The Spotlight tool set is a supplementary job analysis tool designed specifically to bring to light invisible, tacit skills that would otherwise be un-named and unrecognised. Its use helps ensure the completeness of the job data needed to generate accurate and unbiased job evaluation, job grading or work value assessment.

Spotlight tools help managers and HR personnel to write position descriptions, select employees, manage performance and encourage individual and career development

The Spotlight framework is the centrepiece of the toolkit. It helps document skills (learned capabilities) enabling less tangible work processes. These skills are used, for example, in the work roles characteristic of predominantly female service occupations. Failure to 'unpack' these intangible skills is now recognised as having contributed to gender-based undervaluation. The Spotlight framework is designed to identify skills that are easily overlooked, un-named, or undervalue Tf1 0 0 1 466.2 4354 Tm0 g0 G(d)]TJETQ0.000008 0 595.32 8e080.000008 0 595.32 81.92 reW* nBT/F1

The Spotlight methodology is designed to address the following links between skill invisibility and gender undervaluation:

giving undue weight to the most visible or frequent aspect of a job, rather than the most essential

using loaded language such as 'routine'

attributing the performance of delegated work to the person delegating, rather than the person performing

underestimating the coordination skills of 'support' work

naturalising skill as an inherent personality trait

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individual. Jobholders are given a workbook to help them prepare for an interview. They attend the interview (often on-line and recorded with their permission). Optionally, they may also complete a time use diary covering a day close in time to the interview.

The preparatory workbook makes no mention of skills. It consists of a list of 135 work activity descriptors, to be ticked if undertaken. The explanatory pages of the workbook contain words such as the following:

> 'We are particularly interested in activities that are **necessary or important** but **invisible** and not listed in your job description.'

> 'Please tick only those **work activities** that are

The interview is undertaken in two parts — the first part is an open-

The Spotlight tool was originally designed for purposes related to position description writing. It has subsequently proved useful in mapping job size, by enabling the building 'heatmaps' indicating the intensity and expertise level of under-recognised skill requirements of jobs.

The Spotlight skill taxonomy helps identify under-recognised skills in jobs of varying span of control or technical complexity, ranging from entry-level to managerial. The complexity and range of Spotlight skill use may not neatly align with other job dimensions. For example, high levels, and high intensity in the use, of Spotlight skills may be required in jobs where high level technical qualifications are not currently required; whilst jobs requiring technical expertise may not require high level 'Spotlight' skills such as may be needed, for example, in personal care work.

The skill content and use levels identified by the Spotlight tool may indicate the need to re-assess job size in terms of required effort, skill range and responsibility.

Skills that are hidden, under-defined and under-codified cannot be fully identified. If they are not fully identified, they cannot be assigned an accurate value. The Spotlight tool was designed to provide supplementary job data, helping correct these sources of undervaluation.