

CHIEF EXECUTIVE OFFICER: DISTRICT HOSPITAL (Level 1)

FACTOR: RESPONSIBILITY

HUMAN RESOURCES

1. The CEO has the following responsibility for human resources.

CATEGORY	NUMBER
Clerical	1 (including secretary)
Administrative	4
Nursing	1
Professional...	4

2. The CEO has the following authority over these staff:

Type of authority
General supervision and/or appraisal
Authorising work (quality control and final sign off)
Technical advice and guidance
Formal disciplinary authority
Training/development
Establishment control and planning
Department management (refers to component in CEO's office)

3. The CEO will manage the following staff indirectly.

Staff indirectly managed (Size of establishment)	Number
Unskilled manual	21 – 50

Staff indirectly managed (Size of establishment)	Number
Semi – skilled manual	21 – 50
Skilled manual	51 – 100
Clerical	11 – 20
Secretarial	1- 5
Administrative	6 – 10
Nursing	251 – 500
Professional	11 – 20

4. **In addition to the above, the CEO is required to oversee or manage the following staff:** (The staff referred to here is normally consultants or contractors who are not on the establishment)

Frequency	Number
All the time	0 – 5

FINANCIAL RESOURCES

5. **The CEO has the following responsibility for financial resources.**

Activity	Size
Expenditure.	Very Large
Income.	Large

Note: Very large equates too more than R1 million

Large equates to more than R100 thousand but less than R 1 million

6. **The CEO has the following authority for expenditure:**

Activity
Control expenditure of others
Authorise expenditure
Recommend and/or monitor budget levels
Budget holder

7. **The nature and extent of the CEO's influence for income is:**

Activity
Monitoring or collating financial data
Analysing financial data
Major budget planning

EQUIPMENT

8. **The CEO is responsible for the following equipment:**

Type of equipment
Ancillary (cleaning equipment, hand tools etc)
Service (Boiler room, switchboard etc)
Office (PC, photocopier, OHP etc)
Technical (Laboratory equipment etc)
Medical (Anaesthetic, X-ray etc)
Light vehicles (cars, vans, tractors etc)
Arms (firearms)

9. **The nature of the involvement is:**

Activity
Use or shared use
Repair & maintenance (e.g. health and safety)
Control of use by others
Major influence on buying decisions

10. **The value of the equipment described above is:**

Value of equipment
Very large

Note: Very large equates to more than R1 million and refers to cost to replace

Large equates to more than R100 thousand but less than R 1 million

STORES & LIVESTOCK

11. **The CEO is responsible for the following stores/livestock:**

Activity
Catering Supplies
Stationery
Maintenance Supplies
Arms and ammunition
Miscellaneous stores
Medical supplies

12. **The value of stores/livestock is:**

Between R1 and 10 Million

13. **The CEO's responsibility covers:**

Activity
Manages stores

LAND & BUILDINGS

14. **The CEO is responsible for the following premises:**

Responsibility
Offices
Workshop
Gardens
Hospitals
Official Residence
Water Plant

15. **The total value of the buildings is:**

Between R1 and R10 million

16. The CEO's responsibility for the buildings covers:

Activity
Repair management
Property management

AUTONOMY

17. The core responsibilities of the job of CEO can be defined as:

Activity
General clerical/administrative
Specialist clerical/administrative
Staff supervision
Staff management
Policy analysis and development
Project management
Direction/strategy

18. The structure of the job of CEO is best described as:

Complex work content requiring frequent interpretation within an established framework

ADVISORY RESPONSIBILITY

19. The CEO is required to provide the following advice:

Type of advice	Level
Procedural	Expert
Technical/policy to colleagues	Expert
Technical/policy to staff at a higher level	Expert
Technical/policy to outside the Public Service	Advanced
Public Relations	Standard
Department policy/strategy	Expert
Public Service policy/ strategy	Expert

Note: Expert equates to highly specialised advice available from only a few sources.

Advanced equates to advice of a more specialist nature provided by more experienced, highly qualified personnel where a number of options will be considered.

Standard equates to specific knowledge on the subject where wider options are considered.

Basic equates to common sense factual advice.

IMPACT

Note:

Extensive impact has medium to long term effect and dictates the way work is done.

Moderate impact is substantial in nature.

