

Human Resources
Committee
August 2018
Appendix I

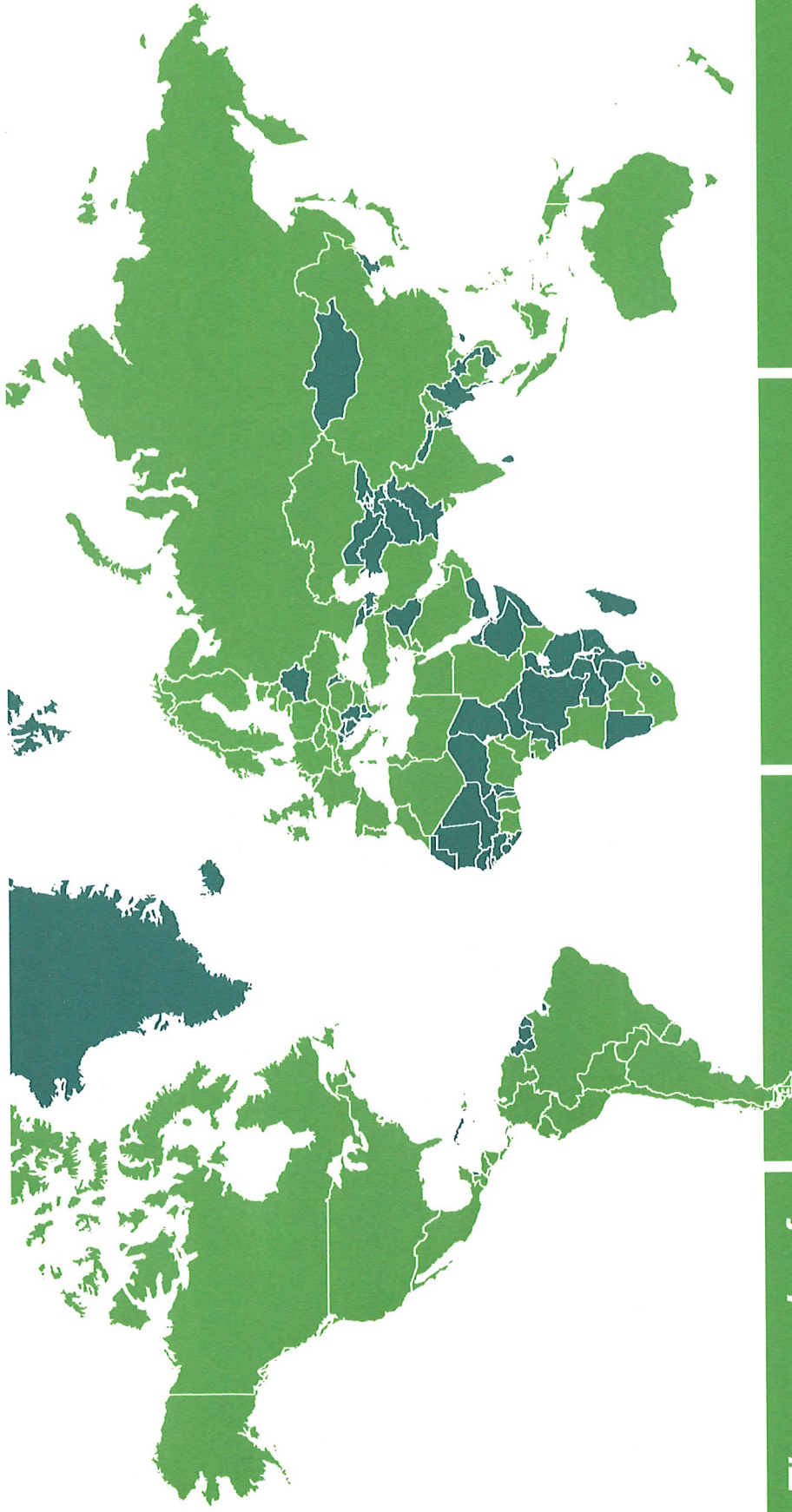
Overview of Job Evaluation

Jon Evans

07788 184630

 KORN FERRY
| HayGroup

The most widely used method in the world



Thousands of organisations

The Korn Ferry method is the world's most trusted

All levels

From top-to-bottom, our approach is equally capable of evaluating all your roles

All sectors

Used in many hundreds of organisations in private and public sector across the UK

