

**Oxfordshire County  
Council – Pay  
Benchmarking  
Report  
August 2023**



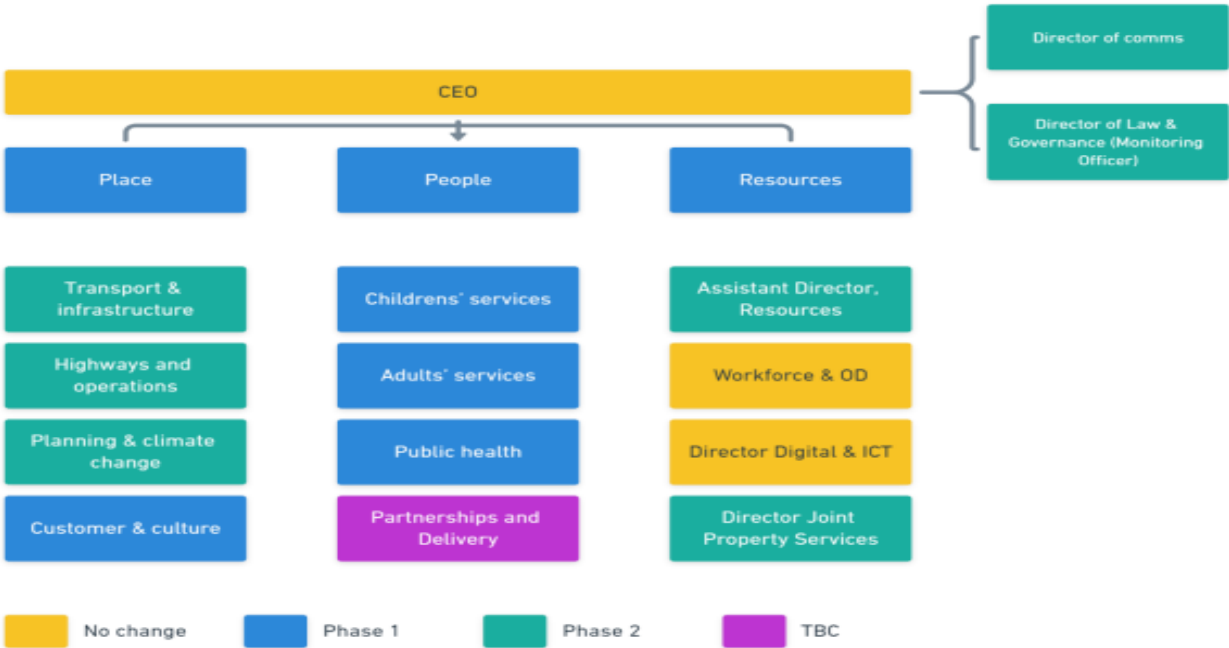
## Report Focus

- 1** Context and the Agenda for Change
- 2** Job Evaluation results
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- 4** Appendix

# Context and the agenda for change

## Context/Background

The Council are seeking to embrace new ways of working which are simpler, more collaborative, and better connected. In starting the journey, a transition is under way to deliver a simpler structure organised under three Directorates for People, Place, and Resources, creating Executive Director roles that provide leadership of these pillars. The target is to 'go live' by September 2023.



# Context and the agenda for change

## **Korn Ferry's response to your needs**

Step 1 – Gather an understanding of the roles, through using discussions with the Chief Executive and HR team members to gauge strategic context and scope.

Step 2 – Evaluate the new Executive Director roles using the Korn Ferry Hay Job Evaluation Method, drawing on extensive work with comparable roles across other Authorities.

Step 3 – Using the job evaluation work to establish the 'size' of the roles, benchmark their base pay using Korn Ferry's external market data for Public Sector and Industrial & Services Sector. These two markets are typically used throughout our Local Government client base.

Step 4 – 'Sense-check' meeting with the Chief Executive to confirm our understanding and interpretation of job size relativities for roles in scope.

Step 5 – Submission of a final report.

**About Korn Ferry's UK Pay Data** – our pay database includes over 900 organisations and one million incumbents, and all data is linked to our job evaluation method so pay comparisons can be assessed based on job size. Within the UK database, we have 650+ private sector and 170+ public sector organisations.

# Job Evaluation – Overview of Roles

Ref Level	People Directorate	Place Directorate	Resources Directorate
26			CEO
25			
24	Executive Director People	Executive Director Place	Executive Director Resources

## **Executive Director Roles**

*Whilst we surmise that each pillar may vary in scale and complexity, roles at this level will naturally have commonalities in their strategic input and impact they make across the Council as a leader and representative of the organisation. They are ultimately accountable for the overall success of the Council, which eclipses the significance of individual scale and complexity of the pillars they sit above. Thinking within overarching objectives, the roles lead the development of strategies and plans for a directorate that each represent a significant part of the organisation's activity, additionally setting the policy framework and objectives. This necessitates highly strategic thinking, and the role is required to think widely and long term – scanning the external environment and anticipating the impact of external forces. As part of the executive team, the role holder is required to work through organisation wide challenges and opportunities, making a major contribution to the development of overall organisational strategy and corporate policies.*



# Pay Benchmarking Data against Role Levels

In collating market data which best fulfill Oxfordshire County Council requirements, we have provided two up-to-date, robust markets which are commonly applied across a range of Local Government organisations when setting pay:

- *Public Sector & Not for profit*
- *Industrial & Services*

This aims to strike a balance between providing insights for the current public sector landscape against current pay, but with the appreciation that recruitment for the right capabilities at a senior level of a Council is a cross-sector exercise. This is particularly pertinent for Executive Director positions that carry the requirement of being business and strategy leaders.

