

Job Evaluation report

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Introduction

Denbighshire County Council requested us to re-evaluate the position of Head of Highways and Environment.

We have evaluated the role using the information from the job description and other supporting documentation supplied and having a job analysis interview with the role holder.

The role was evaluated by Grainne Donohoe, Principal in the Job Evaluation team and quality assured within the UK & Ireland Job Evaluation Team.

The score and rationale follows.

Head of Highways and Environment

Know How		Problem Solving			Accountability		Total job size	Profile
FII3	400	E+4	(50%)	200	E+3P	304	904	A3

Rationale

Reporting to one of two Corporate Directors, the role is responsible for contributing to the broad strategic leadership of the Council, leading specifically the Highways and Environment Services of the Council's longer-term strategy. It is responsible for driving the service delivery and performance across these two broad functional areas, for setting standards and for identifying future opportunities and new ways of working.

It is required to set the tone for their part of the organisation, develop the business plan and objectives and lead a high performing delivery organisation. The role is required to integrate a range of services and related activities to deliver to Council requirements.

The role requires the job holder to have considerable seasoning and experience and be able to integrate sub functions into the management of broad functional areas of the organisation. It provides functional leadership and has Council wide impact.

It manages an operational budget of £29.3m, a capital budget of £6.5m and 343 Council employees.

There is a requirement in the role to reshape policy and be open to external influences. In addition, the role requires a considerable degree of interpretative, evaluative and/or constructive consideration to address issues that are noticeably different from what has been encountered previously.

Introduction to Job Evaluation

The Hay Guide Chart and Profile method of determining the relative importance of individual jobs is, like most evaluation methods, predominantly a judgmental process. Only rarely, and then incompletely, can relativities be determined quantitatively. The objective of any job evaluation method is to assist those involved in making consistent judgements. These judgements must be explicable and take into account the value standards of the organisation in which they exist. Hay Guide Charts and Profiles provide a framework for making such judgements, and for checking and assessing their overall consistency.

Our experience, over many years of working closely with a wide range of organisations, has led us to conclude that there are three broad facets which determine the size and importance of any job. These are:

ACCOUNTABILITY: The extent to which the position is held responsible for achieving results, and the degree to which it can directly or indirectly influence the business.

PROBLEM SOLVING: The degree to which the job is required to analyse events, draw conclusions, offer advice, make judgements or be innovative and creative.

KNOW-HOW: The amount of knowledge, skill and experience both general and specific that is needed to meet the Accountability and Problem Solving requirements.

Hay Group has developed a methodology which allows clients to measure their jobs against these criteria, giving the required degree of structure which ensures consistent judgements but maintaining the essential flexibility necessary to reflect different organisations and environments. To emphasise their supportive rather than directive nature they are called 'Guide Charts'. A chart exists for each of the three elements.

Know-How

Measures the total amount of skill, knowledge and experience required to meet the demands of the job. The three different types of sub-elements of Know-How are examined below:

1. The depth and range of practical, technical, specialist, professional and general skills in the job and the requirement for hard updated knowledge in practical procedures, or specialised techniques or professional disciplines, i.e. those aspects that immediately spring to mind when one thinks about "job knowledge".
2. The degree of planning, organising, supervising, co-ordinating and managing involved and the requirement to exercise skills in supervision or management. These include planning, co-ordination, control and direction.
3. The extent of human relations skill required and the requirement to influence and/or lead others.

Problem Solving

Measures the requirement for self starting thinking inherent in the job - it is not simply a reflection of the need to overcome operational problems. It measures both the diversity of the situations encountered and the complexity of thought required to analyse and draw conclusions, on the following two factors:

- The complexity and intensity of problems arising in the job and the nature and scope of the thinking required to solve them. How broad or detailed are the policies, procedures and precedents forming a job's thinking environment?
- The amount of analysis, judgement and innovation involved in analysing situations and making recommendations.

Accountability

Measures the extent to which the job is responsible for the achievement of results, and the degree to which it can directly or indirectly influence the conduct of the organisation. It has three sub-elements:

- Freedom to Act - the extent of discretion allowed in the job.
- Impact - the extent to which the job has direct or indirect (advisory) impact on end results.
- Magnitude - an indication of the size of the organisation or part of the organisation influenced by the job.

As with the Know-How Guide Chart, each of the other Guide Charts yields numbers (units of job content) which quantify the judgements made. The total of these job units is a reflection of the "size" of the job and forms, when compared with those of other jobs, the pattern of internal relativities upon which the salary structure is based. Certain relationships exist between these common elements. Different types of job will need different combinations of the three. The shape and composition of jobs will differ but their relative value to the organisation can still be explained and expressed through describing the jobs in terms of Know-How, Problem Solving and Accountability.

The evaluated jobs are now subject to two independent checks designed to highlight any inconsistencies which may have been made during evaluation. These checks are:

Profiling: A process which examines the proportion of these elements present in each job, and focuses attention on the relationship between these proportions within job families.

Sorethumbing: The jobs are listed in order of evaluated job size and any inconsistencies with previous assessments of rank or grade checked to ensure that the reasons for these changes are understood and valid.

General Use of the Hay Group Scheme

The Hay Group scheme has found widespread acceptance as it is based on the step difference principle, which is applicable to any job from the shop floor to the Chairman, can relate different cultures and styles of organisation, and has been shown to be effective in both private and public sectors. Consequently it is now used by more organisations on a world-wide basis than any other single type of evaluation scheme.

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Korn Ferry is the preeminent global people and organizational advisory firm. We help leaders, organizations, and societies succeed by releasing the full power and potential of people. Our nearly 7,000 colleagues deliver services through our Executive Search, Hay Group and Futurestep divisions. Visit kornferry.com for more information.



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