

Hay Group  
Cotton House  
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Dear Helen

As you know, I spoke to both Pauline Mitchell and Richard Alty concerning Pauline's appeal against the Hay Group evaluation of her post as Assistant Director, Housing and Building Services. The original scored evaluation was as follows:

<b>Know How</b>	<b>Problem Solving</b>	<b>Accountability</b>	<b>TOTAL</b>	<b>Profile</b>
F+ II+ 3 460	F 4 (50%) 230	F- 4- S 350	1040	A3

Prior to my call, it was my understanding that Pauline's appeal was primarily based around the Breadth of Management, Thinking Environment and Freedom to Act. However the appeal particularly concentrated on the diversity and complexity of the different remits of the role, particularly concentrating on the need to develop new strategic interventions to deal with the changes from the localism agenda and the level of decision making required to be undertaken by the role holder.

In testing the information received with both Pauline and Richard Alty, it became clear that the complexity associated with not only the Housing Agenda, but the commercial expectations associated with the building services remit and the responsibility for collecting Council tax and National Non-Domestic Rates (and dealing with the changing localism agenda around this area) meant there is more management breadth to it than the current job description communicates. Therefore I feel it is appropriate to move the Know-How score up a step to F+ III- 3 528.

With regard to the Problem Solving element of the role, I feel F4 (50%) is the appropriate score for this role. This role has a clear requirement to re-shape central government policy to fit the specific local environment.

Finally, on looking at the scale, scope and value of the areas Pauline has accountability for I would recommend that the Accountability Score is amended. It should recognise the impact of the Housing Budget, the commercial expectations and the impact the Council Tax process has on Council spend and the shared role Pauline has in delivering these with partners and other areas of the council. I would therefore recommend that the Accountability of the role should be evaluated at F 4 S 400.

Accordingly, my recommendation would be that this evaluation should be:

<b>Know How</b>	<b>Problem Solving</b>	<b>Accountability</b>	<b>TOTAL</b>	<b>Profile</b>
F+ III- 3 528	F 4 (50%) 264	F 4 S 400	1192	A3

It would make sense that any descriptions of Pauline's role in future should include the full remit of the work (e.g. recognising the commercial expectations associated with building services and the complexity associated with achieving this requirement, the impact of the localism agenda and the need to adapt policy accordingly and the level of cross departmental working needed to achieve accountabilities).

So in conclusion we would recommend increasing the size of this role to 1192 points, taking it into the AD1 category. Please do not hesitate to contact myself or Mike Dodds if you have any further queries on the issues.

Yours sincerely,

Richard Muscat

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