

BFI Proposed New Pay & Grading Scheme Rules

*New proposed areas to the current
scheme are **highlighted***

Non-highlighted areas are as per our current scheme

*These will no doubt also require further joint clarification as we work
through implementation of the scheme once agreed*



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The BFI Pay & Grading Scheme Rules

1. Introduction

The BFI Pay & Grading Scheme applies to all employees at the BFI with the exception of senior managers on spot salaries, those who have protected TUPE transferred terms and conditions of employment or those who remain on the BFI 2008 legacy scheme (pre January 2018 New Pay and Grading scheme).

The pay and grading scheme has been developed to ensure that employees at the BFI are rewarded fairly and consistently. The scheme has been devised in conjunction with our trade union partners and replaces any previous pay and grading schemes and approaches at the BFI.

The scheme has been designed to ensure that it is easy to understand, 'fit for purpose' and can develop with us. The scheme includes rules and guidance on authority levels, appointments and re-evaluations.

The purpose of the rules is to ensure:

- The BFI pay and grading scheme is used consistently and fairly
- The BFI complies with equalities legislation
- All employees have a clear understanding as to the rules, guidelines and authority levels of the scheme
- The scheme's credibility is monitored and maintained
- BFI aim (*towards*) equal pay for work of equal value
- BFI has transparency and clarity in reward processes
- The BFI's ability to recruit, retain and motivate staff in a competitive labour market is supported
- BFI recognise and reward the contribution of all staff in an environment which seeks to fully develop their potential
- The scheme is monitored and is reported upon regularly to the Executive Team and the Partnership Committee.

2. What the rules cover

The pay and grading scheme rules provide guidelines all employees. For further advice or clarification please contact the Human Resources Department.

3. The pay and grading scheme and how it works

The driver for the pay and grading scheme is the job evaluation score for each role. The BFI Job Evaluation scheme is contained within Pilat's web Gauge software.

The job evaluation is a computer based assessment, with the job holder, their line manager and a job analyst jointly work through the question and answers library. The questions are set out under 9 factor headings, and the factor definitions can be found at Appendix 1.

The interplay of the factors enables all roles to be assessed, whatever their level and/or specialism, ensuring that only significant changes in job size and responsibilities would create a grade change.

Requests for a job grade review will be based on the business needs of a Department, usually as a result of either a re-structuring exercise, the need for new work to be undertaken, or because the demands of a particular job have changed significantly. Heads of Department/Service are responsible for ensuring that there is provision for the costs of any re-grading within their departmental budget.

3.1 Level structure

The pay and grading (*otherwise reads as the Job Evaluation scheme*) scheme comprises of five levels. Each level has a distinct job evaluation point/s range/s and pay band/s to reflect the size of roles.

Table 1 – The five levels of the pay and grading scheme: JE points ranges

Level	Level Descriptor	JE points ranges	
		Minimum	Maximum
Apprentice	Apprentices		
1	Support, Assistants	90	299
2A	Technical/ Practitioner (which includes team leaders and supervisors)	300	400
2B		401	500
3A	Managers/Professional (which includes managers or leading technical/professional staff)	501	627
3B		628	750
4A	Heads of Department	751	876
5	Executive/Senior Managers (includes previous 4B posts)	877	

Table 2 The five levels of the pay and grading scheme – the role descriptors

Level	Role Descriptor	Type of jobs
1	Support Jobs in this level are mainly focussed on some or all of the following: <ul style="list-style-type: none"> • Providing assistance/support service to supervisory/management roles • Jobs which work in a team-based environment within their own work group/ functional area • Provide an information service to other functional areas within the BFI or external to the BFI 	BFI Shop Assistants, Visitor Services Assistants, Vaults Assistants, Library Assistants
2	Technical/ Practitioner Jobs in this level are mainly focussed on: <ul style="list-style-type: none"> • Providing a service to internal and external BFI users in a specialised functional area • This level also includes small team managers/supervisors of operational functions 	Technicians, Conservation Specialists, Technical Archivists, Certification Analysts
3	Managers/ Professional Jobs in this level are mainly focussed on: <ul style="list-style-type: none"> • Managing larger functional areas • Project Managers 	Senior Curators, Senior Programmers, Research Managers
4	Heads of Department Jobs in this level are mainly focussed on <ul style="list-style-type: none"> • Those who manage a department which comprise of a functional area or a Head of Department who manages and advises on one or more complete areas of service • Jobholders would report to a level 5 role 	Head of UK Learning Programmes, Head of Data, Head of Marketing
5	Executive/ senior managers	

3.2 Mapping jobs onto the pay and grading scheme

The total points scored as the outcome of the job evaluation process determines the grade the job is given.

