



EMPLOYMENT TRIBUNALS

Claimant: Miss M Thandi and others

Respondents: 1.Next Retail Limited
2.Next Distribution Limited

Heard by CVP Remote Video Link

On: 22 May 2023

Before: Employment Judge D N Jones
Mr W Roberts
Ms G M Fleming

REPRESENTATION:

Claimants: Mr A Short, KC, Ms E George, counsel

Respondents: Mr D Reade, KC, Mr G Anderson, counsel

JUDGMENT

For the material periods in their respective claims, the work of the lead claimants Helen Cherry, Amanda Cox and Alison Milton was of equal value to that of the comparators Calvin Hazelhurst, Steven Oliver, Richard Parker and Andrejs Zale.

REASONS

1. This is a hearing to determine whether the work of the three named lead claimants was of equal value to that of their chosen comparators. To answer that question, we must apply the provisions of section 65(6) of the Equality Act 2010.
2. The Tribunal admitted the report of the independent experts Ms Spence, Mr Walls and Mr Holt dated 28 February 2023. That had been prepared following an order of the Tribunal under rule 3(1)(b) of Schedule 3 of the Employment Tribunals (Constitution and Rules of Procedure) Regulations 2013.
3. Having considered the contents of that report, having had regard to the answers provided in writing by the experts on 17 April 2023 to written questions, having considered the short submissions of counsel for the

claimant and respondents and noting that the respondents did not challenge the report (whilst it did not formally concede the findings and opinions), the Tribunal unanimously agrees with the findings and conclusions of the independent experts.

4. A revised version of the report, to correct typographical errors in the original, is attached to this decision.

Employment Judge D N Jones

Date: 2 June 2023

REPORT of the INDEPENDENT EXPERTS

**In Case Number 1806552/2022 & Others
Ms Thandi & others v Next Retail Limited**

28 February 2023

Gill Spence
Jonathan Holt
Stuart Walls

**Corrected version issued 29
May 2023. In accordance with
the Orders from Stage 3**

Contents

CHAPTER ONE	
1.0 INTRODUCTION	6
CHAPTER TWO	7
2.0 METHODOLOGY	7
2.1 Part A – General Approach	7
2.2 Part B – The Assessment of Work	9
2.3 Part C – Information Used in the Assessments.....	11
CHAPTER THREE	12
3.0 ASSESSMENT SCHEME and SCORING SYSTEM	12
CHAPTER FOUR	30
4.0 The Work of the Claimant Helen Cherry	30
4.1 Helen Cherry 1 (Up to Dec 2019)	30
4.2 Helen Cherry 2 (After Dec 2019)	36
CHAPTER FIVE	42
5.0 The Work of the Claimant Amanda Cox	42
5.1 Amanda Cox 1 (2012 - 2015).....	42
5.2 Amanda Cox 2 (2015 - 2021)	48
CHAPTER SIX	54
6.0 The Work of the Claimant Alison Milton	54
6.1 Alison Milton 1 (2012 - 2015).....	54
6.2 Alison Milton 2 (2015 - 2021).....	60
CHAPTER SEVEN	66
7.0 The Work of the Comparator Calvin Hazelhurst	66
CHAPTER EIGHT	72
8.0 The Work of the Comparator Steven Oliver	72
CHAPTER NINE	78
9.0 The Work of the Comparator Richard Parker	78
CHAPTER TEN	84
10.0 The Work of the Comparator Andrejs Zale	84
CHAPTER ELEVEN	91
11.0 Comparisons between the Work of the Claimants and the Comparators	91

CHAPTER ONE

1.0 INTRODUCTION

- 1.1 This report concerns whether the claimants **Helen Cherry, Amanda Cox and Alison Milton**, undertake work of Equal Value to the work done by the comparators **Calvin Hazlehurst, Steven Oliver, Richard Parker and Andrejs Zale**.
- 1.2 In this report the Independent Experts are required to answer the question as to whether each individual claimant does or does not undertake work of Equal Value to each of the named comparators.
- 1.3 Some jobs in both groups have different sets of duties and responsibilities during different periods. For the purposes of this report these jobs have each been examined for each period as if they were separate jobs and identified as such by the addition of a sequential number to the claimant's/comparator's name, unless the differences were considered insufficient to alter the original assessment, in which case they are not shown as a separate role in this report.
- 1.4 The Independent Experts have assessed the work of all these job holders against the criteria of the Assessment Scheme (detailed in Chapter 3) and awarded factor levels and scores.
- 1.5 These assessments and scores are recorded in the various chapters under the job holder's name.
- 1.6 We have not and do not compare the work of claimants and comparators during the assessment phase. Comparisons are only undertaken after all assessments have been finalised.
- 1.7 Evidence & Process - in preparing this report the Independent Experts have relied on the facts as agreed or found by the Tribunal and on no others. These facts were detailed in the final job descriptions sent to us by both parties following the Stage 2 Hearings and the Finding of Facts by the tribunal.
- 1.8 Comparisons of assessed levels and scores with each comparator are shown in Chapter 11.
- 1.9 Conclusions on the question of Equal Value are also set out in Chapter 11.
- 1.10 We are always mindful that it is the Tribunal that decides the issue of Equal Value and in that context this report is presented to the Tribunal as no more than the Independent Experts' recommendation on the question of Equal Value

CHAPTER TWO

2.0 METHODOLOGY

2.0.1 In this section we discuss the various aspects of methodology relevant to our report and the assessment of the work of the claimant and the comparators.

PART A Is a general discussion of the recommended approach to the assessment of Equal Value. It focuses on the differences between an Equal Value Assessment and a job evaluation scheme and the relevance of these to the current case.

PART B discusses and sets out the approach we will use to assess the work of the claimant and the comparators, the scoring systems and the development of the scheme.

PART C deals with the information used in the assessments.

2.1 Part A – General Approach

- 2.1.1 There are several essential differences between an assessment of work carried out for an Equal Value investigation and the evaluation of jobs in a job evaluation scheme.
- 2.1.3 The first and probably the most significant difference is that there is difference of purpose between the two. In an Equal Value case, the Independent Experts are asked to answer a straightforward question - "Whether or not X does or does not do work of equal value to Y"
- 2.1.4 In a job evaluation scheme, the purpose is to evaluate a population of jobs in order to establish the relativities between all of them. The eventual outcome envisaged is the grading of jobs and the application of pay bands to grades.
- 2.1.5 In an Equal Value case - even where there are several claimants and several comparators who may be doing a variety of jobs - we must still remain focussed on the simple question of whether in each instance X does or does not do work of Equal value to Y.
- 2.1.6 It is important to note we are concerned with assessing the value of work undertaken and expressly NOT producing a grading scheme.
- 2.1.7 Even though the methodologies used by Independent Experts in Equal Value cases may rely on the same sort of evaluation techniques as those used in job evaluation schemes, we should not make the mistake of then assuming that other similarities or comparisons between job evaluation schemes are valid or helpful.
- 2.1.8 This is because of the difference in purpose between the job evaluation scheme and the Equal Value assessment and comparison of jobs which also leads to differences in approach to the matter of the evaluation or assessment of jobs.
- 2.1.9 A primary difference, and one that is all too easily forgotten, is that in the case of a job evaluation scheme - designed for and applied in a commercial or public organisation - the actual procedure that leads to the evaluation of each job is one that involves discussion, consensus and possibly negotiation and compromise. This is likely to be the case whether or not the process involved representatives of interested parties such as trade unions or was wholly carried out by managers.

- 2.1.10 A job evaluation scheme is also likely to employ techniques that are not used in an Equal value assessment such as the identification of benchmark jobs. Many job evaluation schemes will rely heavily on such benchmarking in order to slot jobs into pre-determined grades. They are rarely if ever concerned with the detailed comparison of one job with another which is precisely the focus of an Equal Value assessment.
- 2.1.11 Because, as we have indicated, a job evaluation scheme is intended to serve a different purpose, it will very often take a more generalised and less detailed approach to job analysis and evaluation.
- 2.1.12 The other significant characteristic of a typical Job evaluation scheme that is not used in an Equal Value assessment is that of 'weighting'. This is where aspects of the scheme ("Factors") are chosen or weighted to reflect those aspects of the work/jobs that the commissioning organisation believes to be important.
- 2.1.13 The assessment scheme that we have used in this instance is one that is tailored to enable us to answer the question of Equal Value. In order to do so and in order to make the one-on-one comparisons required, the scheme must be capable of analysing and evaluating the work in some detail. This means that we may use more or less factors than are usually employed in a job evaluation scheme and not include ones that have no relevance to the work undertaken by any of the job holders. For instance, a factor concerning the care of others would not be included where none of the job holders undertook this type of work.
- 2.1.14 The scheme that we have used to analyse and assess the work of the claimants and the comparators is a factor analysis scheme which enables us to make one-on-one comparisons. We are thus able to answer the question whether any particular claimant does or does not do work of equal value to their comparators.
- 2.1.15 The scheme that we use must be fair when applied to the work of the claimant and to that of the comparators. It should neither implicitly or explicitly favour, or appear to favour, one type of work over other types of work.
- 2.1.16 Care must be taken to avoid being influenced by institutional or cultural bias. It is not uncommon for an organisation to have a view of which jobs or types of work are more important to it. Usually this involves the weighting of an evaluation scheme in favour of those jobs or types of work or work elements that are considered important. It may not however be so overt.
- 2.1.17 For example it is not uncommon when designing job evaluation schemes in manufacturing and commercial organisations to be asked to include a factor which deals with the relationship of the work to production or sales.
- 2.1.18 In objective terms, the organisation commissioning the job evaluation scheme will make a case for a scheme that favours work that is central to its activities and which will give less value to what it sees as peripheral jobs.
- 2.1.19 In the public sector we have noticed the tendency to weight those factors concerned with knowledge or with managerial or supervisory responsibilities. There is nothing intrinsically wrong with this if that is what those who commissioned the schemes in question preferred and wanted to see rewarded in the grading and pay structure that follows.
- 2.1.20 It is our very firmly held view that weighting - particularly by means of weighting the scores for certain factors - has no place in the assessment of the work in an Equal Value case.

2.1.21 The reason for this is very simple. There is no objective basis on which an Independent Expert could justify whatever weighting or form of weighting they chose to apply to their assessment scheme.

2.2 Part B – The Assessment of Work

2.2.1 **The Choice of Scheme** In this section we account for the development of the scheme we have used for the evaluation and comparison of the work of the claimant and the comparator.

2.2.2 The scheme that we have used to evaluate and compare the work of the claimants and their comparators is what is commonly called a Factor Analysis Scheme. We account for our choice of factors used and discuss the areas covered by these factors.

2.2.3 The objective of such a scheme is to analyse the work done against the defined demands and skills described in the Factors used.

2.2.4 **The Choice of Factors** Considerable research has been undertaken in the selection of factors in this case. A number of factors that are often used in equal value cases are obviously irrelevant to these jobs – such as care of others.

2.2.5 The jobs that we are concerned with in this case undertake work at different type of workplace, but the factors we have identified are relevant to all areas of work done by both Claimants and Comparators. They are;

KNOWLEDGE
PLANNING AND ORGANISING
RESPONSIBILITY FOR ASSETS
RESPONSIBILITY FOR HEALTH AND SAFETY
COMMUNICATION AND CUSTOMER SERVICE
TRAINING AND MENTORING
MENTAL DEMANDS
PROBLEM SOLVING AND DECISION MAKING
PHYSICAL SKILLS
PHYSICAL DEMANDS
WORKING CONDITIONS

In Chapter Three each factor is further defined by a hierarchy of defined levels or criteria against which the work will be assessed.

2.2.6 As far as possible, the factors chosen should be capable of reflecting the job elements of all of the work done by every individual in the population to be assessed. This does not mean that factors are chosen to match the work done, task by task. This is because we do not assess the work on the basis of every task performed per se but rather by looking at the demands made on, and the skills used by, the job holders in the performance of their tasks. There is, however, a persistent and often difficult dilemma which we regularly encounter in choosing the factors to be used in an equal value case.

2.2.7 In the first instance there is an inherent danger in proceeding on the basis of tasks determining factors or becoming actual factors. This is because care must be taken to avoid choosing as factors, work elements which are unique to one type of work.