Limited impact has noticeable effect but is short term in nature.

20. The CEO's work directly influences:

Area of influence	Level of influence
Own section/ Immediate working environment	Extensive
Own division/ Wider working environment	Extensive
Own directorate (The component in which the incumbent is working)	Extensive
Own department (Provincial. Health dept.)	Moderate
General public	Extensive
Private sector organisations	Moderate
Other Governments (Other governments include local authorities)	Limited

21. The type and extent of the post's impact is:

Area of influence	Level of influence
Over/under spend of own budget	Extensive

Area of influence	Level of influence
Over/under spend of large budget (In case of CEO the provincial health budget)	Limited
Legal	Limited
Provision of poor advice to senior managers/ colleagues	Extensive
Impact on services provided to the General Public	Extensive
Impact on Public Service policy/line	Extensive
Provision of poor advice to Minister	Extensive

WORK ERRORS

22. **There can be a significant risk of error in the post due to:**

Risk of error due to
Tight deadlines
High work volumes
Complexity
Confidential or sensitive data
Highly confidential or sensitive data
Confrontational situations
Political Pressure

23. **The majority of errors would be detected:**

Within the department/Province

24. **The consequence of error is:**

Major impact, very hard to detect would be very costly and or time consuming to correct. Would have a long-term impact

25. **How soon will the majority of errors be detected:**

Within the quarter

FACTOR: THINKING DEMANDS

1. **The job information received/issues considered usually concern:**

Several unrelated subject areas

2. **The CEO must regularly absorb and understand the following information/ issues:**

Information/issues	Level
Work instructions/ guidance	Complex
Procedural	Complex
Technical/professional	Complex
Department policy/strategy	Complex
Public Service policy/ strategy	Complex

Note: Note: Complex equates to the information being often unfamiliar and / or require in-depth analysis and interpretation before action can be taken.

Standard equates to information are familiar but requiring some interpretation before applying in practise.

Routine equates to straight forward, regular fixed information which require little or no interpretation.

3. **The information available to the CEO on which he base his decisions are:**

Mostly incomplete

4. **The CEO is required to carry out the following analysis on information:**

Activity	Frequency
Gather relevant information	Frequently
Analyse information and form conclusions	Frequently
Present results of analysis	Frequently
Identify areas for analysis and outputs required	Frequently
Judges the significance of the analysis	Frequently

Note: Frequently equates to at least once a week

PROBLEM SOLVING

5. **The assistance or advice available (not necessarily used) to the CEO includes:**

Type of assistance	Availability
Referral to a more senior experienced employee	Always
Standing instructions or procedures	Always
Technical or professional standards/guidelines	Always
Established precedents	Usually
Narrow Policy guidelines	Always
Broad Policy	Always

Note: Always means that the source of assistance or guidance is available more than 90% of the time

Usually means that the source of assistance or guidance is available more than 50% of the time

Rarely means that source of assistance or guidance is usually unavailable.

6. **The following best describes the majority of conclusions made by the CEO**

Complex

7. **Type of problem that a CEO has to solve is on average subject to the following deadlines:**

Type of problem	Frequency
Immediate	Infrequent
Daily	Frequent
Weekly	Frequent
Monthly	Frequent

PLANNING

8. **The CEO's planning impacts the following areas:**

Area of impact
The CEO's own work only
Own section/immediate working environment
Own division/wider working environment
Own directorate
Own department/provincial administration (provincial health dept.)

9. **What is the nature of the CEO's planning:**

Nature of planning
Work processes
Application of policy or procedures
Resource allocation
Project planning
Major financial planning
Provincial strategic planning

DECISION MAKING

10. **The CEO is expected to take decisions or make recommendations in the following areas:**

Type/area of decisions to be made
Planning/organising own work
Planning and prioritising the work of others
Amend existing practice (high level of autonomy)
Resolving job problems referred by others
Authorising actions by others
Recommend/decide on change
Controlling projects

Type/area of decisions to be made
Recommending actions requiring major resource commitment by others
Vetoing actions by others
Recommending minor changes to policy
Recommending major changes to policy

CREATIVITY

11. **The level of innovation/creativity required by a CEO is:**

Adaptive/Significant	On an individual basis
Creative/Significant	As part of a Team

FACTOR KNOWLEDGE:

BREADTH OF KNOWLEDGE

1. **The range and depth of knowledge required is best described as:**

Deep knowledge of a wide range of activities

2. **Prior Experience**

The post is NOT an entry-level post.

