

APPENDIX 6

**PROPOSED PAIRED COMPARISON ROLE EVALUATION
FOR MEMBERS' SPECIAL RESPONSIBILITY ALLOWANCES**

The Evaluation Technique

Paired comparison is a “statistical” technique (comparing each role with each other role) used to produce a role ranking. Paired comparison is not a “scientific” points based system but rather is based on “*felt fair*” judgement. This judgement is made by Panel members who, after discussion about the roles with the benefit of “role descriptions”, allocate points to the role pairs:

- two points if it is considered to be of higher value
- one point if it is regarded as equal worth
- no points if it is less important.

The scores are aggregated and then an overall ranking can be produced. Thereafter the overall consensus rank order may be examined to see where the Panel consider a natural gap to occur between the worth of roles in the rank order (creating different bands of value). The Panel may then, on advice from Officers, apply benchmarks from other authorities in order to determine the relative “worth” of these bands.

[To illustrate the technique....if asked to list a rank order of preference for the fruits Orange, Apple, Plum, and Pear the paired comparison table might look like this:

Orange	0	Apple	2
Orange	2	Plum	0
Orange	2	Pear	0
Apple	2	Plum	0
Apple	1	Pear	1
Plum	0	Pear	2

Each fruit has been compared directly with each other fruit the same number of times (three in this case) and by aggregating the the points the following rank order results:

Apple	5
Orange	4
Pear	3
Plum	0

....and this rank order might indicate a natural gap between the least favoured Plum and the other fruits.]

The Judgement Criteria

It is proposed the Panel use the following general judgement criteria in comparing roles:

- *Knowledge, experience and skills* – required to manage the complexity of the member’s role including the length of time required to be fully capable in the role.
- *Unique contribution* – with consideration of how success is measured and the consequences when the role is not performed well.
- *Team leadership* – the level of responsibility, number of people (members and officers) and value of resources managed.

....and that these be drawn out in the “role description” (master attached).