Table 3

Pay and Grading Scheme Pay Scales linked to the job evaluation point ranges

Level	Job Eval. min points	Job Eval. max points	Probation rate £ full time salary (current pay point 1)	Spot rate for the grade £ full time salary (current pay point 3 + 2%)	Spot rate Plus £ full time salary (current pay point 4)	Max £ full time salary (current pay point 5 + 1%)	Expert Practitioner £ full time salary (current pay point 5 + 2%)
Apprentice				*£19,095			
1	196	299	N/A	N/A	*£21,747	£22,107	£22,329
2A	300	400	£23,199	£25,596	£26,097	£27,414	£27,684
2B	401	500	£28,767	£31,740	£32,358	£33,996	£34,332
3A	501	627	£35,667	£39,357	£40,125	£42,144	£42,564
3B	628	750	£44,229	£48,801	£49,755	£52,263	£52,779
4A	751	876	£54,849	£60,513	£61,695	£64,803	£65,445
5 (includes 4B)	877						

*Includes LLW increase Nov 2017

(Highlighted pay points are enhanced from 2016/17 pay points and include the November 2017 London Living Wage increase)

The BFI is committed to paying the London Living Wage (LLW) to all staff regardless of work base (within or outside London). Increases are announced in October/November each year by

the Mayor of London and are implemented at the BFI from 01 November. Grade IB minimum full time salary is maintained at 41 hours x LLW

The LLW £10.20 per hour (full time @ 36 worked hours) is paid to trainees/apprentices

The effective date for any agreed cost of living pay increase each year is 01 April.

Any additional salary increase above the spot rate for the grade requires approval from the Quarterly Management Grading Committee – see 7.3 and 7.4 below

4. How roles are matched to a grade

The job evaluation total points score determines which 'level' and pay sub range an individual role is assigned.

5 Protection rules (for elements of protected pay, such as phased out allowances)

The protection period will give an individual time to develop and gain promotion within the BFI – whilst also providing time for affected individuals to plan their finances for the future when their salary is reduced. The maximum protection period is 5 years.

5.1 Protection will be on the following basis:

- Total salary will be frozen for the protection period (there will be no pay progression during this period including any cost of living payment negotiated each year).
- In the instance of any non-consolidated pay award, staff on protected pay will be paid the difference between their protected pay and the non consolidated award.
- There will be no increase in salary unless the job is re-evaluated and the resulting score enables the jobholder to progress onto a higher grade and pay range.
- If by the end of the protection period the protected rate of pay remains higher than the pay range end point 5 of the pay sub range for the individual's role – the individual's salary will be matched to point 5.
- The protection period and payments will be as follows:
 - 100% for the first two years
 - 75% for the third year
 - 50% for the fourth year
 - 25% for the fifth year

5.2 Protection of Pension Benefits

For employees whose salaries are red circled, and remain red circled after 2 years their salary may start to decrease therefore and this may have an effect on their future pension.

For affected employees the BFI will advise the relevant pension scheme of the protection being applied. The LPFA scheme will protect the employee's higher salary for a period of 10 years.

6. Probation/Promotion Review Periods and Pay

6.1 New Employees

All newly appointed employees will have a probation period. Probation periods are designed to support new employees. The aim is to try and ensure that all new appointments are successful and where there are challenges that these are detected early and any reasonable additional support provided. During probation periods it is essential that individual meetings with the line manager are held on a regular basis and formal reviews – as per the BFI's Performance Management Scheme - are undertaken. If a probation period needs to be extended the extension will be communicated to the appointee before the end of their probation period, with timescales and objectives set for the extension period, which will be reviewed.

6.2 New Appointments to the BFI

The probation period is 6 months, with a formal review at 3 months and before 6 months. New starters commence on pay point 1 of the pay scale. On successful completion of the probation period the appointee will move to the spot pay point for the grade or remain on their appointed pay point if the later is higher than the spot rate for the grade (to match their previous salary in a similar role).

6.2 Review Periods for Employees on Promotion

6.2.1 Employees on Promotion

All newly appointed employees on promotion will have a promotion review period. Promotion review periods are designed to support newly promoted employees. The aim is to try and ensure that all newly promoted employees are successful and where there are challenges that these are detected early and any reasonable additional support provided. During promotion review periods it is essential that individual meetings with the line manager are held on a regular basis and formal reviews – as per the BFI's Performance Management Scheme - are undertaken. If a promotion review period needs to be extended the extension will be communicated to the appointee before the end of their promotion review period with timescales and objectives set for the extension, which will be reviewed.

6.2.2 Newly promoted employees

The promotion review period is 6 months, with a formal review at 3 months and before 6 months. During the promotion review period the appointee is on pay point 1 of the pay scale assigned to the role. On successful completion of the review period the appointee will move to the spot rate for the grade.

7. Determining Salaries on the Pay Range for the evaluated post

7.1 New Jobs/Posts

All new jobs created (and agreed through the 'Authority to Recruit' process) will be evaluated using the BFI's job evaluation scheme prior to publication. The role evaluation will be carried out by the line manager and a job analyst from Human Resources.

