

We have lately been involved in extensive work with Channel 4; to help them establish reward priorities, and then turn some of those into reality.

We have been involved in developing a brand new bespoke job evaluation system, developing factors from scratch which are unique to Channel 4. The process involved sitting down with business managers and the HR team to develop factors which the business really recognised as being important to them. It was a very collaborative method, with several iterations of the overall job evaluation structure being worked through before we came up with the final version.



Channel 4 is a complex organisation, employing a wide range of different roles, from traditional infrastructure roles such as Finance, Marketing and HR to specialist TV roles such as Rights, and Advertising Sales. In addition, there is a whole job family of Editorial who are responsible for commissioning some of the most popular programmes on the Channel today including 'Grand Designs', 'SuperNanny', and buying US exports such as 'Desperate Housewives' and the phenomenally successful 'Lost'. In this particular job family are some of the most sought after and highest paid individuals who work for the Channel.

The complexity of building a job evaluation structure which can evaluate and score roles which range from administration and support (e.g. accounts payable clerk) to those at the creative core



of production (Commissioning Editor) was a challenge. We worked very closely with the Channel 4 team to develop a model which was consistent with their values and covered the elements of jobs which they valued highly and wanted to ensure were given prominence in the final structure.

In addition, we needed to build a structure which was robust and offered a fair and equitable

backbone to pay decisions. We used a range of different benchmark jobs from the whole organisation to ensure that the model would work in operation, not just design.

To ensure that we had created a model with strong internal architecture, Gary Muller our senior job evaluation consultant was involved in statistical analysis of the different factors to ensure that they measured effectively and there was no double-counting involved. In addition, his job was to ensure that all the factors were used evenly in actual job evaluations completed, and that all aspects of the roles were analysed and measured consistently across different departments.

The job evaluation system has been linked with a pay benchmarking exercise and rolled out in one department as a pilot.