Ref Level	People Directorate	Place Directorate	Resources Directorate	Chief Executive	Market Data Public Sector/NFP			Market Data Industrial Services		
					P75	P50	P25	P75	P50	P25
24	Executive Director People	Executive Director Place	Executive Director Resources		187,500	166,000	144,500	253,500	204,000	168,000

*\*Values are in pound sterling and are rounded to the nearest £500.*

# Market Data Conclusions

Ref Level	People Directorate	Place Directorate	Resources Directorate	Market Data Public Sector/NFP			Market Data Industrial Services		
				P75	P50	P25	P75	P50	P25
24	Executive Director People	Executive Director Place	Executive Director Resources	187,500	166,000	144,500	253,500	204,000	168,000

Based on pay trends elsewhere in Local Government and the wider Public Sector, it wouldn't be overly surprising if Oxfordshire County Council chose to align pay for the roles in scope close to the Public Sector/NFP market P50. As seen above, we often see a broad pattern between this and the lower quartile in the Industrial Services sector. Therefore, in aligning pay this way, Oxfordshire would still be in touch with private sector pay.

# Appendix

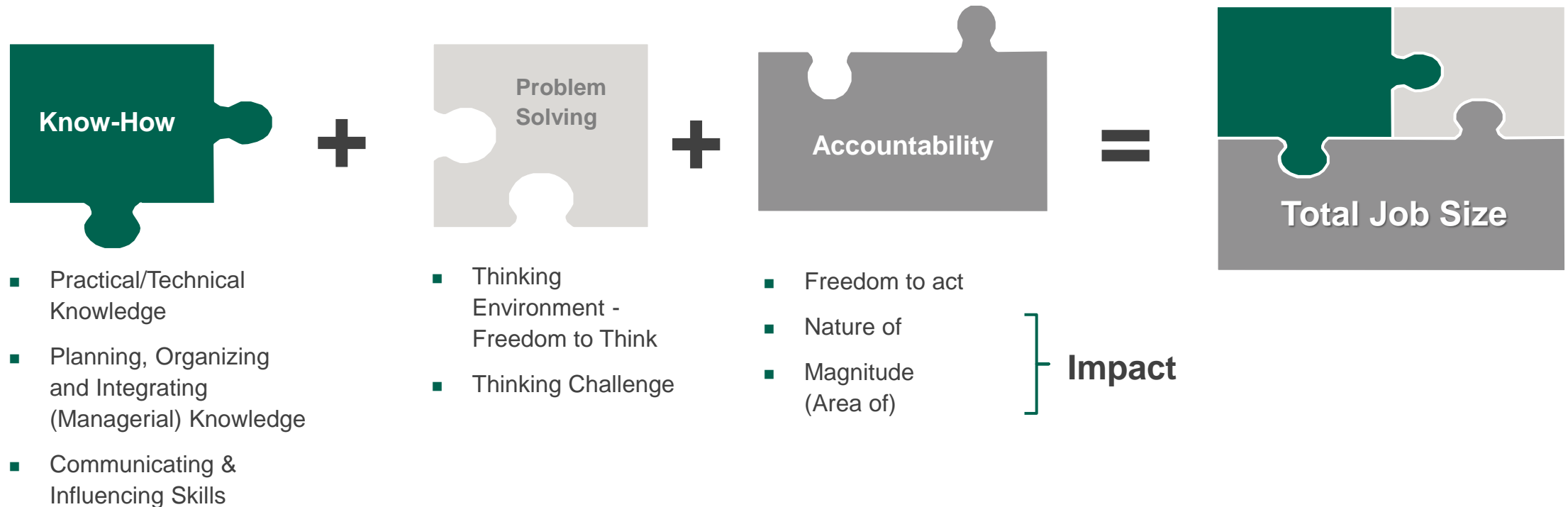




# The Korn Ferry Hay job evaluation method

## Three main factors - Overview

Job evaluation is an objective and universal method to measure the relativity of jobs



The end result of the job evaluation exercise is an exact number of Korn Ferry Hay points for each job: e.g. 1142 Korn Ferry Hay points

# Full Job Evaluation Scores – Executive Director roles

Role	Know-How	Problem Solving	Accountability	Total Points	Profile	KF Reference Level
Executive Director People	G- III+ 3 700	F+ 4 (57%) 400	F 5 S 528	1628	A2	24
Executive Director Place	G- III+ 3 700	F+ 4 (57%) 400	F 5 S 528	1628	A2	24
Executive Director Resources	G- III+ 3 700	F+ 4 (57%) 400	F 5 S 528	1628	A2	24

# Market Insight Definitions

In delivering pay benchmarking insights, we have applied the following terminology:

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- **P75** - the 75th percentile (also called the upper quartile or Q3) is the limit above which we find 25% of salary practices and under which are the remaining 75%. In other words, 75% of the sample pays less than this level while 25% pays more.

- **P50** - the 50th percentile (also called the median) is the line that divides the practices into two equal 50% groups: 50% of practices paying more and 50% paying less.

- **P25** - the 25th percentile (also called lower quartile or Q1) is the limit above which we find 75% of salary practices and under which are the remaining 25%. In other words, 25% of the sample pays less than this level while 75% pays more.

- **Reference Levels** – Korn Ferry Hay job evaluation scores cluster into what we call reference levels. These contain jobs which vary in character but are fundamentally similar in weight and complexity.