

Title	How the Job Sizing Scheme Works
Reference	HRP0029b
Version	2.0
Date	12 December 2007
Author	Jackie Hatton-Bell
Approved by	HRC
Classification	UNCLASSIFIED
Equality Impact Assessment Date	12 December 2007
Revision Date	December 2008

Version	Date	Description
0.1	N/A	Inherited Policy
0.2	07/09/06	Policy presented and approved by MB
0.3	20/10/06	Policy presented and approved by HRC
1.0	26/10/06	Policy presented and approved by Works Council
2.0	12/12/07	Equality Impact Assessed

1. All jobs in the organisation structure, after analysis and description, are reviewed against three principal criteria:
 - (a) The total knowledge or competencies required to perform the job "fully met". This includes formal qualifications, the range of work experience, "on" and "off" the job training and development. The panel seeks to establish how deep and wide this knowledge must be, the scope of its application (how task or strategically orientated is it) and the level of skill required for managing relationships inside and outside of the organisation.
 - (b) The complexity of the Job in terms of the challenges accepted by the Job Holder. The panel wants to establish how well defined or predictable are the challenges or the extent to which the job holder has to contend with unfamiliar situations and develop a range of possible options for action. It also wants to find out how closely supervised the individual is or how free to make decisions without prior reference.
 - (c) The responsibility for the final outcomes or consequences of the job. Here the panel is seeking to establish who is ultimately responsible, the potential for the job holder to significantly influence outcomes, the sums of money the job holder can put at risk, the business reputations that may be affected or resourced by the job holder's actions, the timespan that elapses before a more senior person becomes involved.

2. The three principal criteria or factors are linked to three separate points tables which guide the panel to the appropriate points total for each factor and hence a total number of points. The competencies factor is the single most important of the 3 with the job challenges and consequences effectively an expression of how acquired knowledge is applied to the job. Understanding of the inter-relationship among the 3 factors is a vital part of the underlying provisions of the scheme, which also promote the notion of whole job rather than unconnected factors.
3. Once the total points have been arrived at, the result is checked against other jobs within and outside of the function to ensure that it makes sense. This process requires an adequate knowledge of all jobs in the structure. The process may cause other results to be revisited and this in turn may require some further upward or downward revision. The whole job is thus seen in the context of the whole organisation.
4. The objective comparison of dissimilar jobs is not easily achieved and no one pretends that any such comparisons result in exact or scientifically correct answers. Indeed the whole of the job sizing process makes no claims for absolute precision but is the most orderly, systematic and consistent means of comparison available.
5. Dissimilar jobs are compared not only in the context of their detailed activities, objectives and purpose but also in terms of levels of Competency, Challenge and Consequences required to perform the requirements of the job description fully met.