All jobs

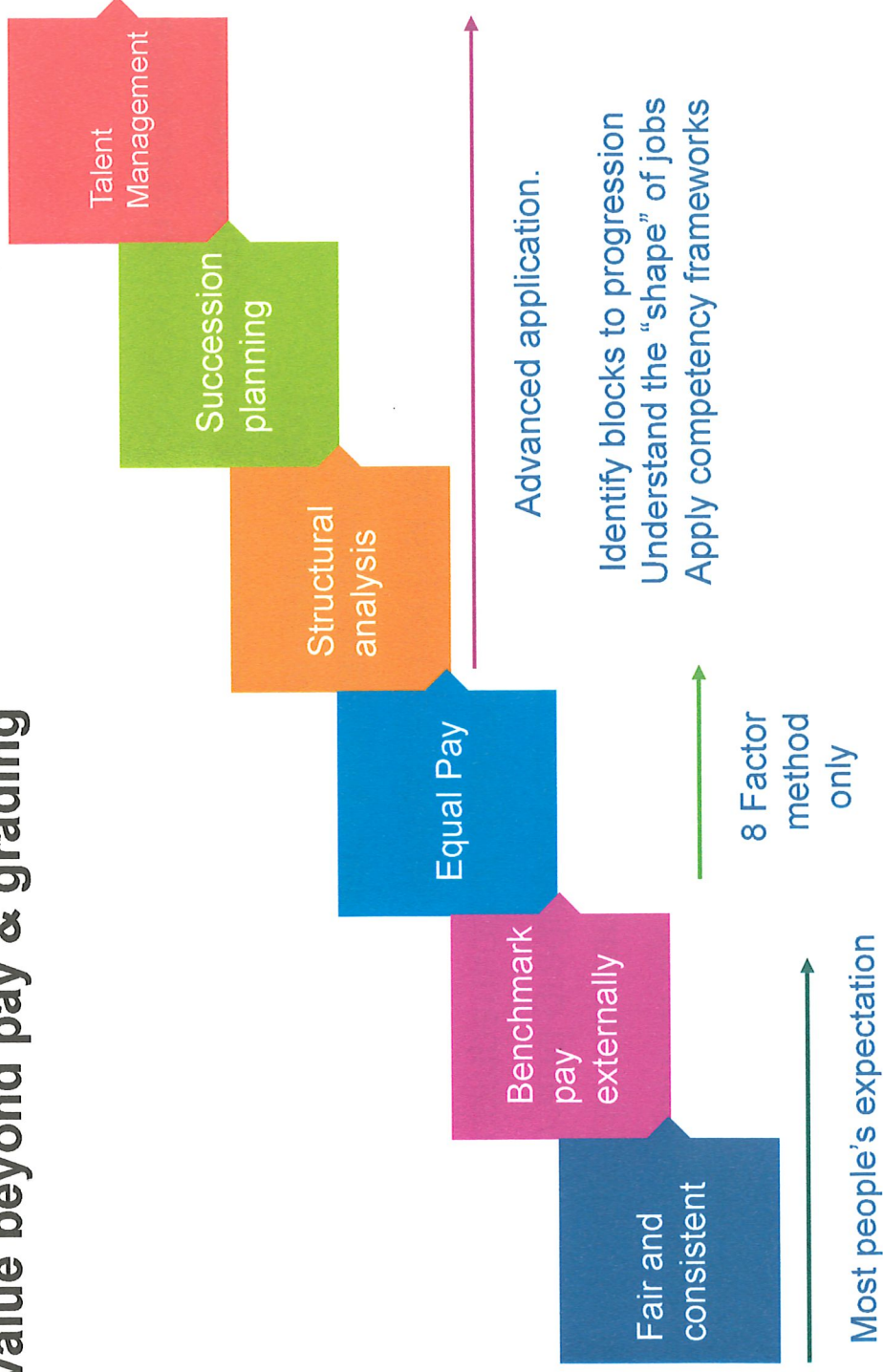
The KF JE method will apply to all jobs – including those in future which aren't yet on your org-chart

Advantages of Korn Ferry job evaluation

- Provides an analytical method which, in principle, satisfies equal value law
- Based on a credible, simple and coherent model of the characteristics of different levels of work
- Can be equally applied to all jobs in all settings – something many other methods cannot do
- Sensitive in measuring job differences, and therefore underpins decisions about pay and grading
- Enables comparison of dissimilar jobs
- Provides a rating of differences, not just ranking
- Recognises the criticality to organisations of the concept of Accountability, while assessing both job-content, and context
- Supported by online tools to increase convenience and efficiency
- Links to the UK's (and world's) largest pay comparison database for authoritative pay benchmarking



Value beyond pay & grading



The Korn Ferry method of job evaluation has many applications. Later in this document we'll begin to explore its wider benefits.