- 2.2.8 For example if we were comparing a Personnel officer with a Pensions Officer it would be unfair to have as a factor - Knowledge of Pensions Legislation. What would be fairer would be to use a factor called Knowledge of Legislation which assessed the level of knowledge of legislation required in both jobs.
- 2.2.9 However, it is also unfair to exclude a factor simply because it seems to apply only to one type of work that is unique to either a claimant or a comparator. For example, it would be wrong to exclude Responsibility for Health and Safety as a factor simply because a claimant or comparator was a Health and safety Officer.
- 2.2.10 In dealing with the question of Work of Equal Value, the assumption is that we are dealing with different work. It therefore seems to be axiomatic that the choice of factors used must enable us to assess different types of work against the same criteria.
- 2.2.11 This is perhaps best summed up in the following basic rules of good practice. As far as is practically possible;
- The factors chosen should be such that all of the identified work elements in the work of the claimant (s) and the comparator (s) can be realistically assessed against all of them.
- Where a factor is chosen or so defined that only the work of the claimant (s) or the comparator (s) can be realistically assessed against it, then care must be taken to ensure that, within the range of factors chosen, there are balancing elements.
- 2.2.12 **Weighting** In some schemes, despite adherence to the principles set out above, the designers of the scheme decide to weight one or more of the factors.
- 2.2.13 Weighting is done in several ways. Explicit weighting is where a particular work element or group of work elements are deemed to be of greater importance than the others and a multiplier is applied to the scores actually allocated to the work assessed under those factors. For example, it might be thought that Knowledge was more important than other factors and, although there might be a potential of ten points for each factor, a weighted scheme would multiply the score for knowledge by a factor of two or three.
- 2.2.14 Discrete weighting can occur where some factors have more levels or a higher potential score than others. For example, in some schemes Decision Making or Know How might have five or six levels, while there might be only three in others. In the scheme developed for this case, all of the factors have the same number of levels and the same maximum potential score.
- 2.2.15 Secondly, discrete weighting can occur where there are a number of factors which seem to be dealing with different manifestations of what is essentially the same skill set or type of demand on the job holder.
- 2.2.16 Generally, it is our view that discrete weighting has no place in a scheme used to assess work in an Equal Value case. That is because it will almost always be based on a preconception about the value of certain work elements.
- 2.2.17 Preconceptions of this sort must always be avoided by Independent Experts. Any scheme which has as its starting point - "This qualification is paramount" or that "This skill is vital" is nearly always going to be biased or at least open to charges of bias or discrimination.
- 2.2.18 For the purposes of this report we have sought to design a scheme which is fair to all of the parties and where the assessment of the work of the claimants and the comparators is carried out against criteria that are applied equally to

all. We seek to avoid implicit or covert weighting by ensuring that every factor has the same number of levels and all of them have the same potential scores.

2.2.19 Chapter Three sets out the assessment scheme in full and includes a definition of the scope of each factor as well as the level definitions and scores. Chapter Three also includes an explanation of the different methods of analysing and drawing conclusions from the comparative scores.

2.3 Part C – Information Used in the Assessments

2.3.1 The only information used in these assessments is that contained in the final job descriptions sent by the parties to the IEs following the Stage 2 hearings and finding of facts by the Tribunal

2.3.2 The IEs have taken into account ALL the information included in these job descriptions.

2.3.3 In each assessment we have cited paragraphs from the job descriptions. These are a sample of some of the paragraphs that we took into account when assessing the job. We consider that it is only necessary to refer to some duties, as once a level has been reached further duties of the same level will not affect the assessment.

2.3.4 A number of job holders carried out different duties during the reference period. We have considered ALL these changes. Some of these did not result in an alteration of the assessment and are not shown separately. Where changes were considered significant, alternative assessments have been carried out. In cases such as this, in order to clearly differentiate between job versions, the original Claimant/Comparator's name has been suffixed by "1" and a descriptive element added to their job title. Subsequent versions have the name suffixed with "2", and the additional descriptor(s) added.

CHAPTER THREE

3.0 ASSESSMENT SCHEME and SCORING SYSTEM

The following pages detail the Assessment Scheme specifically designed for this exercise, including the definitions of factors, factor levels and the criteria for modifying level assessments as higher or lower than the standard level of demand or responsibility.

3.1 Each of the eleven factors features five levels as follows;

A	High	Scoring 70 points
B	Moderately High	Scoring 55 points
C	Standard	Scoring 40 points
D	Moderately Low	Scoring 25 points
E	Low	Scoring 10 points

3.2 Each level assessment may be modified by a secondary consideration shown under the general factor description in each factor.

3.3 A modifier of “+” adds 5 points to the factor score.

3.4 A modifier of “-“ deducts 5 points from the factor score.

3.5 The Assessment Scheme

3.5.1 KNOWLEDGE

<p>Considers the depth and breadth of general education and specialist knowledge/skills job holders require to carry out duties, and how this knowledge is obtained.</p>	
<p>Moderated (+ or –) for range of equipment, products and/or processes requiring specialist knowledge.</p>	
LEVEL	LEVEL DESCRIPTION
A	A thorough knowledge of the policy framework, corporate aims and procedural architecture of the whole workplace will be required to manage one or more operations, staff groups, or both. The experience necessary to achieve this level of technical and organisational expertise will be obtained through exposure to several annual work cycles in at least two or three different operational areas.
B	Experience in a wide range of managerial/technical/practical skills in several roles will be necessary. A thorough understanding of the operational policies and procedures of the whole workplace/premises will be necessary and this knowledge is likely to have been gained through hands-on working through several annual cycles.
C	Experience/training in a range of technical/practical skills will be necessary to fulfil the duties of the role. Job holders will also have a good understanding of the work of associated teams in their workplace. This knowledge will have been gained through a combination of on-the-job guidance from colleagues and supervisors and more formal, certificated in-house training. A few months exposure to regular work cycles will be necessary to achieve standard competence.
D	Basic literacy and maths skills sufficient to read and understand work related documentation such as operating instructions or H&S advisory materials are required. Some experience of team working, customer service or the use of tools, equipment and/or IT will be expected. Essential knowledge of NEXT specific procedures, rules, standards, equipment and IT systems will be learned on the job over a few weeks.
E	No experience or academic qualifications are required, and the skills and organisational knowledge required for adequate performance in the role will be learned within hours.

LEVEL	DESCRIPTION	Modified “ – “	Standard	Modified “ + “
A	High	65	70	75
B	Moderately High	50	55	60

C	Moderate	35	40	45
D	Moderately Low	20	25	30
E	Low	5	10	15

3.5.2 PLANNING AND ORGANISING

The responsibility to manage and/or prioritise the job holder’s own work and that of others to achieve efficiency, quality and appropriate standards.

Moderated (+ or -) by size of team managed/supervised AND/OR by the number of operations or processes for which the job holder plans and organises AND/OR the degree to which forward planning is required

LEVEL	LEVEL DESCRIPTION
A	The job holder manages the work of others in a business unit and is responsible for the quality of that work. The job holder will have responsibility for formal HR functions such as recruitment, workforce planning and service quality across an entire business unit. The job holder will be responsible for the planning/organisation of the work of the business unit for a short/medium period.
B	The job holder manages the work of others in a team and is responsible for the quality of that work. The job holder may have responsibility for a number of HR functions such as, rota planning, absence management and service quality across a team. The job holder will be responsible for the planning/organisation of the work of the team for a short period.
C	The job holder is responsible for the daily organisation of their own work as set by and directed by others. While the job holder is deemed to be responsible for the quality and standard of their own work in the first instance, they will be subject to occasional or periodic monitoring by others. They may be assisted by other staff from time to time whose work they may organise but they will have no direct management or supervisory role.
D	The job holder has a limited responsibility for organising their own work on a daily basis within the framework of set routines. The job holder will work to set standards and quality and will be regularly monitored by others. They have no involvement in organising the work of others.
E	The job holder works in a role where their work and targets are pre-set. The quality and standard of work is maintained through frequent checks and monitoring by others.

LEVEL	DESCRIPTION	Modified “ – “	Standard	Modified “ + “
A	High	65	70	75
B	Moderately High	50	55	60
C	Moderate	35	40	45

D	Moderately Low	20	25	30
E	Low	5	10	15

3.5.3 RESPONSIBILITY FOR ASSETS

Considers the responsibility for the job holder to order, use, maintain or handle physical assets such as goods/stock, tools, equipment or premises AND/OR the monitoring, recording and security of financial or data assets.	
Moderated (+ or –) for the volume/value of assets.	
LEVEL	LEVEL DESCRIPTION
A	The job holder will have specific accountability for the maintenance and security of equipment and materials, stores, data or other resources. The job holder will also be accountable for a budget allocated to the function. Alternatively, the job holder has a specialist role in terms of the high level administration of financial and monetary transactions and/or data systems.
B	The job holder has a delegated responsibility for the maintenance and security of high value goods/stock, equipment or resources (which constitutes more than 50% of the duties) and may have involvement with setting and using a budget. Alternatively, the job holder is involved in cash or confidential data handling which will be the main purpose of the job, and/or processing transactions for which they are accountable.
C	The job holder will have a specific but limited responsibility for the maintenance and security of equipment and other resources allocated to them or their work group for their use, used at their place of work. AND/OR They will have a role in ordering some supplies or replacement equipment in consultation or with the approval of others. Alternatively, the job holder is involved in cash, electronic payments or critical data handling when undertaking some duties.
D	The job holder has a limited responsibility for the maintenance and security of equipment and resources including electronic data. This will usually be concerned with a limited range of items allocated to them and used at their place of work. They may occasionally handle cash, electronic payments, process deliveries or the equivalent.
E	The job holder has no responsibility for equipment, goods or resources other than that of the normal duty of care expected of any employee. They have no financial involvement or responsibilities.

LEVEL	DESCRIPTION	Modified “ – “	Standard	Modified “ + “
A	High	65	70	75
B	Moderately High	50	55	60
C	Moderate	35	40	45
D	Moderately Low	20	25	30
E	Low	5	10	15

3.5.4 RESPONSIBILITY FOR HEALTH AND SAFETY

Takes account of the job holder’s responsibility for ensuring their own health and safety and that of others. (We are not concerned here with risks to the job holder - assessed in Work Environment)	
Moderated (+ or -) by proportion of regular duties impacted by active consideration of H&S issues.	
LEVEL	LEVEL DESCRIPTION
A	The job holder has a specialist role where there is an enhanced requirement for safe practice in relation to their own work and the safety of others including members of the public.
B	The job holder has a direct responsibility for safety and safe practices within a limited and defined area such as a small team or work group. They are responsible for knowing and applying regulations and procedures relating to safe working within the team or work group and in areas where members of the public are present.
C	The job holder is responsible for ensuring safe working in their own practice and, as appropriate, when working with or alongside others and/or members of the public. They are responsible for knowing and observing regulations and procedures relevant to their own work.
D	The job holder will be required to observe safety regulations or safe practice in so far as they apply to specific areas of their own work. It is expected that the majority of their work will not require the adherence to or knowledge of specific regulations.
E	The job holder works almost exclusively in a low - hazard environment such as an office and/ or has no role other than a general duty of care in respect of health and safety.

LEVEL	DESCRIPTION	Modified “ – “	Standard	Modified “ + “
A	High	65	70	75
B	Moderately High	50	55	60
C	Moderate	35	40	45
D	Moderately Low	20	25	30

E	Low	5	10	15
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3.5.5 RESPONSIBILITY FOR COMMUNICATIONS AND CUSTOMER SERVICE

Responsibility to create and maintain relationships, communicate with customers, external agencies, internal clients and other staff, and maintain corporate reputation.

Moderated by + or – by breadth of contact types AND/OR proportion of time spent communicating with others.

