

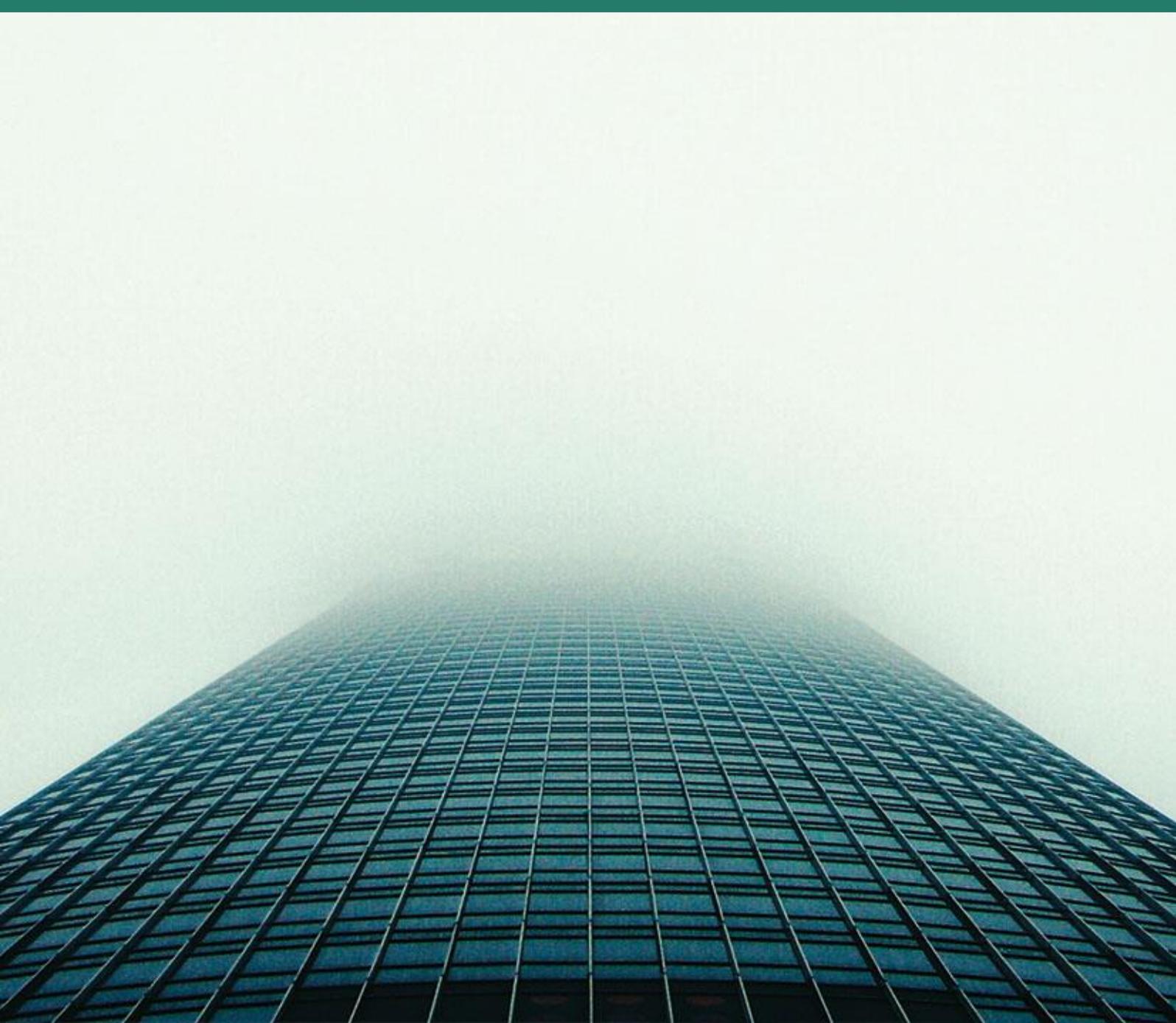


KORN FERRY™  
| HayGroup

Appendix 1

# Head of Roles JE Review

Date: May 2019



# Contents

<b>Head of Highways and Transport</b>	<b>3</b>
Rationale of Evaluation	3
<b>Head of Planning and Public Protection</b>	<b>4</b>
Rationale of Evaluation	4
<b>Head of Customer, Communications and Marketing</b>	<b>5</b>
Rationale of Evaluation	5
<b>Head of Finance and S151 Officer</b>	<b>6</b>
Rationale of Evaluation	6
<b>Introduction to Job Evaluation</b>	<b>7</b>
<b>Contact the author</b>	<b>10</b>



## Head of Highways and Transport

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

### Rationale of Evaluation

The changes made to this role do not warrant any changes to the evaluation as of September 2018. We have reviewed the information contained in the updated profile and feel that the evaluation still stands. There has been a significant change in headcount, however this alone has not made a change to the scoring. Please see the previous rationale below:

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. [nb this headcount is not accurate, which we recognise, but the change does not make a difference to job size]

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.