7.2 'Acting up' Recognition to a Higher Grade

Should an employee be in the position where they are covering a post which is graded higher than their substantive post, then for the duration of this time the individual will normally be paid the start of the pay range of the relevant higher grade, unless it has been deemed that a higher salary within the pay range should be paid.

On completion of the 'acting up' period they will revert back to their substantive grade and salary.

Where only part of the higher graded post is covered an appropriate grade will be agreed and the acting up person paid at the appropriate point in the pay range of this grade: e.g. an employee on 2B for their substantive role may act up into a post graded as 3B, but may only be covering part of the additional responsibilities and therefore the part role covered may be evaluated as 3A.

If the individual is given permanent additional duties a re-evaluation will take place. See below for further details.

7.3 Additional Responsibilities within the Grade

The Quarterly BFI Management Grading Committee will consider each case as proposed (preferably in advance) by the proposing Head of Department. The Committee will be chaired by the Head of Human Resources and include a group of senior managers from across the BFI. The senior manager proposing the change will be present if they are not a standing member of the Committee.

Should an employee take on additional responsibilities within their grade, outside of a short term development activity of up to 3 months (see section 8 'Re-evaluations' below) for either a fixed-term period or permanently they will be remunerated (as agreed by the Quarterly Management Grading Committee) within their salary band using the spot pay points above their current spot salary.

In exceptional cases the additional responsibilities payment within the grade will be back dated as per the agreed procedures for the committee

7.4 **Expert Practitioner**

A role which requires a particular level of skills and knowledge that are rare in the wider employment market (or internally) but are required for a specific position within the BFI.

Skills are considered rare when few people possess these skills or where there are only a few niche or specialist organisations who can provide people with such skills in order to fulfil a specific BFI task or project. Expert Practitioner is considered to be related to a high level of these knowledge and skills, with the possibility of, for some activity areas, achieving official accreditation.

The case for designation as an 'expert practitioner' role (either fixed term or permanent) will be presented to the Quarterly BFI Management Grading Committee by the Head of Department.

Roles that are determined as 'expert practitioner' by the Quarterly Management Grading Committee will be remunerated at the expert practitioner pay point of the relevant grade for the role.

Designated expert practitioner roles will be reviewed each year by the Quarterly BFI Management Grading Committee as per the committee's agreed procedures. If it is deemed that a role should no longer be designated as 'expert practitioner' the BFI's pay protection rules (Section 5 above) will be applied to any impacted individual.

If staff in designated roles are subject to poor performance monitoring they will not be paid as an expert practitioner (albeit in a designated role) whilst their performance is unsatisfactory.

7.5 **Professional Qualifications**

For departments such as Finance and Human Resources where a professional qualification is required for continuous development and career progression, the BFI will acknowledge this to encourage retention. E.g. the following designations may apply:

Human Resources

Human Resources Advisors

Non Qualified HR Advisors: 2A

CIPD Qualified HR Advisors: 2B

Human Resources Managers

Non Qualified HR Managers: 3A

CIPD Qualified HR Managers: 3B

Other professional qualification schemes to be added as identified and agreed.

7.6 Market Forces Payments

If the new appointee was in a similar role (in job size and responsibility) at their previous employer but paid a higher salary than at the BFI - it will be reviewed as to whether (within the appropriate pay range) the previous salary will be matched.

Where individuals joining the BFI (having already gained significant experience in a like role to which they are being appointed) or due to market forces cannot be attracted at pay point 3; consideration will be given to appointing them at a higher point on the appropriate pay range. Again the probation pay point to be determined at the appropriate pay point, see below. The benefits package of the BFI to be included and taken into account within any such comparative, along with the benefits received within the previous employment, or what the market would pay for comparable skills when determining a comparable BFI joining salary.

For posts where it is considered a market supplement is required in addition to the maximum of the pay range (up to 15% above the max), the case to be put forward to the Quarterly BFI Management Grading Committee by the Head of Department for consideration. The case must include evidence that the post could not be filled through internal or external advertisement within the pay range as the salary was not market competitive within the cultural and heritage sector (or the relevant external sector labour market) to attract an appointable candidate. It is anticipated that the number of BFI roles impacted at any one time would be no more than 5 to 10, dependent on the labour market issue.

All agreed market supplements will be reviewed each 12 months and increased/reduced as appropriate. Where there is a reduction impacted employees (as approved by the Quarterly BFI Management Grading Committee as per their agreed procedures) will be given 18 months' notice of the reduction in salary to the new rate.

8. Re-Evaluations

A job grading review can be requested in the following instances:

- Where a manager has redesigned a job or given additional significant and permanent changes in the level of responsibility and accountability of the job. For temporary changes to jobs (e.g. to cover maternity leave, long-term sickness) contact the HR Advisor/Manager for advice
- Where the grading of the job has been cited by other staff or identified as being inconsistent with the grading of comparable jobs
- A grading review can only be requested once in any 12 month period (unless there is evidence of a significant re-structuring)
- An increase in the volume of work will NOT necessarily result in an increase in job size sufficient to merit a change in grade. Evidence would need to be provided that this increase in volume has resulted in a significant increase in responsibility /accountability/ new activities.

