



KORN FERRY™
| HayGroup

Job Evaluation report

Date: September 2017



Contents

Introduction	3
Chief Education Officer	4
Rationale of Evaluation	4
Introduction to Job Evaluation	5
Contact the author	8



Introduction

Korn Ferry Hay Group have been asked to re evaluate the role of Chief Education Officer for Newport City Council. This role was looked at as part of a wider review in 2016, but since then, the job has changed scope. We are reviewing to see if this has had an impact on the job size.

We evaluated this roles using the job description and existing contextual information held by us.

This role was evaluated by Harriet Pickard and quality assured by Jon Gay. Harriet is in the job evaluation team, and Jon Gay is a deep expert in the Public Sector with jobs of this size and has history with Newport City Council. Following our review of this role, we recommend that this role is aligned with the other roles reviewed in 2016 by Kornferry Hay Group.



Chief Education Officer

Know How		Problem Solving			Accountability		Total job size	Profile
F II+ 3	460	F4	50%	230	F-4 C+	304	994	A2

Rationale of Evaluation

This role is responsible for leading and managing the Education Services of the City Council for Newport. There will also be a requirement to act as the statutory Chief Education Officer. In order to be successful at this role, the role holder will need significant experience in, and understanding of, management in an education context. There is a requirement for a degree, or equivalent in experience, but the focus of knowledge will have been gained from experience within a breadth of career experience, covering a range of education related services. The role will be contributing towards the delivery of the Council's vision, goals and core values, and will be working in partnership and in collaboration with a range of internal and external partners. Some responsibility will lie with the Strategic Director to drive forward improvement in standards, with this role providing input into a long term strategic vision. This role will need excellent communication skills in order to be an effective leader, performance managing effectively, and ensuring that standards are high across the area.

This role will be the Lead Officer in the Service Area, ensuring that it meets all current legislative, regulatory, professional and quality standards and will need to ensure that policy and performance criteria are met. This role will be reporting into the Strategic Director, People, and will be having an indirect impact, advising on the total education budget of £100m (assumption made on figures already held by KFHG)



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

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 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 CLIENT NAME 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.