

<b>CHIEF EXECUTIVE OFFICER: CENTRAL HOSPITAL (Level 3)</b>
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**FACTOR: RESPONSIBILITY****HUMAN RESOURCES**

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

<b>CATEGORY</b>	<b>NUMBER</b>
Clerical	1 (including secretary)
Administrative	1
Nursing	1
Professional...	1
Management..	2 (level 9 – 12)
Senior Management	1 (level 13 – 16)

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

<b>Type of authority</b>
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.**

<b>Staff indirectly managed</b>	<b>Number</b>
The number of staff indirectly managed is  (Size of establishment)	2,001 - 5,000

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)

<b>Frequency</b>	<b>Number</b>
All the time	11 – 20

## **FINANCIAL RESOURCES**

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

<b>Activity</b>	<b>Size</b>
Expenditure.	Very Large
Income.	Very Large

Note: Very large equates too more than R1 million

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

<b>Activity</b>
Control expenditure of others
Authorise expenditure
Recommend and/or monitor budget levels
Grants permission to move funds between different budget heads
Budget holder
Sets budget levels

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

<b>Activity</b>
Monitoring or collating financial data
Analysing financial data
Major budget planning

## **EQUIPMENT**

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

<b>Type of equipment</b>
Ancillary (cleaning equipment, hand tools etc)
Service (Boiler room, switchboard etc)
Office (PC, photocopier, OHP etc)

Type of equipment
Computer (Main frames, minis, network equipment etc)
Technical (Laboratory equipment etc)
Production/manufacturing (workshops)
Medical (Anaesthetic, X-ray etc)
Light vehicles (cars, vans, tractors etc)
Heavy vehicles
Arms (firearms, etc.)

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

## **STORES & LIVESTOCK**

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

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

Activity
Medical supplies

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

More than R 100 million

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

Activity
Manages stores

## **LAND & BUILDINGS**

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

Responsibility
Offices
Gardens
Workshop
Hospitals
Official Residence
Water Plant

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

More than R100 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

<b>Activity</b>
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:**

<b>Type of advice</b>	<b>Level</b>
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 in the Public Service.

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.)	Extensive
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
Over/under spend of large budget (In case of CEO the provincial health budget)	Extensive
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

Area of influence	Level of influence
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 year

## **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:**

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

Note: Complex equates to the information being often unfamiliar and / or requires 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 straightforward, 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:**

<b>Activity</b>	<b>Frequency</b>
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	Usually
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
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<b>Area of impact</b>
The CEO's own work only
Own section
Own division
Own directorate
Own department/provincial administration (provincial health dept.)

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

<b>Nature of planning</b>
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:**

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

Type/area of decisions to be made
Recommending major change 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:**

<b>Type of experience</b>	<b>Years of experience</b>
Senior Management (above level 13)	3 to 5 years

## **QUALIFICATIONS**

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

Masters or Doctorate Degree

## **SKILLS**

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

<b>Type of skill</b>	<b>Level</b>
Numeracy	Intermediate
Literacy	Intermediate
Driving.	Basic
Language skills	Basic
Operating Equipment	Basic
Project management	Intermediate
Financial management	Intermediate
Strategic planning	Intermediate

<b>Type of skill</b>	<b>Level</b>
General medical	These 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:**

<b>Contact</b>	<b>Frequency</b>
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	Monthly
Private Sector Organisations	Daily
General Public	Weekly
Academic Institutions	Weekly
Media	Monthly
International Organisations	Occasionally

### **CONTENT OF COMMUNICATION**

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

<b>Type of information</b>	<b>Level</b>
General Information	Standard
Procedural information	Standard
Technical/professional	Complex
Relationship management	Standard
Department policy/strategy	Complex

Type of information	Level
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

<b>Type</b>	<b>Frequency</b>
Complex letters/press releases	Weekly
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:**

<b>Situation</b>	<b>Frequency</b>
Verbal abuse	Occasionally
Physical threats	Occasionally
Physical assault	Occasionally

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

<b>Situation</b>	<b>Frequency</b>
Mental illness	Occasionally
Serious injury	Occasionally
Death	Occasionally

### **Physical Demands**

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

<b>Physical Demands</b>	<b>Frequency</b>
Prolong use of the computer	Weekly
Driving	Weekly

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

<b>Condition</b>	<b>Frequency</b>
Additional hours	Daily
Week-end working	Monthly
On-call	Daily

<b>Condition</b>	<b>Frequency</b>
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:

<b>Condition</b>	<b>Frequency</b>
Exposure to blood and body fluids	Occasionally
Exposure to disease or infection	Occasionally