## Head of Planning and Public Protection

Know How		Problem Solving			Accountability		Total job size	Profile
F II 3	400	E+ 4	50%	200	E+ 4 S-	264	864	A2

### Rationale of Evaluation

The Head of Planning and Public Protection is responsible for the strategic leadership on the development, adoption and implementation of the council's statutory Local Development Plan and Housing Strategy. The role calls for a seasoned professional with deep expertise within their area of specialism, with experience of developing and delivering performance management, and budget management processes at a senior level. This role in particular will need significant experience in leading a built service of a public protection related service. This role will need to be planning with a long term, strategic vision, with an expectation to ensure that robust plans are in place for the strategic leadership of a number of areas to protect the public and ensure they are fit for future. There will be a requirement to bring together a number of areas to deliver a cohesive service to the residents of Denbighshire. Excellent communication skills required to lead strategically and to influence stakeholders at all levels.

This role will be required to deliver strategic leadership, with some direction on what needs to be achieved for the County within the area of expertise, but scope to define the vision and strategy for the area within this overarching direction. Innovation required in order to ensure that the Council are delivering creative solutions for residents.

Working under direction from the Corporate Director, and working within legislation and strategic objectives of the Council. The role holder will be free to define priorities for their area, and deliver on these. Impacting across the whole Council and on residents directly.



# Head of Customer, Communications and Marketing

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

## Rationale of Evaluation

The Head of Customer, Communications and Marketing is responsible for the strategic leadership of Customer Services, Libraries, Marketing and Communications, whilst having absorbed the Community Housing services and Housing Capital programme responsibilities. This has increased the breadth of scope that this role covers and as such the level of knowledge and understanding within this area will have increased. The role calls for a seasoned professional with significant experience in a business and commercial environment, with significant range of experience in people, financial management and strategic service planning. The range of activities that this role oversees will now include all events within Community Housing services. Excellent communication skills required in order to influence at a strategic level, and to work in partnership with internal and external stakeholders at all levels.

This role will be responsible for setting direction and vision for this area with overarching strategy guiding the priorities for the Council, but this role free to set the priorities within this area. There will be scope to define how best to lead this area, with guidance set on what needs to be achieved. Innovation and creative thinking necessary to be successful at this level to remain ahead of trends and to deliver on the needs of the residents.

Working under direction from the Chief Executive and Members guidance, this role will have freedom to ensure that the needs of the residents are met, and to ensure that they deliver exception Comms to all customers. Impacting indirectly across the Council, with activities undertaken by this role having a large impact on the perception of the Council by residents



## Head of Finance and S151 Officer

Know How		Problem Solving			Accountability		Total job size	Profile
F II 3	400	E+ 4	50%	200	E+ 4 C	230	830	A1

### Rationale of Evaluation

The Head of Finance will need to be a seasoned professional with significant range of experience in people, financial management and strategic service planning. There is also a requirement to have experience of managing a complex budget in a large organisation. This will be paired with the relevant professional qualifications and / or Memberships. This role will take on responsibility for the property portfolio and as such the breadth of knowledge required and the scope that this role will cover will increase. The role will be expected to bring together a range of activities to deliver a cohesive service for the organisation. There will be a requirement to ensure that a number of streams of activity are pulling in the same direction. Excellent communication skills required to lead and influence strategically, liaising with a number of partners, internally and externally.

This role will be setting strategy for this area, with an overarching strategic vision given from Corporate Directors, Members, and the Chief Executive. There will be a requirement to use innovative thinking in order to ensure that the needs of the community are met.

The role will need to ensure that they work within legislative requirements, and meet all governance guidelines. There will also be an expectation to meet the strategic vision of the organisation, whilst having an indirect impact across the Council.



## 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.



## Contact the author

**Harriet Pickard**

Consultant, London, UK

E: [harriet.pickard@kornferry.com](mailto:harriet.pickard@kornferry.com)

M: +44 (0)77 883 85338

## About Korn Ferry

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](http://kornferry.com) for more information.



© Copyright 2016, Korn Ferry

ALL RIGHTS RESERVED. Do not modify or create derivative works from contents. Statement of Confidentiality: This proposal and supporting materials contain trade secrets and proprietary business information of Korn Ferry. This information may be photocopied by Denbighshire Council for use in evaluating the project, but is not to be shared with other organizations, consultants, or vendors without the express written permission of Korn Ferry.