LEVEL	LEVEL DESCRIPTION
A	The job holder encounters difficult people or situations which may be emotionally demanding and which are a regular and important aspect of the work, managing these situations without support and/or Maintains and/or improves corporate reputation through high responsibility for customer service usually as a supervisor or team leader and/or Information exchange regularly includes complex advisory material requiring careful explanation and/or adaptation to suit the audience.
B	The job holder encounters difficult people or situations which may be emotionally demanding but will be limited to specific tasks or duties and with limited support available and/or The visibility of the role to customers, external agencies or internal clients is such that the reputation of the unit is daily dependent upon the job holder and/or Information is predominantly factual but difficult to convey because of its complexity or the need to adapt the message to suit the audience.
C	The job holder will encounter difficult people, situations or incidents which may be challenging. Support from others is readily available and/or Interacting with customers, external agencies or internal clients is an integral part of the role and/or Information is factual but can be complicated and/or technical in nature and it will be necessary to ensure the intended recipient(s) have understood the message.
D	The job holder’s interactions are straightforward. Difficult people or situations are rarely encountered, and support from others is always available and/or Interaction with customers, external agencies or internal clients will be expected, but will not be the main purpose of the job and/or Information is factual and straightforward but might occasionally require basic guidance or a simple explanation of terms to those unfamiliar with the subject matter.
E	The job holder will have no direct contact with customers/internal clients outside the existing management structures in place. Information is factual, straightforward and uncontentious.

LEVEL	DESCRIPTION	Modified “ – ”	Standard	Modified “ + ”
A	High	65	70	75

B	Moderately High	50	55	60
C	Moderate	35	40	45
D	Moderately Low	20	25	30
E	Low	5	10	15

3.5.6 TRAINING AND MENTORING

Considers the need for job holders to train or mentor other employees.	
Moderated (+ or –) for the frequency of demand.	
LEVEL	LEVEL DESCRIPTION
A	The job holder has a formal responsibility, which may involve working with others, for training/teaching. The job holder is regularly involved with others in the planning of training or teaching - and will themselves produce training material and/or be involved in the delivery of training/teaching. They will be involved in advising other staff about training techniques, procedures and methods It is likely that this will form a substantial part of the job holder’s duties.
B	The job holder has a recognised responsibility, working with others, to plan and arrange training or teaching for the section or be involved in training/ mentoring and advising others in respect of methods, techniques and procedures, as part of a formal process such as an NVQ.
C	The job holder is involved in training or demonstrating in respect of new starters or trainees who will be assigned to work with the job holder either for specific duties or the whole/part of a shift. Such involvement is likely to be on a one to one basis rather than with groups.
D	The job holder’s role is limited to the demonstration of simple work routines with no requirement for formal training, teaching or mentoring.
E	There is not usually any requirement for the job holder to be involved in teaching, training or mentoring others.

LEVEL	DESCRIPTION	Modified “ – “	Standard	Modified “ + “
A	High	65	70	75
B	Moderately High	50	55	60
C	Moderate	35	40	45
D	Moderately Low	20	25	30
E	Low	5	10	15

3.5.7 MENTAL DEMANDS

Measures the degree of mental concentration, accuracy, alertness, and attention required as well as changing deadlines and how much the work is interrupted.	
Moderated (+ or -) by frequency of interruptions AND/OR the amount of concentration and accuracy required.	
LEVEL	LEVEL DESCRIPTION
A	The work is subject to constant change and unpredictable work schedules, and requires the continuous management of conflicting priorities and deadlines. Concentration and accuracy are required for a large majority of duties and the job holder's attention is disrupted by frequent unavoidable interruptions.
B	The work is subject to deadlines involving frequently changing circumstances and conflicting priorities; or deadlines which are difficult to meet, interruptions or conflicting demands, and changes to work schedule will have to managed at little notice. Concentration and accuracy are required frequently or for prolonged periods for the majority of tasks.
C	The job holder is expected to meet deadlines for the majority of tasks which will be subject to interruptions involving differing and/or changing problems, circumstances or demands, with some changes to work schedules. Concentration is required for the majority of tasks and accuracy is important for some tasks.
D	The role is subject to interruption to tasks but does not involve any significant change to its programme of work. Some work is subject to easily met deadlines. Concentration and accuracy will be required from time to time but nearly always in the context of a singular aspect of a short term physical or mechanical activity.
E	The work requires similar tasks which are not normally interrupted and the overall objectives do not change each day. Few targets need to be met. The requirement for concentration and / or accuracy is limited to tasks performed only occasionally.

LEVEL	DESCRIPTION	Modified “ – “	Standard	Modified “ + “
A	High	65	70	75
B	Moderately High	50	55	60
C	Moderate	35	40	45
D	Moderately Low	20	25	30
E	Low	5	10	15

3.5.8 PROBLEM SOLVING AND DECISION MAKING

Considers the scope and complexity of judgements and problems experienced by the job holder and the impact and autonomy of their decision making.	
Moderated (+ or –) for frequency of demand for problem solving/decision making.	
LEVEL	LEVEL DESCRIPTION
A	Problems are often escalated from subordinates and can be complex in that they require the analysis of several different strands of information. Written rationales may well be required and decisions will set precedents that may be incorporated into standard operating instructions.
B	Problems can be quite hard to understand due to their novelty or complicated nature. Decisions made may set minor precedents for subordinates or colleagues and will require consideration or analysis.
C	Problems require some investigation before judgements and decisions can be made and there will be a number of options to consider. The scope of decisions made, and advice offered, will be limited to non-critical areas and the impact will be short-term.
D	Problems and judgements are straightforward to understand. Any decisions made will be within a limited, well understood framework with more significant issues being referred to a supervisor or manager.
E	Any problems encountered in the role are short-term, very straightforward, and with readily available solutions coming from close supervision and/or established practice.

LEVEL	DESCRIPTION	Modified “ – “	Standard	Modified “ + “
A	High	65	70	75
B	Moderately High	50	55	60
C	Moderate	35	40	45
D	Moderately Low	20	25	30
E	Low	5	10	15

3.5.9 PHYSICAL SKILLS

Considers the job holder’s need to exercise particular manual skills or dexterity in the use of tools and equipment.	
Proportion of working time spent at the skill level indicated. More than 75% = "+". Less than 25% = "-".	
LEVEL	LEVEL DESCRIPTION
A	The work requires specific, trained skills requiring a very high degree of dexterity, eye-hand coordination AND sensory skills in order to manipulate machinery, tools, goods and/or electrical equipment. Such skills are learnt by lengthy formal training with certification required before employees can commence tasks. Precision and speed in execution are always required
B	The work requires specific, trained skills requiring a high degree of dexterity, eye-hand coordination AND/OR sensory skills in order to manipulate machinery, tools, goods and/or electrical equipment. Such skills are learnt by formal training with certification required before employees can commence tasks. Precision and speed in execution are always required.
C	The work requires specific, trained skills requiring dexterity AND/OR eye-hand coordination AND/OR sensory skills in order to manipulate machinery, tools, goods and/or electrical equipment. Such skills are generally learnt by formal training which may be learned under supervision whilst carrying out duties. Precision AND/OR speed in execution is usually required.
D	The work requires some physical dexterity and coordination in order to manipulate goods, machinery, tools, electrical equipment or hand held devices. Such skills are generally learnt by informal demonstration or very short formal tuition. Some precision AND/OR speed in execution is required.
E	No particular dexterity and hand-eye co-ordination skills are required in the course of normal working.

LEVEL	DESCRIPTION	Modified “ – “	Standard	Modified “ + “
A	High	65	70	75
B	Moderately High	50	55	60
C	Moderate	35	40	45
D	Moderately Low	20	25	30
E	Low	5	10	15

3.5.10 PHYSICAL DEMANDS

Considers the demands on the individual to exert themselves physically in discharging their duties.	
Moderated (+ or -) for combination of awkwardness/fixedness and degree of effort.	
LEVEL	LEVEL DESCRIPTION
A	In addition to B below, the job cannot be performed without the constant application of physical effort such as digging, lifting, pulling or moving heavy equipment, materials.
B	The job involves frequent but not constant lifting, pulling, pushing of heavy objects and equipment as above. Alternatively, the job holder will be required to stand/walk for long periods equating to over 80% of their shift or will be obliged to maintain a more or less fixed posture in order to carry out the majority of tasks associated with the job.
C	There is a regular but not frequent need to push, lift or manoeuvre objects, equipment, materials which may be heavy. Alternatively the job holder will be required to stand/walk for over 50% but less than 80% of their shift or will be obliged to maintain a fixed posture for regular periods in order to carry out specific tasks associated with the job.
D	In the context of other non - arduous physical activities there may be an occasional requirement to lift or move objects or materials some of which may be heavy. Alternatively, the job holder will be required to stand/walk for over 20% but less than 50% of their shift or there will be a limited need to adopt a fixed posture for some tasks.
E	Physical effort is an occasional requirement of the role for example helping to unload a regular weekly delivery of goods or materials.

LEVEL	DESCRIPTION	Modified “ - “	Standard	Modified “ + “
A	High	65	70	75
B	Moderately High	50	55	60
C	Moderate	35	40	45
D	Moderately Low	20	25	30
E	Low	5	10	15

3.5.11 WORKING CONDITIONS

<p>Consideration of the environment(s) in which work is carried out with particular reference to unpleasant, hazardous or otherwise challenging work elements. Account is taken of the statutory requirement to mitigate exposure by the use of appropriate PPE a</p>	
<p>Moderated (+ or -) for the proportion of working time exposed to the maximum demand of the factor.</p>	
LEVEL	LEVEL DESCRIPTION
A	<p>Work is carried out in a difficult environment featuring extremes of some or all of the following; temperature, extremely high noise levels, smells/fumes, other hazardous materials. These will be experienced over 50% of the job holder’s work, over a 6 month period. There is a recognised risk of injury or to health and there are set procedures including PPE in place to protect the job holder which must be observed.</p>
B	<p>Work is carried out in a difficult environment featuring extremes of some or all of the following; temperature, extremely high noise levels, smells/fumes, other hazardous materials. These will be experienced for less than 50 % of the job holder’s work, over a 6 month period. There is a recognised risk of injury or to health and there are set procedures including PPE in place to protect the job holder which must be observed.</p>
C	<p>Work is carried out in environments which are noisy and/or busy, or which expose the job holder to unpleasant features such as spillages or hazardous materials. For shorter periods, jobholders may be exposed to more undesirable elements such as inclement weather, extremes of temperature, very high noise levels and/or proximity of machinery or equipment. During these periods, there may be a recognised risk of injury or to health and there are set procedures including PPE in place to protect the job holder which must be observed.</p>
D	<p>Work is carried out in indoor environments which can sometimes be noisy and/or busy, or which expose the job holder to unpleasant features such as spillages or hazardous materials requiring the use of PPE (which may be optional).</p>
E	<p>Work is carried out in an environment such as an office with only minimal exposure to unpleasant elements or physical risk.</p>

LEVEL	DESCRIPTION	Modified “ – “	Standard	Modified “ + “
A	High	65	70	75
B	Moderately High	50	55	60
C	Moderate	35	40	45
D	Moderately Low	20	25	30
E	Low	5	10	15

- 3.6 There is no guidance for Independent Experts as to what results in what circumstances indicate that work is of equal value. We take the view that the conclusions of the Independent Expert(s) are no more than an informed recommendation to the Tribunal who will decide the question. That recommendation should, however, be based on a reasonable interpretation of the facts and of the results of the expert’s analysis and assessment of the work of the claimant and the comparators.
- 3.7 We have, in previous cases and reports, adopted the following criteria as tests of whether or not a claimant does work of Equal Value to a comparator.
- 3.8 **TEST ONE**
The first test is whether or not the claimant has scored within 3 percentage points of the percentage point score (out of the maximum 825 points in this case) for each of their comparators. If this is the case, then in our view there is at least a strong case to answer in terms of Equal Value.
- 3.9 **TEST TWO**
The second test counts the number of factors in which the work of the claimant has been assessed as equal to, or higher than, their comparator(s). Given the 11 factors employed in this scheme, the claimant will have a case for their job being potentially of equal value if this number is 6 or more. Although the actual scoring system used involves a range of scores at each level we believe it is simpler for this second test to deal only in terms of the actual levels allocated, “A”, “B”, “C” etc rather than attempt to encompass the more subtle variations of scores within the levels. This is essentially what is commonly called a “More Than/Less Than” test.
- 3.10 **TEST THREE**
The third test is to conduct a comparison on a factor by factor basis whereby we award 0 where the claimant has scored the same as a comparator; +1 where the claimant has scored a whole level up from the comparator (again excluding the “-“ or “+” modifiers); +2 where the claimant has scored two whole levels up from the comparator and so on. The same process is applied in reverse where the claimant scores a level or more less than the comparator.
By totalling the positive and negative score differentials we can establish a cumulative comparative score of plus or minus X over the whole eleven factor results. A cumulative score of 0 or greater may be considered to indicate possible Equal Value.
- 3.11 None of the tests applied are intended to be definitive or exclusive in terms of establishing equal value in themselves. They should be considered together and interpreted as three sets of supportive evidence in reaching a conclusion on the question of equal value.