- Where an employee feels that s/he is carrying out additional activities with higher responsibilities as a regular requirement of the job for more than 3 months i.e. beyond a development activity.

8.1 The re-evaluation process will be as follows:

If the jobholder feels he/she is carrying out additional activities, he/ she will be required to discuss this with their manager. If this is found to be the case, the manager will be required to forward a request to Human Resources to re-evaluate the job. A business case will need to be provided, including how any additional salary costs are to be met and why the additional activities are necessary.

A job analyst from Human Resources will then arrange a date for a re-evaluation. At all re-evaluations where there is a current jobholder – the jobholder, their line manager and a job analyst from HR must be present, plus if requested by the jobholder a trade union representative trained as a Gauge job evaluation analyst.

The outcome of the evaluation will be communicated to the manager and jobholder by Human Resources. As part of the regular monitoring of the scheme, Human Resources will report each year on the scheme and any trends in grading to the Executive Team and the Partnership Committee.

9. Moderation

The BFI has the right to moderate grading outcomes to ensure that grades are consistent across the BFI for like roles.

Occasionally a job evaluation outcome will appear too low or too high in comparison with other like roles, either due to an employee or their manager (or both) under evaluating the role or appearing to inflate it. In such circumstances it is important that the factor scores against like jobs are compared to ensure fairness and accuracy in grading outcomes.

When a moderation issue is identified the jobholder and their line manager will be advised and the relevant factors re evaluated with them if required. Changes will not be made to job evaluation outcomes without discussion with the jobholder and their line manager beforehand.

10. Voluntary Overtime

Payments for voluntary pre authorised overtime hours can be paid to staff at grade 2B and below. Where it is payable overtime is calculated against the current pay point of the post holder. Any hours worked for which overtime payment is sought must be agreed prior to working the overtime with the individual's line manager.

Overtime rates are:

- Time and a half (hourly rate x 1.5) Monday to Friday
- Double time (hourly rate x 2.0) Friday evening to Monday morning
- Double time (hourly rate x 2.0) overtime worked between 24:00 – 07:00 any day of the week.

Employees in roles graded 3A and above are not eligible for voluntary overtime payments. Where significant additional hours are worked, time off in lieu may be agreed (at one paid hour off for each extra hour worked).

11. Voluntary Additional Hours

Additional hours worked (up to full time equivalent) are paid at single rate. Time off in lieu for voluntary additional hours will be granted at 1 paid hour off for each additional hour worked.

12. Cessation of Non Exclusive Zero Hour Contracts

No new zero hour contracts to be awarded. Current employees on a zero hour contract can voluntarily opt to remain on one. For all other staff a part time minimum hours contract to be provided (to be determined dependent on the activity).

The exception would be where a member of staff has requested to be considered for a voluntary non-exclusive zero hour contract as part of a flexible working request. If agreed the arrangement would be managed as per the BFI's Flexible Working Policy.

13. Authority Levels

The correct application of the rules of the scheme is the responsibility of all managers within the BFI.

The Human Resources Department will advise and assist in the application of the scheme. All starting salaries on appointment must be agreed with Human Resources prior to any offer made. Offers including oral ones are contractually binding. This also applies to offers to existing staff in post. Any changes to employee's terms must follow a dialogue with Human Resources.

There will be instances where a manager is seeking to vary the above in response to a specific situation. Any exceptions to the rule will be documented and treated on a case-by-case basis. Decisions on such cases will need approval prior to implementation by the Head of Human Resources and the CEO.

The Head of Human Resources will monitor all processes to ensure compliance and provide regular reports to the Executive Team and the Partnership Committee.

14. Agreement



Appendix 1:

Terms of Reference for the BFI Quarterly Management Grading Committee

Terms of Reference

The Quarterly Management Grading Committee has the responsibility to review and approve management cases to pay above the spot rate for the role.

The cases to consider may include:

- Temporary or permanent additional responsibilities
- Expert practitioner roles
- Market forces supplements (beyond the maximum of the graded pay range).

All members are committed to ensuring that all cases are fully and fairly considered. The profile of post holders in approved roles will be monitored, including for gender pay parity and reporting purposes.

The committee may from time to time request further research and/or information upon which to make a decision.

The members of the Quarterly Management Grading Committee:

Sarah Carrington, Head of Human Resources (Chair)

Zen Milsom, Head of Financial Planning and Analysis

Human Resources Managers – research and note taker

Programme Directorate: 4 senior managers across the Directorate/sites

Business Affairs and Film Finance, Development, Digital and Ventures, Education, External Affairs, Film Fund, Marketing, Communication and Audiences: 4 senior managers.

Cases will be presented at each meeting by the Head of Department proposing the uplift. Written proposals to be received up to 2 weeks before each meeting. The HR Manager for the relevant client area will assist with pulling the proposal together, including any market data required. The Management Accountant for the area will advise on affordability.

