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Newport City Council Job Evaluation report

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Introduction

Following a restructure of Heads of Service roles, Korn Ferry Hay Group was commissioned to evaluate the roles to establish their relative job sizes and resulting position in the Newport City grade structure.

Roles have been evaluated based on job descriptions, organisation charts provided and further contextual information gathered in interviews with job holders.

Results are presented in this report for discussion and agreement with the Chief Executive.



Summary of Results

All roles, apart from the Chief Education Officer, have evaluation scores that position them at grade HDS02. This reflects the fact that while the roles have different service areas, they all have varied and challenging portfolios which require extensive experience, an ability to work in partnerships and deliver the best possible services in the most efficient way.

The Chief Education Officer role has additional challenges and complexity due to the need to deliver and improve education standards for a very diverse community with differing cultural and language issues. This impacts over 23,000 pupils and their families across the community.

Detailed scores and the rationales are shown on the following pages.

Job Title	Total	Newport City Council Grade
Chief Education Officer	1142	HDS01
Head of Adults Services	994	HDS02
Head of Children's Services	994	HDS02
Head of Regeneration, Investment & Housing	994	HDS02
Head of People & Business Change	994	HDS02
Head of Finance	994	HDS02
Head of Streetscene and City Services	964	HDS02
Head of Legal and Regulation	994	HDS02



Evaluation Results

Job Title	Know-how				Problem Solving				Accountability				Total	Profile	Notes
Head of Adults Services	F	II+	3	460	F	4	(50)	230	F-	3+	S	304	994	A2	Leads the development and delivery of Adult and Community Services including a variety of partnerships and collaborations across the council, the local community and the region. Includes Commissioning for both Adults and Children's services. The role therefore requires a professional with extensive experience in relevant fields with an up to date understanding of legislation and best practice. The subject area is governed by a mixture of UK and Welsh legislation which the role needs to interpret to ensure that the council remains compliant and adopts the most appropriate courses of action for Newport. Reports to Strategic Director, People and manages a budget of £60m and a workforce of 540 FTE.
Chief Education Officer	F+	III-	3	528	F	4	(50)	264	F	4	C+	350	1142	A2	The role is accountable for ensuring that an appropriate education strategy is set and delivered, including all responsibilities within the statutory Chief Education Officer role. This involves working in partnership and collaboration with a range of internal departments and external organisations - including school heads and governing bodies. Education improvement activities are delivered by the South East Wales Educational Achievement Service and the role needs to ensure services are shaped and delivered to deliver standards as accountability still lies directly with this role. The role is evaluated a step higher than other Heads of Service as it needs to develop strategies to overcome the specific challenges posed in delivering and improving education for a very diverse community with associated cultural and language issues. The role has an advisory impact on total education budget of £100m (largely devolved to schools).
Head of Children's Services	F	II+	3	460	F	4	(50)	230	F-	3+	S	304	994	A2	Leads the development and delivery of children's services including a variety of partnerships and collaborations across the council, the local community and the region. Includes Safeguarding for CYP, Adults and Education. The role therefore



																requires a professional with extensive experience in relevant fields with an up to date understanding of legislation and best practice. The subject area is governed by a mixture of UK and Welsh legislation, which the role needs to interpret to ensure that the council remains compliant and adopts the most appropriate courses of action for Newport. Reports into Strategic Director, People and manages a budget of £20m and a workforce of 320 FTE.
Head of Regeneration, Investment & Housing	F	II+	3	460	F	4	(50)	230	F	3	S	304	994	A2		Leads a variety of operational, regeneration and development service areas, which requires a professional with broad experience in regulated areas as well as those needing commercial acumen and creativity. The role works in partnership and collaboration with a range of internal and external stakeholders to identify needs and develop options / solutions. The role manages a variety of direct revenue budgets, outsourced services and capital projects.
Head of People & Business Change	F	II+	3	460	F	4	(50)	230	F	4	C	304	994	A2		The role leads a mixture of teams, services and programmes, which contribute, to the improvement of Council services and performance. It requires a professional with broad expertise and experience to work in partnership and collaboration with internal and external stakeholders to scope and deliver programmes impacting across the Council and region. This relies on data and analysis to inform decision making and measure progress. The role also leads HR and IT services and has a total workforce of 160 people and a budget of circa £6.5m.
Head of Finance	F	II+	3	460	F	4	(50)	230	F	4	C	304	994	A2		Leads all financial operations and acts as a key advisor to management and elected members, Is the Section 151 Officer with accountability to ensure that the Council is compliant with all financial regulations. Therefore requires a professional with extensive experience who can take an independent overview of financial matters. The roles freedom to act is marginally limited by the requirement to work within set regulations and structures. Has an advising guiding impact across the Council.
Head of Streetscene	F	II+	3	460	E+	4-	(43)	200	E+	3	P	304	964	A3		Leads a range of operational service areas delivered through a direct workforce, external contractors and partner organisations. Whilst there is a need to develop strategies to deliver services as



and City Services																efficiently as possible, there is more of a focus on management of operations than in other Heads of Service roles - these are high profile services. The role manages a revenue budget of circa £17.5m.
Head of Legal and Regulation	F	II+	3	460	F	4	(50)	230	F	4	C	304	994	A2		Leads a variety of services with a legal / regulatory focus including the accountabilities of the statutory role of Monitoring Officer. This requires a professional with extensive experience to work directly with senior management and Members to ensure that the council remains compliant with all legal and regulatory issues. The services areas it leads are generally working to clear internal and external guidelines. The role has an advising / guiding impact on the whole 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.



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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 for more information.



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