- 3.12 In this case, the Independent Experts have concluded that instances where two or more of the three tests detailed above indicate that the claimant's role is at the same level or higher than that of their comparator, there should be a strong presumption of Equal Value.

CHAPTER FOUR

4.0 The Work of the Claimant Helen Cherry

4.1 Helen Cherry 1 (Up to Dec 2019)

Job Title: **Sales Consultant**

Note: Paragraph numbers quoted are *samples* of job description paragraphs cited as relevant to the assessment of the factor in question. They are not intended to be exhaustive lists. First, second and third tier paragraph numbers (eg "2", "2.3", "2.3.7") may be held to refer also to all subordinate paragraphs.

Factor One

KNOWLEDGE

- *Considers the depth and breadth of general education and specialist knowledge/skills job holders require to carry out duties, and how this knowledge is obtained.*
- *Moderated (+ or -) for range of equipment, products and/or processes requiring specialist knowledge.*

Assessed as level : C=

Level Description : *Experience/training in a range of technical/practical skills will be necessary to fulfil the duties of the role. Job holders will also have a good understanding of products, policies and procedures. This knowledge will have been gained through a combination of on-the-job guidance from colleagues and supervisors, and more formal in-house training, which will include regular updates.*

Sample of relevant paragraphs in job description:

486. 493. 488. 492. 487. 491. 469. 490. 489. 464. 465. 466. 472. 473. 474. 483.

Factor Two

PLANNING AND ORGANISING

- *The responsibility to manage and/or prioritise the job holder's own work and that of others to achieve efficiency, quality and appropriate standards.*
- *Moderated (+ or -) by size of team managed/supervised AND/OR by the number of operations or processes for which the job holder plans and organises AND/OR the degree to which forward planning is required.*

Assessed as level : D+

Level Description : *The job holder has a limited responsibility for organising their own work on a daily basis within the framework of set routines. The job holder will work to set standards and quality and will be regularly monitored by others. They have no involvement in organising the work of others. **Modified to "+" for the particularly wide range of operations and processes.***

Sample of relevant paragraphs in job description:

530. 529. 504. 528.a.

Factor Three

RESPONSIBILITY FOR ASSETS

- *Considers the responsibility for the job holder to order, use and maintain physical assets such as stock, tools, equipment or premises AND/OR the monitoring, recording and security of financial or data assets.*
- *Moderated (+ or -) by the risk of damage/loss to those assets.*

Assessed as level : B+

Level Description : *The job holder has a delegated responsibility for the maintenance and security of equipment and resources and may have involvement with setting and using a budget. Alternatively, the job holder is involved in cash or confidential data handling which will be the main purpose of the job, and/or processing transactions for which they are accountable. **Modified to "+" for the job holder's responsibility for significant volumes of cash and other physical assets.***

Sample of relevant paragraphs in job description:

507. 515. 517. 514. 508. 516. 509. 512. 513. 518.

Factor Four

RESPONSIBILITY FOR HEALTH AND SAFETY

- Takes account of the job holder's responsibility for ensuring their own health and safety and that of others. (We are not concerned here with risks to the job holder - assessed in Work Environment)
- Moderated (+ or -) by proportion of regular duties impacted by active consideration of H&S issues.

Assessed as level : C=

Level Description : *The job holder is responsible for ensuring safe working in their own practice and, as appropriate, when working with or alongside others and/or members of the public. They are responsible for knowing and observing regulations and procedures relevant to their own work.*

Sample of relevant paragraphs in job description:

524. 525. 523. 526.

Factor Five

COMMUNICATION AND CUSTOMER SERVICE

- Responsibility to create and maintain relationships, communicate with customers, external agencies, internal clients and other staff, and maintain corporate reputation.

- Moderated by + or – by breadth of contact types AND/OR proportion of time spent communicating with others.

Assessed as level : B+

Level Description : *The job holder encounters difficult people or situations which may be emotionally demanding but will be limited to specific tasks or duties and with limited support available.*

and/or The visibility of the role to customers, external agencies or internal clients is such that the reputation of the unit is daily dependent upon the job holder.

*and/or Information is predominantly factual but difficult to convey because of its complexity or the need to adapt the message to suit the audience. **Modified to "+" for the very high proportion of time spent communicating with customers.***

Sample of relevant paragraphs in job description:

520. 501. 500. 521. 488. 494. 502. 505. 519. 522. 535. 536. 130. 135. 502.a. 502.b.

Factor Six

TRAINING AND MENTORING

- Considers the need for job holders to train or mentor other employees.
- Moderated (+ or –) for the frequency of demand.

Assessed as level : C=

Level Description : *The job holder is involved in training or demonstrating in respect of new starters or trainees who will be assigned to work with the job holder either for specific duties or the whole/part of a shift. Their progress and ability will be assessed by the job holder.*

Sample of relevant paragraphs in job description:

532. 533. 534. 350. 485. 351.

Factor Seven

MENTAL DEMANDS

- Measures the degree of mental concentration, accuracy, alertness, and attention required as well as changing deadlines and how much the work is interrupted.
- Moderated (+ or -) by frequency of interruptions AND/OR the amount of concentration and accuracy required.

Assessed as level : C=

Level Description : *The job holder is expected to meet deadlines for the majority of tasks which will be subject to interruptions involving differing and/or changing problems, circumstances or demands, with some changes to work schedules. Concentration is required for the majority of tasks and accuracy is important for some tasks.*

Sample of relevant paragraphs in job description:

541. 549. 542. 508. 540. 547. 548. 503.

Factor Eight

PROBLEM SOLVING AND DECISION MAKING

- Considers the scope and complexity of judgements and problems experienced by the job holder and the impact and autonomy of their decision making.
- Moderated (+ or –) for frequency of demand for problem solving/decision making.

Assessed as level : C=

Level Description : *Problems require some investigation before judgements and decisions can be made and there will be a number of options to consider. The scope of decisions made, and advice offered, will be limited to non-critical areas and the impact will be short-term.*

Sample of relevant paragraphs in job description:

529. 164. 531. 528.d. 528.f.

Factor Nine

PHYSICAL SKILLS

- Considers the job holder's need to exercise particular manual skills or dexterity in the use of tools and equipment.
- Proportion of working time spent at the skill level indicated. More than 75% = "+". Less than 25% = "-".

Assessed as level : C=

Level Description : *The work requires dexterity AND/OR eye-hand coordination AND/OR sensory skills in order to manipulate goods, machinery, tools and/or electrical equipment. Precision AND/OR speed in execution is usually required.*

Sample of relevant paragraphs in job description:

475. 41. 506. 476. 477. 479. 481. 39. 36.

Factor Ten

PHYSICAL DEMANDS

- Considers the demands on the individual to exert themselves physically in discharging their duties.
- Moderated (+ or -) for combination of awkwardness/fixedness and degree of effort.

Assessed as level : B=

Level Description : *The job holder will be required to stand/walk for long periods equating to over 80% of their shift OR There is a regular but not frequent need to push, lift or manoeuvre objects, equipment, materials which may be heavy OR they will be obliged to maintain a more or less fixed posture in order to carry out the majority of tasks associated with the job.*

Sample of relevant paragraphs in job description:

537. 478. Task A Task C Task J Task T Task Y 482. Task B Task D Task S Task X
538.

Factor Eleven

WORKING CONDITIONS

- Consideration of the environment(s) in which work is carried out with particular reference to unpleasant, hazardous or otherwise challenging work elements. Account is taken of the statutory requirement to mitigate exposure by the use of appropriate PPE and working practices.
- Moderated (+ or -) for the proportion of working time exposed to the maximum demand of the factor.

Assessed as level : D+

Level Description : *Work is carried out in indoor environments which can sometimes be noisy and/or busy, or which expose the job holder to unpleasant features such as spillages or hazardous materials requiring the use of PPE (which may be optional). Modified to "+" for the high proportion of time exposed to noisy/busy environments.*

Sample of relevant paragraphs in job Description:

552. 560. 479. 554. 561. 553. 558.

SCORING SUMMARY

Helen Cherry 1 (Up to Dec 2019)
Sales Consultant

| | | | |
|--------------------|---|-----------|------------|
| 1 | KNOWLEDGE | C= | 40 |
| 2 | PLANNING AND ORGANISING | D+ | 30 |
| 3 | RESPONSIBILITY FOR ASSETS | B+ | 60 |
| 4 | RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 |
| 5 | COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 |
| 6 | TRAINING AND MENTORING | C= | 40 |
| 7 | MENTAL DEMANDS | C= | 40 |
| 8 | PROBLEM SOLVING AND DECISION MAKING | C= | 40 |
| 9 | PHYSICAL SKILLS | C= | 40 |
| 10 | PHYSICAL DEMANDS | B= | 55 |
| 11 | WORKING CONDITIONS | D+ | 30 |
| TOTAL SCORE | | | 475 |

4.2 Helen Cherry 2 (After Dec 2019)

Job Title: **Sales Consultant**

Note: Paragraph numbers quoted are *samples* of job description paragraphs cited as relevant to the assessment of the factor in question. They are not intended to be exhaustive lists. First, second and third tier paragraph numbers (eg "2", "2.3", "2.3.7") may be held to refer also to all subordinate paragraphs.

Factor One

KNOWLEDGE

- *Considers the depth and breadth of general education and specialist knowledge/skills job holders require to carry out duties, and how this knowledge is obtained.*
- *Moderated (+ or -) for range of equipment, products and/or processes requiring specialist knowledge.*

Assessed as level : C=

Level Description : *Experience/training in a range of technical/practical skills will be necessary to fulfil the duties of the role. Job holders will also have a good understanding of products, policies and procedures. This knowledge will have been gained through a combination of on-the-job guidance from colleagues and supervisors, and more formal in-house training, which will include regular updates.*

Sample of relevant paragraphs in job description:

486. 492. 493. 488. 490. 487. 489. 491. 469. 498. 241. 250.

Factor Two

PLANNING AND ORGANISING

- *The responsibility to manage and/or prioritise the job holder's own work and that of others to achieve efficiency, quality and appropriate standards.*
- *Moderated (+ or -) by size of team managed/supervised AND/OR by the number of operations or processes for which the job holder plans and organises AND/OR the degree to which forward planning is required.*

Assessed as level : D+

Level Description : *The job holder has a limited responsibility for organising their own work on a daily basis within the framework of set routines. The job holder will work to set standards and quality and will be regularly monitored by others. They have no involvement in organising the work of others. **Modified to "+" for the particularly wide range of operations and processes.***

Sample of relevant paragraphs in job description:

530. 529. 326. 528.a.

Factor Three

RESPONSIBILITY FOR ASSETS

- *Considers the responsibility for the job holder to order, use and maintain physical assets such as stock, tools, equipment or premises AND/OR the monitoring, recording and security of financial or data assets.*
- *Moderated (+ or -) by the risk of damage/loss to those assets.*

Assessed as level : B+

Level Description : *The job holder has a delegated responsibility for the maintenance and security of equipment and resources and may have involvement with setting and using a budget. Alternatively, the job holder is involved in cash or confidential data handling which will be the main purpose of the job, and/or processing transactions for which they are accountable. **Modified to "+" for the job holder's responsibility for significant volumes of cash and other physical assets.***

Sample of relevant paragraphs in job description:

507. 515. 517. 514. 516. 508.

Factor Four

RESPONSIBILITY FOR HEALTH AND SAFETY

- Takes account of the job holder's responsibility for ensuring their own health and safety and that of others. (We are not concerned here with risks to the job holder - assessed in Work Environment)
- Moderated (+ or -) by proportion of regular duties impacted by active consideration of H&S issues.

Assessed as level : C=

Level Description : *The job holder is responsible for ensuring safe working in their own practice and, as appropriate, when working with or alongside others and/or members of the public. They are responsible for knowing and observing regulations and procedures relevant to their own work.*

Sample of relevant paragraphs in job description:

524. 525.

Factor Five

COMMUNICATION AND CUSTOMER SERVICE

- Responsibility to create and maintain relationships, communicate with customers, external agencies, internal clients and other staff, and maintain corporate reputation.
- Moderated by + or - by breadth of contact types AND/OR proportion of time spent communicating with others.