Each year decisions made in the previous year will be reviewed, including if market forces supplements continue.

Regularity of meetings:

Quarterly. The Pay and grading rules promote working at a higher level for up to 3 months for development purposes.

Reporting

The Quarterly Management Grading Committee reports to the Executive Team

Outcome reports (information on posts) will also be provided to the Quarterly Meetings of the BFI Pan Partnership Committee.

Appendix 2: Notes on the use of Job Evaluation

Job evaluation is used to measure the responsibilities of each role and link them to our pay and grading scheme to determine the grade and salary.

Job evaluation is about the role and not the person in the role. Job evaluation does not measure:

- productivity
- performance
- competencies or
- tasks

The essential purpose of job evaluation is to establish a rank order of roles through a measurement system. The total score of each evaluated job is linked to our scoring range which determines the grade for the role.

We use 'Gauge' which is a computer based scheme developed by Pilat and used widely across the public and education sectors. The scheme was jointly chosen due to its wide usage and the range of role types covered, including technical (the latter perceived as not adequately measured within the previous scheme used at the BFI).

It is a transparent process involving the individual job holder/s, the line manager and a job analyst (HR), working together through the questions and answers for each job factor. By involving these people we ensure that the current role is captured (and we are not relying on a job description which may be out of date) plus there is discussion (and ideally agreement) between the job holder and the line manager as to the responsibilities of the role.

The Gauge computer based system looks consistently across the responsibilities of the role. The nine job factors cover the main aspects of all jobs and at all levels. Each factor is independent of each other. Each factor provides the criteria for job measurement which is translated into a question library. There are about 1,200 questions in the system of which only the questions relevant to a role would be answered. Each question has a follow-up question which creates the question tree. The algorithm works by leading onto a follow-up question or completing that responsibility area and moving onto the next.

There is help text linked to some questions to assist the job analyst ensure that the questions are applied consistently.

The factor points matrix uses a two dimensional score using x and y axis. One measures breadth and the other depth e.g. the requirement of knowledge/expertise needed to carry out a role. There is a minimum score for each factor. Some factors are hierarchical e.g. seniority based linking the number of direct reports to the score, others are skills related such as dexterity and effort.

The 'job overview' is produced at the end of an evaluation, which is a playback of the way the questions have been answered for each factor, including any comments or notes of disagreement during an evaluation.

The level score of each factor is computed, which when added to the other eight factor scores leads to a final score. This total score determines the grade as it will fall within a range of scores assigned to a specific grade.

Appendix 3 Job Evaluation (Gauge) Factor Definitions

The Gauge job evaluation scheme comprises the following 9 factors

1. Breadth and depth of Knowledge
2. Problem Solving, Initiative and Independence
3. Job Focus
4. Business Impact
5. Communication and Interpersonal Skills
6. Managerial and Team Commitment
7. Planning and Organisation
8. Dexterity and Effort
9. Work Environment and External Pressures

Each of these factors is further subdivided into an x-axis and y-axis. The following pages list the levels in the x and y axis for each factor.

Factor 1: Breadth and depth of knowledge

This factor examines the sum total of the knowledge required, however acquired, which is necessary to perform the job in an acceptable manner, based on the two dimensions of:

- (X) The underlying theoretical understanding or knowledge necessary to enable the jobholder to make the appropriate judgments and take the necessary decisions
- (Y) The minimum amount of additional organisational knowledge (for example of film and moving image culture) normally required to cope with the breadth and/or complexity of the job.

FACTOR LEVEL GUIDELINES

X: DEPTH OF THEORETICAL, PROFESSIONAL, TECHNICAL KNOWLEDGE OF BFI's OPERATIONS

- X1 Basic literacy and numeracy; may need knowledge of how to operate straight forward equipment
- X2 Developed literacy and numeracy skills; knowledge of complex or organisation-wide equipment or systems; and or proficiency in the use of software packages; enabling jobholder to answer basic technical and administrative questions in own area of work

- X3 Well developed literacy and numeracy skills; knowledge of complex or organisation-wide equipment or systems; and or proficiency in the use of software packages and programming; technical knowledge at certificate level in moving image history enabling jobholder to answer basic technical and administrative questions in own area of work
- X4 Intermediate level vocational qualifications, including partial completion of professional qualification; thorough understanding of function activities; use of complex equipment or procedures
- X5 Theoretical and/or professional knowledge of a specialist area; able to answer a wide range of queries and give guidance to colleagues on issues relating to own specialism (e.g. moving image/film culture)
- X6 In-depth theoretical or professional knowledge of a specialist area and is recognised as the focus of this expertise e.g., in moving image history, finance, HR, but not BFI –wide
- X7 In-depth theoretical and/or professional knowledge of a whole specialist area. The job is recognised as the BFI's primary focus of expertise
- X8 In-depth theoretical and/or professional knowledge across a number of functional areas, BFI-wide