Evaluating the impact and complexity of jobs, fairly.

Output

What is the contribution of the role to the results of the organisation?

Jobs exist to achieve an end result (Accountability).

To achieve it, job-holders must address problems, create, analyse, and apply judgement (Problem Solving).

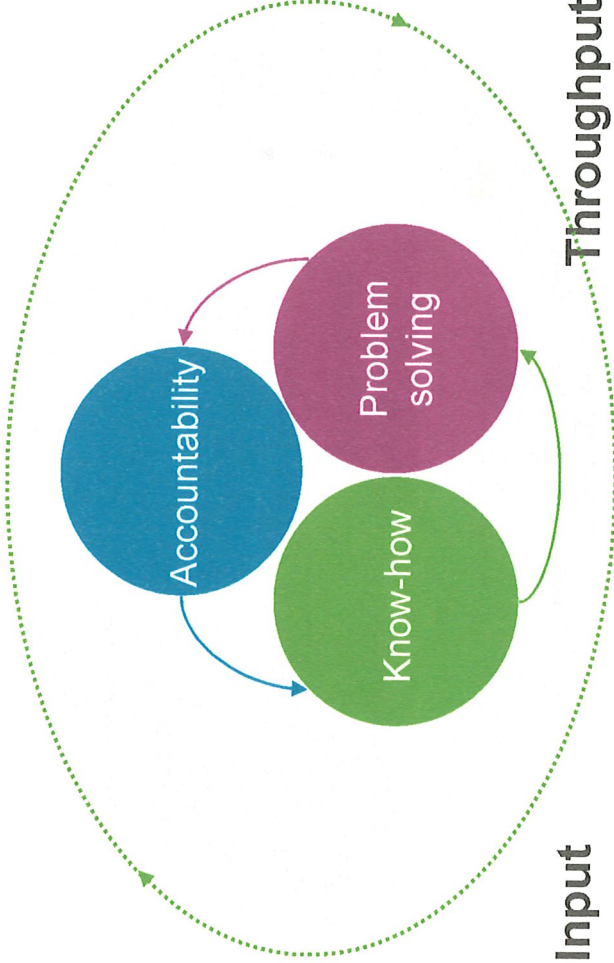
Therefore – to perform at an acceptable level – the job-holder requires a level of knowledge and experience in line with the scale of complexity of the deliverables (Know How).

Input

What does the role need to know to identify and handle the problems?

Throughput

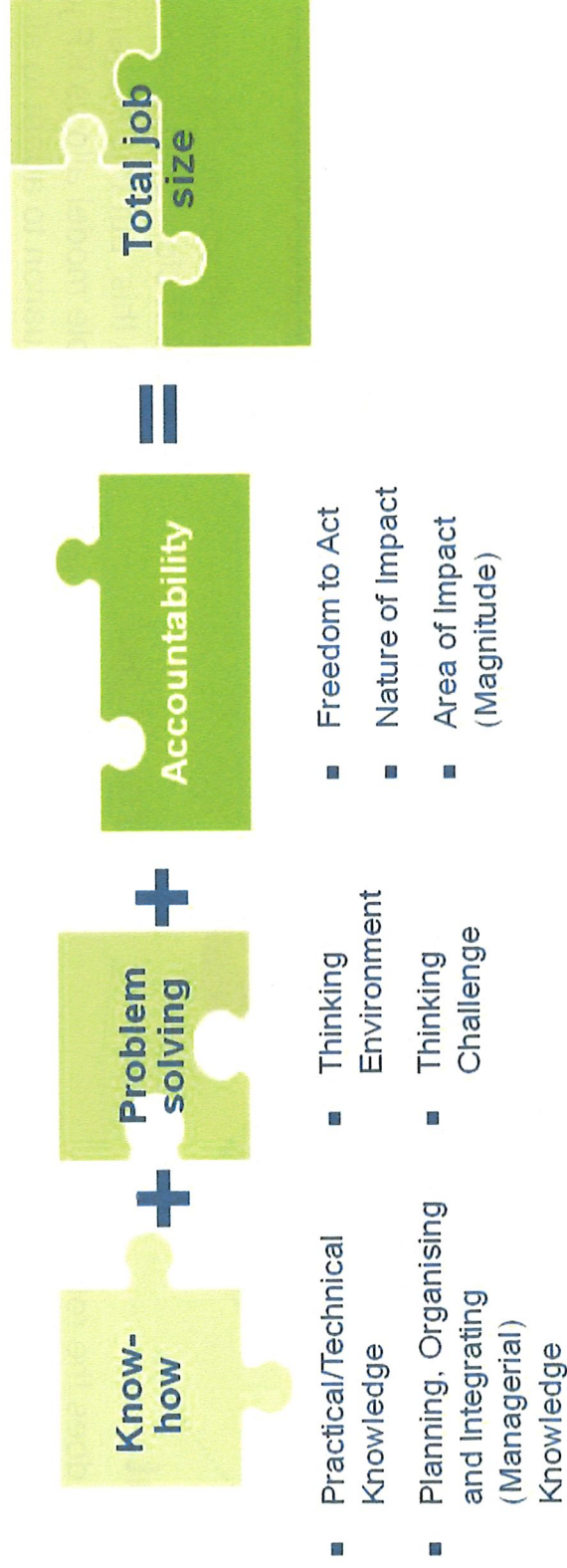
What problems does the role need to solve?