Assessed as level : B+

Level Description : *The job holder encounters difficult people or situations which may be emotionally demanding but will be limited to specific tasks or duties and with limited support available.*

and/or The visibility of the role to customers, external agencies or internal clients is such that the reputation of the unit is daily dependent upon the job holder.

*and/or Information is predominantly factual but difficult to convey because of its complexity or the need to adapt the message to suit the audience. **Modified to "+" for the very high proportion of time spent communicating with customers.***

Sample of relevant paragraphs in job description:

520. 501. 488. 500. 494. 521. 130. 135. 502.a. 502.b. 502.c. 502.d.

Factor Six

TRAINING AND MENTORING

- Considers the need for job holders to train or mentor other employees.
- Moderated (+ or -) for the frequency of demand.

Assessed as level : E=

Level Description : *There is not usually any requirement for the job holder to be involved in teaching, training or mentoring others.*

Sample of relevant paragraphs in job description:

Factor Seven

MENTAL DEMANDS

- Measures the degree of mental concentration, accuracy, alertness, and attention required as well as changing deadlines and how much the work is interrupted.
- Moderated (+ or -) by frequency of interruptions AND/OR the amount of concentration and accuracy required.

Assessed as level : C=

Level Description : *The job holder is expected to meet deadlines for the majority of tasks which will be subject to interruptions involving differing and/or changing problems, circumstances or demands, with some changes to work schedules. Concentration is required for the majority of tasks and accuracy is important for some tasks.*

Sample of relevant paragraphs in job description:

541. 508. 549. 503. 542.

Factor Eight

PROBLEM SOLVING AND DECISION MAKING

- Considers the scope and complexity of judgements and problems experienced by the job holder and the impact and autonomy of their decision making.
- Moderated (+ or -) for frequency of demand for problem solving/decision making.

Assessed as level : C=

Level Description : Problems require some investigation before judgements and decisions can be made and there will be a number of options to consider. The scope of decisions made, and advice offered, will be limited to non-critical areas and the impact will be short-term.

Sample of relevant paragraphs in job description:

164. 529. 528.d. 528.f.

Factor Nine

PHYSICAL SKILLS

- Considers the job holder's need to exercise particular manual skills or dexterity in the use of tools and equipment.
- Proportion of working time spent at the skill level indicated. More than 75% = "+". Less than 25% = "-".

Assessed as level : C=

Level Description : The work requires dexterity AND/OR eye-hand coordination AND/OR sensory skills in order to manipulate goods, machinery, tools and/or electrical equipment. Precision AND/OR speed in execution is usually required.

Sample of relevant paragraphs in job description:

41. 506. 475. 39. 36.

Factor Ten

PHYSICAL DEMANDS

- Considers the demands on the individual to exert themselves physically in discharging their duties.
- Moderated (+ or -) for combination of awkwardness/fixedness and degree of effort.

Assessed as level : B=

Level Description : The job holder will be required to stand/walk for long periods equating to over 80% of their shift OR There is a regular but not frequent need to push, lift or manoeuvre objects, equipment, materials which may be heavy OR they will be obliged to maintain a more or less fixed posture in order to carry out the majority of tasks associated with the job.

Sample of relevant paragraphs in job description:

478. Task A Task C Task J Task T Task Y 482. Task B Task D Task S Task X 537.

Factor Eleven

WORKING CONDITIONS

- Consideration of the environment(s) in which work is carried out with particular reference to unpleasant, hazardous or otherwise challenging work elements. Account is taken of the statutory requirement to mitigate exposure by the use of appropriate PPE and working practices.
- Moderated (+ or -) for the proportion of working time exposed to the maximum demand of the factor.

Assessed as level : D+

Level Description : *Work is carried out in indoor environments which can sometimes be noisy and/or busy, or which expose the job holder to unpleasant features such as spillages or hazardous materials requiring the use of PPE (which may be optional). Modified to "+" for the high proportion of time exposed to noisy/busy environments.*

Sample of relevant paragraphs in job Description:

552. 560. 479. 554. 561.

SCORING SUMMARY

Helen Cherry 2 (After Dec 2019)
Sales Consultant

| | | | |
|--------------------|---|-----------|------------|
| 1 | KNOWLEDGE | C= | 40 |
| 2 | PLANNING AND ORGANISING | D+ | 30 |
| 3 | RESPONSIBILITY FOR ASSETS | B+ | 60 |
| 4 | RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 |
| 5 | COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 |
| 6 | TRAINING AND MENTORING | E= | 10 |
| 7 | MENTAL DEMANDS | C= | 40 |
| 8 | PROBLEM SOLVING AND DECISION MAKING | C= | 40 |
| 9 | PHYSICAL SKILLS | C= | 40 |
| 10 | PHYSICAL DEMANDS | B= | 55 |
| 11 | WORKING CONDITIONS | D+ | 30 |
| TOTAL SCORE | | | 445 |

CHAPTER FIVE

5.0 The Work of the Claimant Amanda Cox

5.1 Amanda Cox 1 (2012 - 2015)

Job Title: **Sales Consultant**

Note: Paragraph numbers quoted are *samples* of job description paragraphs cited as relevant to the assessment of the factor in question. They are not intended to be exhaustive lists. First, second and third tier paragraph numbers (eg "2", "2.3", "2.3.7") may be held to refer also to all subordinate paragraphs.

Factor One

KNOWLEDGE

- *Considers the depth and breadth of general education and specialist knowledge/skills job holders require to carry out duties, and how this knowledge is obtained.*
- *Moderated (+ or -) for range of equipment, products and/or processes requiring specialist knowledge.*

Assessed as level : C+

Level Description : *Experience/training in a range of technical/practical skills will be necessary to fulfil the duties of the role. Job holders will also have a good understanding of products, policies and procedures. This knowledge will have been gained through a combination of on-the-job guidance from colleagues and supervisors, and more formal in-house training, which will include regular updates. **Modified to "+" for the particularly wide range of tasks and duties requiring specialist knowledge.***

Sample of relevant paragraphs in job description:

486. 489. 491. 493. 487. 490. 492. 93. 70. 71.

Factor Two

PLANNING AND ORGANISING

- *The responsibility to manage and/or prioritise the job holder's own work and that of others to achieve efficiency, quality and appropriate standards.*
- *Moderated (+ or -) by size of team managed/supervised AND/OR by the number of operations or processes for which the job holder plans and organises AND/OR the degree to which forward planning is required.*

Assessed as level : D+

Level Description : *The job holder has a limited responsibility for organising their own work on a daily basis within the framework of set routines. The job holder will work to set standards and quality and will be regularly monitored by others. They have no involvement in organising the work of others. **Modified to "+" for the particularly wide range of operations and processes.***

Sample of relevant paragraphs in job description:

326. 530. 529. 92. 105.

Factor Three

RESPONSIBILITY FOR ASSETS

- *Considers the responsibility for the job holder to order, use and maintain physical assets such as stock, tools, equipment or premises AND/OR the monitoring, recording and security of financial or data assets.*
- *Moderated (+ or -) by the risk of damage/loss to those assets.*

Assessed as level : **B-**

Level Description : *The job holder has a delegated responsibility for the maintenance and security of equipment and resources and may have involvement with setting and using a budget. Alternatively, the job holder is involved in cash or confidential data handling which will be the main purpose of the job, and/or processing transactions for which they are accountable. **Modified to "+" for the job holder's responsibility for only relatively small volumes of cash and other physical assets.***

Sample of relevant paragraphs in job description:

94. 95. 97. 96. 98.

Factor Four

RESPONSIBILITY FOR HEALTH AND SAFETY

- Takes account of the job holder's responsibility for ensuring their own health and safety and that of others. (We are not concerned here with risks to the job holder - assessed in Work Environment)
- Moderated (+ or -) by proportion of regular duties impacted by active consideration of H&S issues.

Assessed as level : **C=**

Level Description : *The job holder is responsible for ensuring safe working in their own practice and, as appropriate, when working with or alongside others and/or members of the public. They are responsible for knowing and observing regulations and procedures relevant to their own work.*

Sample of relevant paragraphs in job description:

99. 100. 524. 103.

Factor Five

COMMUNICATION AND CUSTOMER SERVICE

- Responsibility to create and maintain relationships, communicate with customers, external agencies, internal clients and other staff, and maintain corporate reputation.

- Moderated by + or – by breadth of contact types AND/OR proportion of time spent communicating with others.

Assessed as level : B+

Level Description : *The job holder encounters difficult people or situations which may be emotionally demanding but will be limited to specific tasks or duties and with limited support available.*

and/or The visibility of the role to customers, external agencies or internal clients is such that the reputation of the unit is daily dependent upon the job holder.

*and/or Information is predominantly factual but difficult to convey because of its complexity or the need to adapt the message to suit the audience. **Modified to "+" for the very high proportion of time spent communicating with customers.***

Sample of relevant paragraphs in job description:

488. 500. 520. 494. 501. 521.

Factor Six

TRAINING AND MENTORING

- Considers the need for job holders to train or mentor other employees.
- Moderated (+ or –) for the frequency of demand.

Assessed as level : E=

Level Description : *There is not usually any requirement for the job holder to be involved in teaching, training or mentoring others.*

Sample of relevant paragraphs in job description:

Factor Seven

MENTAL DEMANDS

- Measures the degree of mental concentration, accuracy, alertness, and attention required as well as changing deadlines and how much the work is interrupted.
- Moderated (+ or -) by frequency of interruptions AND/OR the amount of concentration and accuracy required.

Assessed as level : C=

Level Description : *The job holder is expected to meet deadlines for the majority of tasks which will be subject to interruptions involving differing and/or changing problems, circumstances or demands, with some changes to work schedules. Concentration is required for the majority of tasks and accuracy is important for some tasks.*

Sample of relevant paragraphs in job description:

113. 115. 114. 549. 541. 116.

Factor Eight

PROBLEM SOLVING AND DECISION MAKING

- Considers the scope and complexity of judgements and problems experienced by the job holder and the impact and autonomy of their decision making.
- Moderated (+ or –) for frequency of demand for problem solving/decision making.

Assessed as level : C=

Level Description : Problems require some investigation before judgements and decisions can be made and there will be a number of options to consider. The scope of decisions made, and advice offered, will be limited to non-critical areas and the impact will be short-term.

Sample of relevant paragraphs in job description:

164. 529. 528.

Factor Nine

PHYSICAL SKILLS

- Considers the job holder's need to exercise particular manual skills or dexterity in the use of tools and equipment.
- Proportion of working time spent at the skill level indicated. More than 75% = "+". Less than 25% = "-".

Assessed as level : C=

Level Description : The work requires dexterity AND/OR eye-hand coordination AND/OR sensory skills in order to manipulate goods, machinery, tools and/or electrical equipment. Precision AND/OR speed in execution is usually required.

Sample of relevant paragraphs in job description:

78. 475. 81. 506. 77. 79. 80. 82. 83. 84. 87. 88.

Factor Ten

PHYSICAL DEMANDS

- Considers the demands on the individual to exert themselves physically in discharging their duties.
- Moderated (+ or -) for combination of awkwardness/fixedness and degree of effort.

Assessed as level : B=

Level Description : The job holder will be required to stand/walk for long periods equating to over 80% of their shift OR There is a regular but not frequent need to push, lift or manoeuvre objects, equipment, materials which may be heavy OR they will be obliged to maintain a more or less fixed posture in order to carry out the majority of tasks associated with the job.

Sample of relevant paragraphs in job description:

107. Task CC Task B Task D Task Y Task BB Task A Task C Task J 73. 74. 76. 81. 33.

Factor Eleven

WORKING CONDITIONS

- Consideration of the environment(s) in which work is carried out with particular reference to unpleasant, hazardous or otherwise challenging work elements. Account is taken of the statutory requirement to mitigate exposure by the use of appropriate PPE and working practices.
- Moderated (+ or -) for the proportion of working time exposed to the maximum demand of the factor.

Assessed as level : D+

Level Description : *Work is carried out in indoor environments which can sometimes be noisy and/or busy, or which expose the job holder to unpleasant features such as spillages or hazardous materials requiring the use of PPE (which may be optional). Modified to "+" for the high proportion of time exposed to noisy/busy environments.*

Sample of relevant paragraphs in job Description:

479. 554. 561. 552. 560. 117.