Y - BREADTH OF ORGANISATIONAL KNOWLEDGE

- Y1- The job requires knowledge of a limited number of tasks normally acquired through practical experience by assisting more experienced practitioners/specialists
- Y2- The job requires knowledge across a range of tasks and related operational/organisational policies and procedures
- Y3-The jobs requires knowledge across a range of tasks, some of which, singly or in combination, are relatively complex, sufficient for the jobholder to work independently on tasks and activities that are representative of that field
- Y4-The job requires up-to-date knowledge of organisational policies, procedures and practices across a functional area, sufficient for the jobholder to give guidance to staff or other people outside the jobholder's own area, plus broad knowledge of related organisational/operational objectives, policies and practices
- Y5-The job requires up-to-date knowledge of policies, procedures and practices across a whole function, so that, for example, the jobholder is seen as the BFI's acknowledged expert on the policies concerned, plus in-depth knowledge of associated policies and practices

- Y6-The job requires detailed knowledge of policies, procedures and practices across a whole function plus a broad knowledge of the BFI's policies and practices across all major areas of activity, or
- Y7-A thorough knowledge of the organisation's policies and practices across all major areas of activity
- Y8 - Acknowledged expert across major area of the BFI's activities

Factor 2: Problem solving, initiative and independence

The needs to identify, define, analyse and resolve problems, taking account of:

(X) The organisational freedom given to the job holder to make judgments or decisions

(Y) The difficulty and complexity of the problems being confronted and the need, if any, for creative solutions

FACTOR LEVEL GUIDELINES

X - FREEDOM TO ACT

- X1 - Clear, simple rules and detailed operating instructions apply
- X2 - Freedom constrained by well-established routines, standing instructions, practices or precedents
- X3 - Well established practices and/or policies provide overall constraint
- X4 - General but diversified practices and precedents, specialist procedures
- X5 - Overall Divisional policies and direction but clearly defined objectives
- X6 - Guided by broad Divisional policies and medium-term goals
- X7 - Only constrained by organisation-wide objectives, policies and ultimate goals

Y - CHALLENGE

- Y1 - Repeating situations requiring choice from straightforward, known options
- Y2 - Similar situations requiring evaluation of information and selection from a range of known options

- Y3 - Differing situations requiring a review of relevant information and exercise of discriminating judgment in searching for solution from precedents or competing options
- Y4 - Differing situations requiring analysis and evaluation, with choice of many possible solutions
- Y5 - Widely differing situations calling for flexible thinking for solution and/or balancing of risks
- Y6 - Non-recurring situations needing demonstrable creative or original thought in their resolution
- Y7 - Demanding challenges, requiring substantial creative thinking to develop new ideas or concepts.

Factor 3: Job focus

The extent to which the job adds value to the BFI by contributing to its operational effectiveness and/or by impacting on the service it provides to its customers/clients, assessed by:

(X) The opportunity to directly impact on the organisation's internal operation and/or effectiveness

(Y) the potential to improve the organisation's results or reputation or influence through direct dealings with customers/clients, suppliers, the media, DCMS, National Audit Office etc.

FACTOR LEVEL GUIDELINES

X - INTERNAL IMPACT

- X1 - Internal impact confined to own work group (e.g. 1st level team member)
- X2 - Internal support service to staff beyond own Department but only on one-to-one basis (e.g. 2nd level team member)
- X3 - Internal support services to a whole Department with noticeable impact on the costs, efficiency and/or quality of service provided by that Department
- X4 - Administers whole Department with direct impact on costs or efficiency
- X5 - Administers whole Function or Division, impacting directly on costs or efficiency

- X6 - Significant impact on the service provided by or to more than one Directorate
- X7 - Substantial and long-lasting impact across all parts of the organisation
- X8 - The major impact on the effective operation of the organisation.

Y - EXTERNAL IMPACT

- Y1 - "Customer" contacts mainly internal, possibly occasional external contacts without the need to influence others
- Y2 - External contacts inherent in job but primarily to provide/receive information
- Y3 - Face-to-face external contacts will include the need to influence others; however, managing the relationships will be limited to providing simple explanations as well as information
- Y4 - Influencing others is a necessary and significant part of the job. The relationships will be demanding to manage, and are likely to be in support of another job holder with a greater requirement to do so or within a defined and limited area
- Y5 - Managing significant external stakeholder relationships well is central to effective delivery but either the main thrust of the job lies within the organisation or the relationships are highly structured and established
- Y6 - Influencing stakeholders outside and inside the organisation is key to success in the job, and is likely to extend across a number of policy areas and a variety of possibly conflicting demands
- Y7 - The job holder must influence external key stakeholders across a complex canvas covering a wide range of policy issues (including as examples archiving, moving image and film culture) and departments, differing only in degree at the highest level
- Y8 - Very high demand to influence a wide mix of external key stakeholders across a range of film and film related matters that are sensitive, complicated and important – and where success is critical to business delivery.