As you'll see on the next page, the 8-factors are more refined than this, but this elegantly simple model allows KF job evaluation to adapt to all roles at all levels.



Three stages, eight factors

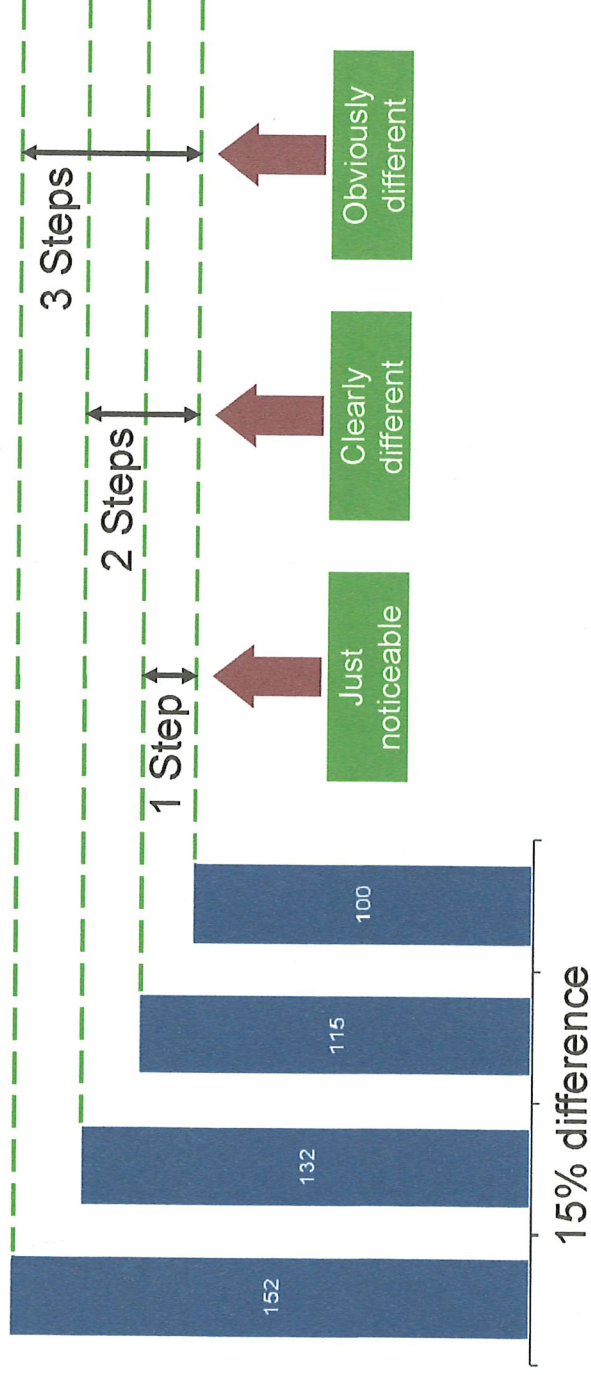


Korn Ferry job evaluation requires judgements to be made about eight factors of the job (illustrated above). It is about the job, not the person, and requires a certain level of knowledge about the role, gained from materials such as the job description, person-spec, budgets, and org-charts. To which should be added contextual information from interview – either with the role-holder or with their line-manager. If you don't understand the job, you cannot evaluate it.

These eight factors work together to produce a score for each stage, and an overall score. This means we can understand not only the overall size and complexity of the job, but also its 'shape', which has advantages in managing talent or considering management and senior appointments.



Step difference principle



Much of the methodology is based on the principle of “just noticeable difference” – that relativities should be observable. This is one reason why the KF approach is sensitive in measuring job differences, and provides clear outputs about differing job size, which not all others can do.



Thank you