SCORING SUMMARY

Amanda Cox 1 (2012 - 2015)
Sales Consultant

| | | | |
|--------------------|---|-----------|------------|
| 1 | KNOWLEDGE | C+ | 45 |
| 2 | PLANNING AND ORGANISING | D+ | 30 |
| 3 | RESPONSIBILITY FOR ASSETS | B- | 50 |
| 4 | RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 |
| 5 | COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 |
| 6 | TRAINING AND MENTORING | E= | 10 |
| 7 | MENTAL DEMANDS | C= | 40 |
| 8 | PROBLEM SOLVING AND DECISION MAKING | C= | 40 |
| 9 | PHYSICAL SKILLS | C= | 40 |
| 10 | PHYSICAL DEMANDS | B= | 55 |
| 11 | WORKING CONDITIONS | D+ | 30 |
| TOTAL SCORE | | | 440 |

5.2 Amanda Cox 2 (2015 - 2021)

Job Title: **Sales Consultant**

Note: Paragraph numbers quoted are *samples* of job description paragraphs cited as relevant to the assessment of the factor in question. They are not intended to be exhaustive lists. First, second and third tier paragraph numbers (eg "2", "2.3", "2.3.7") may be held to refer also to all subordinate paragraphs.

Factor One

KNOWLEDGE

- *Considers the depth and breadth of general education and specialist knowledge/skills job holders require to carry out duties, and how this knowledge is obtained.*
- *Moderated (+ or -) for range of equipment, products and/or processes requiring specialist knowledge.*

Assessed as level : C+

Level Description : *Experience/training in a range of technical/practical skills will be necessary to fulfil the duties of the role. Job holders will also have a good understanding of products, policies and procedures. This knowledge will have been gained through a combination of on-the-job guidance from colleagues and supervisors, and more formal in-house training, which will include regular updates. **Modified to "+" for the particularly wide range of tasks and duties requiring specialist knowledge.***

Sample of relevant paragraphs in job description:

93. 486. 489. 491. 493. 487. 490. 492.

Factor Two

PLANNING AND ORGANISING

- *The responsibility to manage and/or prioritise the job holder's own work and that of others to achieve efficiency, quality and appropriate standards.*
- *Moderated (+ or -) by size of team managed/supervised AND/OR by the number of operations or processes for which the job holder plans and organises AND/OR the degree to which forward planning is required.*

Assessed as level : D+

Level Description : *The job holder has a limited responsibility for organising their own work on a daily basis within the framework of set routines. The job holder will work to set standards and quality and will be regularly monitored by others. They have no involvement in organising the work of others. **Modified to "+" for the particularly wide range of operations and processes.***

Sample of relevant paragraphs in job description:

530. 529.

Factor Three

RESPONSIBILITY FOR ASSETS

- *Considers the responsibility for the job holder to order, use and maintain physical assets such as stock, tools, equipment or premises AND/OR the monitoring, recording and security of financial or data assets.*
- *Moderated (+ or -) by the risk of damage/loss to those assets.*

Assessed as level : B-

Level Description : *The job holder has a delegated responsibility for the maintenance and security of equipment and resources and may have involvement with setting and using a budget. Alternatively, the job holder is involved in cash or confidential data handling which will be the main purpose of the job, and/or processing transactions for which they are accountable. Modified to "+" for the job holder's responsibility for only relatively small volumes of cash and other physical assets.*

Sample of relevant paragraphs in job description:

94. 96. 98. 95. 97.

Factor Four

RESPONSIBILITY FOR HEALTH AND SAFETY

- Takes account of the job holder's responsibility for ensuring their own health and safety and that of others. (We are not concerned here with risks to the job holder - assessed in Work Environment)
- Moderated (+ or -) by proportion of regular duties impacted by active consideration of H&S issues.

Assessed as level : C=

Level Description : *The job holder is responsible for ensuring safe working in their own practice and, as appropriate, when working with or alongside others and/or members of the public. They are responsible for knowing and observing regulations and procedures relevant to their own work.*

Sample of relevant paragraphs in job description:

99. 524. 100.

Factor Five

COMMUNICATION AND CUSTOMER SERVICE

- Responsibility to create and maintain relationships, communicate with customers, external agencies, internal clients and other staff, and maintain corporate reputation.
- Moderated by + or - by breadth of contact types AND/OR proportion of time spent communicating with others.

Assessed as level : B+

Level Description : *The job holder encounters difficult people or situations which may be emotionally demanding but will be limited to specific tasks or duties and with limited support available.*

and/or The visibility of the role to customers, external agencies or internal clients is such that the reputation of the unit is daily dependent upon the job holder.

*and/or Information is predominantly factual but difficult to convey because of its complexity or the need to adapt the message to suit the audience. **Modified to "+" for the very high proportion of time spent communicating with customers.***

Sample of relevant paragraphs in job description:

488. 500. 520. 494. 501. 521.

Factor Six

TRAINING AND MENTORING

- Considers the need for job holders to train or mentor other employees.
- Moderated (+ or -) for the frequency of demand.

Assessed as level : E=

Level Description : *There is not usually any requirement for the job holder to be involved in teaching, training or mentoring others.*

Sample of relevant paragraphs in job description:

Factor Seven

MENTAL DEMANDS

- Measures the degree of mental concentration, accuracy, alertness, and attention required as well as changing deadlines and how much the work is interrupted.
- Moderated (+ or -) by frequency of interruptions AND/OR the amount of concentration and accuracy required.

Assessed as level : C=

Level Description : *The job holder is expected to meet deadlines for the majority of tasks which will be subject to interruptions involving differing and/or changing problems, circumstances or demands, with some changes to work schedules. Concentration is required for the majority of tasks and accuracy is important for some tasks.*

Sample of relevant paragraphs in job description:

113. 115. 549. 114. 541.

Factor Eight

PROBLEM SOLVING AND DECISION MAKING

- Considers the scope and complexity of judgements and problems experienced by the job holder and the impact and autonomy of their decision making.
- Moderated (+ or -) for frequency of demand for problem solving/decision making.

Assessed as level : C=

Level Description : Problems require some investigation before judgements and decisions can be made and there will be a number of options to consider. The scope of decisions made, and advice offered, will be limited to non-critical areas and the impact will be short-term.

Sample of relevant paragraphs in job description:

164. 529. 528.

Factor Nine

PHYSICAL SKILLS

- Considers the job holder's need to exercise particular manual skills or dexterity in the use of tools and equipment.
- Proportion of working time spent at the skill level indicated. More than 75% = "+". Less than 25% = "-".

Assessed as level : B=

Level Description : The work requires specific, trained skills requiring a high degree of dexterity, eye-hand coordination AND/OR sensory skills in order to manipulate machinery, tools and/or electrical equipment. Such skills are learnt by formal training with certification required before employees can commence tasks. Precision and speed in execution are always required.

Sample of relevant paragraphs in job description:

78. 475. 47. 81. 506.

Factor Ten

PHYSICAL DEMANDS

- Considers the demands on the individual to exert themselves physically in discharging their duties.
- Moderated (+ or -) for combination of awkwardness/fixedness and degree of effort.

Assessed as level : B+

Level Description : The job holder will be required to stand/walk for long periods equating to over 80% of their shift OR There is a regular but not frequent need to push, lift or manoeuvre objects, equipment, materials which may be heavy OR they will be obliged to maintain a more or less fixed posture in order to carry out the majority of tasks associated with the job. **Modified to "+" for the additional physical demands of deliveries/despatch duties.**

Sample of relevant paragraphs in job description:

107. Task CC Task B Task D Task Y 39. 46. Task BB Task A Task C Task J 38. 40. 33.

Factor Eleven

WORKING CONDITIONS

- Consideration of the environment(s) in which work is carried out with particular reference to unpleasant, hazardous or otherwise challenging work elements. Account is taken of the statutory requirement to mitigate exposure by the use of appropriate PPE and working practices.
- Moderated (+ or -) for the proportion of working time exposed to the maximum demand of the factor.

Assessed as level : C-

Level Description : *Work is carried out in environments which are noisy and/or busy, or which expose the job holder to unpleasant features such as spillages or hazardous materials. For shorter periods, jobholders may be exposed to more undesirable elements such as inclement weather, extremes of temperature, very high noise levels and/or proximity of machinery or equipment. During these periods, there may be a recognised risk of injury or to health and there are set procedures in place to protect the job holder which must be observed. PPE will be provided but the wearing of it may be optional. **Modified to "-" for the short time spent exposed to risk/weather related to delivery/despatch duties.***

Sample of relevant paragraphs in job Description:

479. 554. 561. 552. 560. 18. 59. 46. 63.

SCORING SUMMARY

Amanda Cox 2 (2015 - 2021)
Sales Consultant

| | | | |
|-------------|--------------------------------------|----|-----|
| 1 | KNOWLEDGE | C+ | 45 |
| 2 | PLANNING AND ORGANISING | D+ | 30 |
| 3 | RESPONSIBILITY FOR ASSETS | B- | 50 |
| 4 | RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 |
| 5 | COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 |
| 6 | TRAINING AND MENTORING | E= | 10 |
| 7 | MENTAL DEMANDS | C= | 40 |
| 8 | PROBLEM SOLVING AND DECISION MAKING | C= | 40 |
| 9 | PHYSICAL SKILLS | B= | 55 |
| 10 | PHYSICAL DEMANDS | B+ | 60 |
| 11 | WORKING CONDITIONS | C- | 35 |
| TOTAL SCORE | | | 465 |

CHAPTER SIX

6.0 The Work of the Claimant Alison Milton

6.1 Alison Milton 1 (2012 - 2015)

Job Title: **Sales Consultant**

Note: Paragraph numbers quoted are *samples* of job description paragraphs cited as relevant to the assessment of the factor in question. They are not intended to be exhaustive lists. First, second and third tier paragraph numbers (eg "2", "2.3", "2.3.7") may be held to refer also to all subordinate paragraphs.

Factor One

KNOWLEDGE

- *Considers the depth and breadth of general education and specialist knowledge/skills job holders require to carry out duties, and how this knowledge is obtained.*
- *Moderated (+ or -) for range of equipment, products and/or processes requiring specialist knowledge.*

Assessed as level : C+

Level Description : *Experience/training in a range of technical/practical skills will be necessary to fulfil the duties of the role. Job holders will also have a good understanding of products, policies and procedures. This knowledge will have been gained through a combination of on-the-job guidance from colleagues and supervisors, and more formal in-house training, which will include regular updates. **Modified to "+" for the particularly wide range of tasks and duties requiring specialist knowledge.***

Sample of relevant paragraphs in job description:

160. 161. 73. 146.

Factor Two

PLANNING AND ORGANISING

- *The responsibility to manage and/or prioritise the job holder's own work and that of others to achieve efficiency, quality and appropriate standards.*
- *Moderated (+ or -) by size of team managed/supervised AND/OR by the number of operations or processes for which the job holder plans and organises AND/OR the degree to which forward planning is required.*

Assessed as level : D+

Level Description : *The job holder has a limited responsibility for organising their own work on a daily basis within the framework of set routines. The job holder will work to set standards and quality and will be regularly monitored by others. They have no involvement in organising the work of others. **Modified to "+" for the particularly wide range of operations and processes.***

Sample of relevant paragraphs in job description:

156. 157. 158. 159.

Factor Three

RESPONSIBILITY FOR ASSETS

- *Considers the responsibility for the job holder to order, use and maintain physical assets such as stock, tools, equipment or premises AND/OR the monitoring, recording and security of financial or data assets.*
- *Moderated (+ or -) by the risk of damage/loss to those assets.*

Assessed as level : B+

Level Description : *The job holder has a delegated responsibility for the maintenance and security of equipment and resources and may have involvement with setting and using a budget. Alternatively, the job holder is involved in cash or confidential data handling which will be the main purpose of the job, and/or processing transactions for which they are accountable. **Modified to "+" for the job holder's responsibility for significant volumes of cash and other physical assets.***

Sample of relevant paragraphs in job description:

167. 176. 174. 15. 16. 17. 18. 21. 27. 28. 29. 32. 35. 36. 38. 39.