Factor 4: Business impact

The impact the job can have on the reputation of the BFI regarding advice and input to the achievement of delivering goals/targets. This can include revenue generation and the financial resources (types of expenditure) controlled and influenced as assessed by:

- (X) The extent of the job holder's freedom or responsibilities and effect of actions taken
- (Y) The value of any revenue budget, annual spend or contract values involved over which the job holder has full discretionary responsibility

FACTOR LEVEL GUIDELINES

X - NATURE OF IMPACT

- X1 - No direct impact on BFI's goals and reputation
- X2 - Monitors or follows previously agreed objectives/goals; administrative role in revenue collection
- X3 - Management of goals/objectives and revenue goals set by others
- X4 - Sets objectives that can enhance reputation; oversees revenue collection and debt control
- X5 - Authorises/terminates contracts; manages budget called on by others; responsible for continuation/enlargement of existing revenue streams
- X6 - Development of goals/objectives with significant power/freedom for setting direction and for the development of new revenue opportunities
- X7 - Significant impact on the overall BFI goals including reputation and revenue generation

Y - FINANCIAL LEVEL (single transactions)

- Y1 - No discretionary financial authority
- Y2 - Monitors or authorises expenditure of others of up to £7.5k
- Y3 - Manages budgets of others of up to £15k
- Y4 - Manages revenue streams or can authorise/terminate contracts of up to £20k
- Y5 - Responsible for revenue streams and or can authorise/terminate contracts of up to £35k
- Y6 - Sub-budget managers with either revenue collection responsibility or with authority to commit to expenditure of over £75k a year
- Y7 - Full budget holder with either revenue collection responsibility or with authority to commit to expenditure of over £100k

Factor 5: Communication and interpersonal skills

The requirement to exercise communication, advocacy and interpersonal skills in dealing with people outside the direct line management structure, depending on:

- (X) The content, range and complexity of the subject matter
- (Y) The context, form and process of the communication

FACTOR LEVEL GUIDELINES

X - SUBJECT MATTER

- X1 - Subject matter is largely factual, covering well-established situations
- X2 - Subject matter consists mainly of work-related information, which is generally non-contentious
- X3 - Subject matter includes varied information which has to be explained with care
- X4 - Subject matter includes complicated and sensitive information requiring description and explanation with a range of audiences
- X5 - Subject matter includes contentious and complex information which has to be explained and understood with a range of audiences, including non-specialists
- X6 - Subject matter includes wide-ranging complex and contentious information that is likely to be challenged with a range of audiences, including non-specialists
- X7 - Subject matter includes highly complex concepts which are new to the other party (ies).

Y - COMMUNICATION PROCESS

- Y1 - Communication is largely the normal provision or exchange of information
- Y2 - Communication also includes explanation of detailed information
- Y3 - Communication also includes compiling non-standard reports or complex correspondence. Exercising advisory, guiding, negotiating or persuasive skills
- Y4 - Communication also includes face-to-face explanations of new ideas or procedures or exercising developed advisory, guiding, negotiating or persuasive skills in order to encourage others to take a course of action

- Y5 - Communication also includes detailed proposals or presentations aimed at gaining the approval or acceptance of others and exercising developed advisory, counselling, negotiating or persuasive skills, or advocacy, in order to convince others to adopt a course of action
- Y6 - Communication also includes complex presentations aimed at persuading others who may prefer alternative options or courses of action using highly developed negotiating, persuasive and advocacy skills to a wide audience
- Y7 - Communication also includes highly complex negotiations with external stake holders, generally over more than one meeting, where interpersonal skills of the highest order will be essential for success.

Factor 6: Managerial and team commitment

This factor evaluates the extent of supervisory or managerial responsibility held by the job holder for controlling, directing and monitoring the work of other staff and their development; plus the need, if any, to form effective working relationships with colleagues in the same and other work units, as assessed by:

- (X) the size, structure and functional characteristics of the subordinate staff group (If the line manager does NOT take responsibility for the on-going development of his/her direct subordinate, the assessed level is reduced by 1).
- (Y) The nature of any working relationships with peers and/or more senior staff outside the job holder's working group which are an inherent feature of the job.

FACTOR LEVEL GUIDELINES

X - MANAGERIAL RESPONSIBILITY

- X1 - Organisation/performance of own tasks (may include coaching a colleague)
- X2 - Supervision of a few people (one to two) working on generally repeating activities
- X3 - Supervision of small group of people (four to five) with specific objectives and purpose; appropriate awareness of related activities (e.g. Section Leader)
- X4 - Management of large group of people (eight plus) or several smaller groups with inter-related activities and similar purpose/objectives (e.g. Department Manager)
- X5 - Management of several large groups of people through at least one level of supervision (e.g. Head of a single function)

- X6 - Management of a more than one function or location through others who have managerial responsibility covering a range of purposes
- X7 - Management of more than one major function or location and/or organisation-wide coordination of functions (e.g. Director)

Y - TEAM-WORKING RELATIONSHIPS

- Y1 - Job holder works largely on his/her own and contacts outside the working group are incidental to the job
- Y2 - Job requires a degree of team-working, almost entirely within own working group
- Y3 - Job requires occasional team-working with staff from other disciplines but on routine matters
- Y4 - Job requires occasional routine, and non-routine, team-working (e.g. ad hoc projects) with staff from other disciplines
- Y5 - Frequent inter-discipline working with both peers and more senior staff on routine matters
- Y6 - Frequent inter-discipline working with peers and more senior staff on both routine and non-routine matters
- Y7 - Job requires frequent project-type work with heads of other Directorates or Board members.