3. **The method of promotion to the post is:**

Post

4. **The CEO would require the following experience before entering the post:**

Type of experience	Years of experience
Management (level 9 to 12)	1 to 2 years

QUALIFICATIONS

5. **The following minimum qualification is required for the post:**

Degree

SKILLS

6. **The following specific skills are required for the job:**

Type of skill	Level
Numeracy	Intermediate
Literacy	Intermediate
Driving.	Basic
Typing	Basic

Type of skill	Level
Operating Equipment	Basic
Language skills	Basic
Project management	Basic
Financial management	Intermediate
Strategic planning	Intermediate
General medical	This skill will only be applicable if the core responsibility of the CEO will be medically and not management related
Specialist medical	

Note:

Advanced equates to an in depth skill that is required, involving the use of the most difficult techniques.

Intermediate equates to a well-developed skill requiring the use of more sophisticated techniques.

Basic equates to a standard working level of ability that is required.

FACTOR: COMMUNICATION

Range of Contacts

1. **The CEO's main contacts, as a requirement of their job, are:**

Contact	Frequency
Co-workers	Daily
Supervisor	Daily
Management	Daily
Senior Management	Daily
Legal practitioners (e.g. attorneys, magistrates, judges)	Occasionally
Other Departments	Daily
Political office bearer (e.g. Ministers, Premier, MEC)	Occasionally
Students	Occasionally
Patients	Weekly
Private Sector Organisations	Weekly
General Public	Weekly
Academic Institutions	Occasionally
Media	Occasionally

CONTENT OF COMMUNICATION

2. **The CEO regularly has to communicate the following types of information:**

Type of information	Level
General Information	Standard
Procedural information	Standard
Technical/professional	Complex
Relationship management	Standard
Department policy/strategy	Complex
Public Service policy/ strategy	Complex

Note:

Complex equates to the conveyance of highly specialised information on technical conceptual or abstract issues.

Standard equates to the conveyance of more detailed information.

Routine equates to conveyance of basic information.

VERBAL COMMUNICATION

3. The CEO will require the following communication skills.

Activity	Frequency
Routine exchange of information requiring helpfulness and politeness	Daily
Providing or obtaining information requiring simple explanation	Daily
Providing or obtaining information requiring difficult explanation	Daily
Providing or obtaining sensitive information requiring tact and diplomacy, e.g. through interviews	Monthly
Motivational skills	Weekly
Influencing skills	Daily
Formal presentation skills/public speaking	Monthly
Negotiation skills	Monthly
Presenting evidence in court	Occasionally

WRITTEN COMMUNICATIONS

4. The CEO is required to produce the following written communications:

Type	Frequency
Routine notes/ memos/ letters	Daily
Routine reports	Weekly
Complex notes/memos	Weekly
Complex letters/press releases	Weekly

Type	Frequency
Complex reports/technical papers	Monthly

Note: Complex written communications normally concerns issues requiring substantial thinking

FACTOR: ENVIRONMENT

Physical Environment

1. **The majority of work is carried out in:**

Office

2. **The CEO is subject to the following hostile or violent situations:**

Situation	Frequency
Verbal abuse	Occasionally
Physical threats	Occasionally
Physical assault	Occasionally

3. **The CEO is subject to the following traumatic situations:**

Situation	Frequency
Mental illness	Occasionally
Serious injury	Occasionally
Death	Occasionally

Physical Demands

4. The following physical demands are made on the CEO.

Physical Demands	Frequency
Prolonged use of computer	Weekly
Driving	Weekly

5. **The CEO is subject to the following unsociable conditions or hours:**

Condition	Frequency
Additional hours	Daily
Week-end working	Monthly
On-call	Daily

Condition	Frequency
Travel on business outside normal hours	Weekly
Working away from base (overnight)	Occasionally

Hazardous Conditions

6. **The CEO is exposed to the following hazardous conditions:**

Condition	Frequency
Exposure to blood and body fluids	Occasionally
Exposure to disease or infection	Occasionally