Factor Four

RESPONSIBILITY FOR HEALTH AND SAFETY

- Takes account of the job holder's responsibility for ensuring their own health and safety and that of others. (We are not concerned here with risks to the job holder - assessed in Work Environment)
- Moderated (+ or -) by proportion of regular duties impacted by active consideration of H&S issues.

Assessed as level : C=

Level Description : *The job holder is responsible for ensuring safe working in their own practice and, as appropriate, when working with or alongside others and/or members of the public. They are responsible for knowing and observing regulations and procedures relevant to their own work.*

Sample of relevant paragraphs in job description:

178. 180. 179.

Factor Five

COMMUNICATION AND CUSTOMER SERVICE

- Responsibility to create and maintain relationships, communicate with customers, external agencies, internal clients and other staff, and maintain corporate reputation.

- Moderated by + or – by breadth of contact types AND/OR proportion of time spent communicating with others.

Assessed as level : B+

Level Description : *The job holder encounters difficult people or situations which may be emotionally demanding but will be limited to specific tasks or duties and with limited support available.*

and/or The visibility of the role to customers, external agencies or internal clients is such that the reputation of the unit is daily dependent upon the job holder.

*and/or Information is predominantly factual but difficult to convey because of its complexity or the need to adapt the message to suit the audience. **Modified to "+" for the very high proportion of time spent communicating with customers.***

Sample of relevant paragraphs in job description:

132. 184. 186. 188. 162. 185. 187.

Factor Six

TRAINING AND MENTORING

- Considers the need for job holders to train or mentor other employees.
- Moderated (+ or –) for the frequency of demand.

Assessed as level : E=

Level Description : *There is not usually any requirement for the job holder to be involved in teaching, training or mentoring others.*

Sample of relevant paragraphs in job description:

130.

Factor Seven

MENTAL DEMANDS

- Measures the degree of mental concentration, accuracy, alertness, and attention required as well as changing deadlines and how much the work is interrupted.
- Moderated (+ or -) by frequency of interruptions AND/OR the amount of concentration and accuracy required.

Assessed as level : C=

Level Description : *The job holder is expected to meet deadlines for the majority of tasks which will be subject to interruptions involving differing and/or changing problems, circumstances or demands, with some changes to work schedules. Concentration is required for the majority of tasks and accuracy is important for some tasks.*

Sample of relevant paragraphs in job description:

15. 38. 53. 28. 39. 56. 205. 206. 207. 208.

Factor Eight

PROBLEM SOLVING AND DECISION MAKING

- Considers the scope and complexity of judgements and problems experienced by the job holder and the impact and autonomy of their decision making.
- Moderated (+ or -) for frequency of demand for problem solving/decision making.

Assessed as level : C+

Level Description : Problems require some investigation before judgements and decisions can be made and there will be a number of options to consider. The scope of decisions made, and advice offered, will be limited to non-critical areas and the impact will be short-term.

Modified to "+" for the frequency of technical troubleshooting (tills etc) and problem solving (cash discrepancies etc).

Sample of relevant paragraphs in job description:

63. 32. 131. 133. 130. 132. 134. 50. 170. 183.

Factor Nine

PHYSICAL SKILLS

- Considers the job holder's need to exercise particular manual skills or dexterity in the use of tools and equipment.
- Proportion of working time spent at the skill level indicated. More than 75% = "+". Less than 25% = "-".

Assessed as level : C=

Level Description : The work requires dexterity AND/OR eye-hand coordination AND/OR sensory skills in order to manipulate goods, machinery, tools and/or electrical equipment. Precision AND/OR speed in execution is usually required.

Sample of relevant paragraphs in job description:

161. 160. 151. 152. 155.

Factor Ten

PHYSICAL DEMANDS

- Considers the demands on the individual to exert themselves physically in discharging their duties.
- Moderated (+ or -) for combination of awkwardness/fixedness and degree of effort.

Assessed as level : B=

Level Description : The job holder will be required to stand/walk for long periods equating to over 80% of their shift OR There is a regular but not frequent need to push, lift or manoeuvre objects, equipment, materials which may be heavy OR they will be obliged to maintain a more or less fixed posture in order to carry out the majority of tasks associated with the job.

Sample of relevant paragraphs in job description:

190. 189. 25. 196. 200. 202. 194. 197. 201. 204. 135. 137. 139. 140. 142.
143.

Factor Eleven

WORKING CONDITIONS

- Consideration of the environment(s) in which work is carried out with particular reference to unpleasant, hazardous or otherwise challenging work elements. Account is taken of the statutory requirement to mitigate exposure by the use of appropriate PPE and working practices.
- Moderated (+ or -) for the proportion of working time exposed to the maximum demand of the factor.

Assessed as level : D+

Level Description : *Work is carried out in indoor environments which can sometimes be noisy and/or busy, or which expose the job holder to unpleasant features such as spillages or hazardous materials requiring the use of PPE (which may be optional). Modified to "+" for the high proportion of time exposed to noisy/busy environments.*

Sample of relevant paragraphs in job Description:

209. 211. 213. 215. 210. 212. 214. 216.

SCORING SUMMARY

Alison Milton 1 (2012 - 2015)
Sales Consultant

| | | | |
|--------------------|---|-----------|------------|
| 1 | KNOWLEDGE | C+ | 45 |
| 2 | PLANNING AND ORGANISING | D+ | 30 |
| 3 | RESPONSIBILITY FOR ASSETS | B+ | 60 |
| 4 | RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 |
| 5 | COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 |
| 6 | TRAINING AND MENTORING | E= | 10 |
| 7 | MENTAL DEMANDS | C= | 40 |
| 8 | PROBLEM SOLVING AND DECISION MAKING | C+ | 45 |
| 9 | PHYSICAL SKILLS | C= | 40 |
| 10 | PHYSICAL DEMANDS | B= | 55 |
| 11 | WORKING CONDITIONS | D+ | 30 |
| TOTAL SCORE | | | 455 |

6.2 Alison Milton 2 (2015 - 2021)

Job Title: **Sales Consultant**

Note: Paragraph numbers quoted are *samples* of job description paragraphs cited as relevant to the assessment of the factor in question. They are not intended to be exhaustive lists. First, second and third tier paragraph numbers (eg "2", "2.3", "2.3.7") may be held to refer also to all subordinate paragraphs.

Factor One

KNOWLEDGE

- *Considers the depth and breadth of general education and specialist knowledge/skills job holders require to carry out duties, and how this knowledge is obtained.*
- *Moderated (+ or -) for range of equipment, products and/or processes requiring specialist knowledge.*

Assessed as level : C+

Level Description : *Experience/training in a range of technical/practical skills will be necessary to fulfil the duties of the role. Job holders will also have a good understanding of products, policies and procedures. This knowledge will have been gained through a combination of on-the-job guidance from colleagues and supervisors, and more formal in-house training, which will include regular updates. **Modified to "+" for the particularly wide range of tasks and duties requiring specialist knowledge.***

Sample of relevant paragraphs in job description:

161. 159.

Factor Two

PLANNING AND ORGANISING

- *The responsibility to manage and/or prioritise the job holder's own work and that of others to achieve efficiency, quality and appropriate standards.*
- *Moderated (+ or -) by size of team managed/supervised AND/OR by the number of operations or processes for which the job holder plans and organises AND/OR the degree to which forward planning is required.*

Assessed as level : D+

Level Description : *The job holder has a limited responsibility for organising their own work on a daily basis within the framework of set routines. The job holder will work to set standards and quality and will be regularly monitored by others. They have no involvement in organising the work of others. **Modified to "+" for the particularly wide range of operations and processes.***

Sample of relevant paragraphs in job description:

Factor Three

RESPONSIBILITY FOR ASSETS

- *Considers the responsibility for the job holder to order, use and maintain physical assets such as stock, tools, equipment or premises AND/OR the monitoring, recording and security of financial or data assets.*
- *Moderated (+ or -) by the risk of damage/loss to those assets.*

Assessed as level : B+

Level Description : *The job holder has a delegated responsibility for the maintenance and security of equipment and resources and may have involvement with setting and using a budget. Alternatively, the job holder is involved in cash or confidential data handling which will be the main purpose of the job, and/or processing transactions for which they are accountable. **Modified to "+" for the job holder's responsibility for significant volumes of cash and other physical assets.***

Sample of relevant paragraphs in job description:

167. 171. 172.

Factor Four

RESPONSIBILITY FOR HEALTH AND SAFETY

- Takes account of the job holder's responsibility for ensuring their own health and safety and that of others. (We are not concerned here with risks to the job holder - assessed in Work Environment)
- Moderated (+ or -) by proportion of regular duties impacted by active consideration of H&S issues.

Assessed as level : C=

Level Description : *The job holder is responsible for ensuring safe working in their own practice and, as appropriate, when working with or alongside others and/or members of the public. They are responsible for knowing and observing regulations and procedures relevant to their own work.*

Sample of relevant paragraphs in job description:

178. 180. 179.

Factor Five

COMMUNICATION AND CUSTOMER SERVICE

- Responsibility to create and maintain relationships, communicate with customers, external agencies, internal clients and other staff, and maintain corporate reputation.
- Moderated by + or - by breadth of contact types AND/OR proportion of time spent communicating with others.

Assessed as level : B+

Level Description : *The job holder encounters difficult people or situations which may be emotionally demanding but will be limited to specific tasks or duties and with limited support available.*

and/or The visibility of the role to customers, external agencies or internal clients is such that the reputation of the unit is daily dependent upon the job holder.

*and/or Information is predominantly factual but difficult to convey because of its complexity or the need to adapt the message to suit the audience. **Modified to "+" for the very high proportion of time spent communicating with customers.***

Sample of relevant paragraphs in job description:

132. 184. 186. 188. 162. 185. 187.

Factor Six

TRAINING AND MENTORING

- Considers the need for job holders to train or mentor other employees.
- Moderated (+ or -) for the frequency of demand.

Assessed as level : **D=**

Level Description : *The job holder's role is limited to the demonstration of simple work routines on a one to one basis with no requirement for formal training, teaching or mentoring.*

Sample of relevant paragraphs in job description:

Factor Seven

MENTAL DEMANDS

- Measures the degree of mental concentration, accuracy, alertness, and attention required as well as changing deadlines and how much the work is interrupted.
- Moderated (+ or -) by frequency of interruptions AND/OR the amount of concentration and accuracy required.

Assessed as level : **C=**

Level Description : *The job holder is expected to meet deadlines for the majority of tasks which will be subject to interruptions involving differing and/or changing problems, circumstances or demands, with some changes to work schedules. Concentration is required for the majority of tasks and accuracy is important for some tasks.*

Sample of relevant paragraphs in job description:

38. 53. 39. 56. 15.

Factor Eight

PROBLEM SOLVING AND DECISION MAKING

- Considers the scope and complexity of judgements and problems experienced by the job holder and the impact and autonomy of their decision making.

- Moderated (+ or –) for frequency of demand for problem solving/decision making.

Assessed as level : C+

Level Description : Problems require some investigation before judgements and decisions can be made and there will be a number of options to consider. The scope of decisions made, and advice offered, will be limited to non-critical areas and the impact will be short-term.

Modified to "+" for the frequency of technical troubleshooting (tills etc) and problem solving (cash discrepancies etc).

Sample of relevant paragraphs in job description:

32. 132. 134. 130. 133.

Factor Nine

PHYSICAL SKILLS

- Considers the job holder's need to exercise particular manual skills or dexterity in the use of tools and equipment.
- Proportion of working time spent at the skill level indicated. More than 75% = "+". Less than 25% = "-".

Assessed as level : C=

Level Description : The work requires dexterity AND/OR eye-hand coordination AND/OR sensory skills in order to manipulate goods, machinery, tools and/or electrical equipment. Precision AND/OR speed in execution is usually required.

Sample of relevant paragraphs in job description:

160. 161.

Factor Ten

PHYSICAL DEMANDS

- Considers the demands on the individual to exert themselves physically in discharging their duties.
- Moderated (+ or -) for combination of awkwardness/fixedness and degree of effort.

Assessed as level : B=

Level Description : The job holder will be required to stand/walk for long periods equating to over 80% of their shift OR There is a regular but not frequent need to push, lift or manoeuvre objects, equipment, materials which may be heavy OR they will be obliged to maintain a more or less fixed posture in order to carry out the majority of tasks associated with the job.

Sample of relevant paragraphs in job description:

25. 190. 196. 200. 202. 189. 194. 197. 201. 204.