Factor 7: Planning and organisation

This factor evaluates the extent to which the job holder is required to undertake short and/or long-term planning and organisation, including staff and activity scheduling for people who are not his/her own staff, as assessed by:

- (X) The nature, complexity and range of the planning process
- (Y) The timescale of the planning process and the proportion of working time devoted to planning and organising.

FACTOR LEVEL GUIDELINES

X - NATURE AND RANGE OF PLANNING

- X1 - Only required to plan/organise own routine work
- X2 - Required to plan/organise the routine work of a small group or unit
- X3 - Required to plan/organise the routine work of one large group or unit, or more than one small group or unit or of many individuals
- X4 - Required to plan relatively straightforward organisational or scheduling changes for small groups or units and/or the staff within them
- X5 - Required to plan relatively more complicated organisational or scheduling changes for large groups or units
- X6 - Substantial and complex planning for a whole Directorate
- X7- Substantial and complex planning which will affect people throughout the organisation.

Y - EXTENT OF PLANNING ACTIVITY

- Y1 - Limited to reaction to immediate events
- Y2 - Planning is an occasional activity and limited to not more than two days ahead
- Y3 - Planning is an occasional activity, limited to not more than one week ahead
- Y4 - Planning is a regular activity, but close precedents exist
- Y5 - Planning is a significant activity; options tend to be limited by specific circumstances
- Y6 - Planning is a substantial part of the job, and plans must be developed independently
- Y7 - Planning is a primary purpose of the job; plans are complex requiring novel solutions
- Y8 - Planning is long-term and complex in nature, or wide-ranging in scope. Useful precedents rarely exist, and considerable skills and initiative must be exercised by the job holder in formulating viable and effective planning solutions.

Factor 8: Dexterity and Effort

The extent to which the job is made more demanding by the physical requirements placed on the job holder, in terms of:

(X) The need for manual dexterity and the proportion of the time it has to be exercised

(Y) The need to apply physical effort and the proportion of the time it has to be applied.

FACTOR LEVEL GUIDELINES

X - MANUAL DEXTERITY

- X1 - Little or no requirement for any significant manual dexterity
- X2 - Clear requirement for a moderate level of manual dexterity
- X3 - A significant level of manual dexterity is required occasionally
- X4 - A significant level of manual dexterity is required for up to quarter of the time or a high level is required occasionally
- X5 - A significant level of manual dexterity is required most of the time, a high level is required for up to a quarter of the time or a VERY high level is required occasionally

Y - PHYSICAL EFFORT

- Y1 - The job does not place any abnormal physical demands on the job holder
- Y2 - The job holder is subject to light physical demands for up to a quarter of the time
- Y3 - The job holder is subject to light physical demands for up to half the time or is subject to medium demands for up to a quarter of the time
- Y4 - The job holder is subject to light physical demands for most of the time, to medium demands for up to half the time or to heavy demands for up to a quarter of the time
- Y5 - The job holder is subject to medium physical demands for most of the time, to heavy demands for up to half the time

Factor 9: Work environment and external pressures

This factor is to recognise the extent to which the jobholder may be exposed to environmentally unpleasant conditions or to unpredictable and uncontrollable demands which affect the way in which the work can be carried out, as assessed by:

- (X) The nature of the environmental conditions (e.g. working indoors, enclosed spaces such as a projection room)
- (Y) The extent to which the job is subject to sudden changes of work pattern or priorities

FACTOR LEVEL GUIDELINES

X - ENVIRONMENTAL WORKING CONDITIONS

- X1 - Good working environment - indoors, usually clean, reasonable temperature, low noise level
- X2 - Disagreeable working environment some of the time OR occasional but unavoidable requirement to work outdoors in any weather
- X3 - Disagreeable environment for a large part of the time OR regular requirement to work outdoors in any weather

Y - EXTERNAL PRESSURES

- Y1 - Jobholder is able to determine what to do and when to do it throughout the working day
- Y2 - Jobholder's workload is determined by someone else but, once set, is rarely changed
- Y3 - Job is subject to changes of priority but existing tasks still have to be completed first
- Y4 - Job is frequently subject to changes of priority and an immediate switch will sometimes be required
- Y5 - Work pattern is unpredictable and requires the job holder to respond immediately on occasions to a new demand