Factor Eleven

WORKING CONDITIONS

- Consideration of the environment(s) in which work is carried out with particular reference to unpleasant, hazardous or otherwise challenging work elements. Account is taken of the statutory requirement to mitigate exposure by the use of appropriate PPE and working practices.
- Moderated (+ or -) for the proportion of working time exposed to the maximum demand of the factor.

Assessed as level : D+

Level Description : *Work is carried out in indoor environments which can sometimes be noisy and/or busy, or which expose the job holder to unpleasant features such as spillages or hazardous materials requiring the use of PPE (which may be optional). Modified to "+" for the high proportion of time exposed to noisy/busy environments.*

Sample of relevant paragraphs in job Description:

209. 211. 213. 215. 210. 212. 214. 216.

SCORING SUMMARY

Alison Milton 2 (2015 - 2021)
Sales Consultant

| | | | |
|--------------------|--------------------------------------|----|------------|
| 1 | KNOWLEDGE | C+ | 45 |
| 2 | PLANNING AND ORGANISING | D+ | 30 |
| 3 | RESPONSIBILITY FOR ASSETS | B+ | 60 |
| 4 | RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 |
| 5 | COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 |
| 6 | TRAINING AND MENTORING | D= | 25 |
| 7 | MENTAL DEMANDS | C= | 40 |
| 8 | PROBLEM SOLVING AND DECISION MAKING | C+ | 45 |
| 9 | PHYSICAL SKILLS | C= | 40 |
| 10 | PHYSICAL DEMANDS | B= | 55 |
| 11 | WORKING CONDITIONS | D+ | 30 |
| TOTAL SCORE | | | 470 |

CHAPTER SEVEN

7.0 The Work of the Comparator Calvin Hazelhurst

7.1 Calvin Hazelhurst

Job Title: **Warehouse Operative**

Note: Paragraph numbers quoted are *samples* of job description paragraphs cited as relevant to the assessment of the factor in question. They are not intended to be exhaustive lists. First, second and third tier paragraph numbers (eg "2", "2.3", "2.3.7") may be held to refer also to all subordinate paragraphs.

Factor One

KNOWLEDGE

- *Considers the depth and breadth of general education and specialist knowledge/skills job holders require to carry out duties, and how this knowledge is obtained.*
- *Moderated (+ or -) for range of equipment, products and/or processes requiring specialist knowledge.*

Assessed as level : D=

Level Description : *Basic literacy and maths skills sufficient to read and understand work related documentation such as operating instructions or H&S advisory materials is required. Essential knowledge of NEXT specific procedures, rules, standards, equipment and IT systems will be learned through in-house training and/or on the job over a few weeks.*

Sample of relevant paragraphs in job description:

8.1.1 8.5.1 8.4.1 8.14.3.5 8.1.2 8.2.1 8.2.2.4 8.2.2.1

Factor Two

PLANNING AND ORGANISING

- *The responsibility to manage and/or prioritise the job holder's own work and that of others to achieve efficiency, quality and appropriate standards.*
- *Moderated (+ or -) by size of team managed/supervised AND/OR by the number of operations or processes for which the job holder plans and organises AND/OR the degree to which forward planning is required.*

Assessed as level : E=

Level Description : *The job holder works in a role where their work and targets are pre-set. The quality and standard of work is maintained through frequent checks and monitoring by others.*

Sample of relevant paragraphs in job description:

8.14.2.2 8.5.1 8.5.2 8.5.3 8.13.2.1

Factor Three

RESPONSIBILITY FOR ASSETS

- *Considers the responsibility for the job holder to order, use and maintain physical assets such as stock, tools, equipment or premises AND/OR the monitoring, recording and security of financial or data assets.*
- *Moderated (+ or –) by the risk of damage/loss to those assets.*

Assessed as level : D=

Level Description : *The job holder has a limited responsibility for the maintenance, security and processing of equipment, goods and resources including electronic data. This will usually be concerned with a limited range of items allocated to them and used at their place of work. They may occasionally handle cash, electronic payments, process deliveries or the equivalent.*

Sample of relevant paragraphs in job description:

8.7.2 8.7.1

Factor Four

RESPONSIBILITY FOR HEALTH AND SAFETY

- Takes account of the job holder’s responsibility for ensuring their own health and safety and that of others. (We are not concerned here with risks to the job holder - assessed in Work Environment)
- Moderated (+ or -) by proportion of regular duties impacted by active consideration of H&S issues.

Assessed as level : C=

Level Description : *The job holder is responsible for ensuring safe working in their own practice and, as appropriate, when working with or alongside others and/or members of the public. They are responsible for knowing and observing regulations and procedures relevant to their own work.*

Sample of relevant paragraphs in job description:

8.8.3 8.9.3.1 (a) 8.9.1 8.9.4.1 (a) 8.9.4.1 (b) 8.9.4.1 (c) 8.9.4.1 (d) 8.9.4.1 (e) 8.9.4.1 (f) 8.9.4.1 (g)

Factor Five

COMMUNICATION AND CUSTOMER SERVICE

- Responsibility to create and maintain relationships, communicate with customers, external agencies, internal clients and other staff, and maintain corporate reputation.
- Moderated by + or – by breadth of contact types AND/OR proportion of time spent communicating with others.

Assessed as level : E=

Level Description : *The job holder will have no direct contact with customers/internal clients outside the existing management structures in place. Information is factual, straightforward and uncontentious.*

Sample of relevant paragraphs in job description:

Factor Six

TRAINING AND MENTORING

- Considers the need for job holders to train or mentor other employees.
- Moderated (+ or -) for the frequency of demand.

Assessed as level : **E=**

Level Description : *There is not usually any requirement for the job holder to be involved in teaching, training or mentoring others.*

Sample of relevant paragraphs in job description:

8.12.1

Factor Seven

MENTAL DEMANDS

- Measures the degree of mental concentration, accuracy, alertness, and attention required as well as changing deadlines and how much the work is interrupted.
- Moderated (+ or -) by frequency of interruptions AND/OR the amount of concentration and accuracy required.

Assessed as level : **D+**

Level Description : *The role is subject to interruption to tasks but does not involve any significant change to its programme of work. Some work is subject to easily met deadlines. Concentration and accuracy will be required from time to time but nearly always in the context of a singular aspect of a short term physical or mechanical activity. **Modified to "+" for frequent and regular interruptions to work caused by jams/blockages.***

Sample of relevant paragraphs in job description:

8.6.1 8.14.1.7 8.12.1 8.14.2.5 8.13.1

Factor Eight

PROBLEM SOLVING AND DECISION MAKING

- Considers the scope and complexity of judgements and problems experienced by the job holder and the impact and autonomy of their decision making.
- Moderated (+ or -) for frequency of demand for problem solving/decision making.

Assessed as level : **E+**

Level Description : *Any problems encountered in the role are short-term, very straightforward, and with readily available solutions coming from close supervision and/or*

established practice. **Modified to "+" for the frequency of minor technical troubleshooting (jams/blockages etc).**

Sample of relevant paragraphs in job description:

8.13.3.11 8.13.4.8

Factor Nine

PHYSICAL SKILLS

- Considers the job holder's need to exercise particular manual skills or dexterity in the use of tools and equipment.
- Proportion of working time spent at the skill level indicated. More than 75% = "+". Less than 25% = "-".

Assessed as level : C+

Level Description : *The work requires dexterity AND/OR eye-hand coordination AND/OR sensory skills in order to manipulate goods, machinery, tools and/or electrical equipment. Precision AND/OR speed in execution is usually required. **Modified to "+" for the very high proportion of time requiring high demand for dexterity and hand/eye coordination.***

Sample of relevant paragraphs in job description:

8.3.2 8.13.3.12 8.13.5.1 (d)

Factor Ten

PHYSICAL DEMANDS

- Considers the demands on the individual to exert themselves physically in discharging their duties.
- Moderated (+ or -) for combination of awkwardness/fixedness and degree of effort.

Assessed as level : A=

Level Description : *In addition to standing/walking for over 80% of their shift the job holder will be required to frequently lift, push or pull heavy objects*

Sample of relevant paragraphs in job description:

8.9.3.1 (b) 8.13.2.9 7.1.44 8.13.2.2 8.13.3.5 8.13.3.15 7.2.31 8.9.4.1 (b)
8.13.3.9 8.13.5.2 8.9.5.1 (c) 8.9.5.1 (d) 8.13.2.3 8.13.2.6 8.13.2.7 8.13.2.8

Factor Eleven

WORKING CONDITIONS

- Consideration of the environment(s) in which work is carried out with particular reference to unpleasant, hazardous or otherwise challenging work elements. Account is taken of the statutory requirement to mitigate exposure by the use of appropriate PPE and working practices.

- Moderated (+ or -) for the proportion of working time exposed to the maximum demand of the factor.

Assessed as level : B+

Level Description : *Work is normally carried out in a difficult environment featuring extremes of some or all of the following; temperature, extremely high noise levels, smells/fumes, other hazardous materials. There is a recognised risk of injury or to health and there are set procedures in place to protect the job holder which must be observed. PPE will be provided but the wearing of it may be optional. **Modified to "+" for the constant exposure to very high noise levels and degree of physical risk.***

Sample of relevant paragraphs in job Description:

8.9.4.1 (e) 8.9.4.1 (h) 8.9.1.3 8.13.2.15 8.13.3.27 8.14.2.12 8.16.1.6 8.9.4.1
(c) 8.9.4.1 (i) 8.13.3.6 8.13.3.29 8.16.1.2 8.16.1.11 8.9.5.1 (g)

SCORING SUMMARY

Calvin Hazelhurst
Warehouse Operative

| | | | |
|-------------|--------------------------------------|----|-----|
| 1 | KNOWLEDGE | D= | 25 |
| 2 | PLANNING AND ORGANISING | E= | 10 |
| 3 | RESPONSIBILITY FOR ASSETS | D= | 25 |
| 4 | RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 |
| 5 | COMMUNICATION AND CUSTOMER SERVICE | E= | 10 |
| 6 | TRAINING AND MENTORING | E= | 10 |
| 7 | MENTAL DEMANDS | D+ | 30 |
| 8 | PROBLEM SOLVING AND DECISION MAKING | E+ | 15 |
| 9 | PHYSICAL SKILLS | C+ | 45 |
| 10 | PHYSICAL DEMANDS | A= | 70 |
| 11 | WORKING CONDITIONS | B+ | 60 |
| TOTAL SCORE | | | 340 |

CHAPTER EIGHT

8.0 The Work of the Comparator Steven Oliver

Name: **Steven Oliver**
Job Title: **Warehouse Operative**

Note: Paragraph numbers quoted are *samples* of job description paragraphs cited as relevant to the assessment of the factor in question. They are not intended to be exhaustive lists. First, second and third tier paragraph numbers (eg "2", "2.3", "2.3.7") may be held to refer also to all subordinate paragraphs.

Factor One

KNOWLEDGE

- *Considers the depth and breadth of general education and specialist knowledge/skills job holders require to carry out duties, and how this knowledge is obtained.*
- *Moderated (+ or -) for range of equipment, products and/or processes requiring specialist knowledge.*

Assessed as level : D+

Level Description : *Basic literacy and maths skills sufficient to read and understand work related documentation such as operating instructions or H&S advisory materials is required. Essential knowledge of NEXT specific procedures, rules, standards, equipment and IT systems will be learned through in-house training and/or on the job over a few weeks. **Modified to "+" for the wider range of equipment and processes than the other Comparators.***

Sample of relevant paragraphs in job description:

9.2.3 9.1 9.5 9.2.1.2 9.2.1.3 9.2.1.4 9.2.1.7 9.2.2.5 9.5.1 9.2.1.1
9.2.1.5 9.5.2

Factor Two

PLANNING AND ORGANISING

- *The responsibility to manage and/or prioritise the job holder's own work and that of others to achieve efficiency, quality and appropriate standards.*
- *Moderated (+ or -) by size of team managed/supervised AND/OR by the number of operations or processes for which the job holder plans and organises AND/OR the degree to which forward planning is required.*

Assessed as level : E=

Level Description : *The job holder works in a role where their work and targets are pre-set. The quality and standard of work is maintained through frequent checks and monitoring by others.*

Sample of relevant paragraphs in job description:

4.2 4.3 4.5 4.6 7.1.1.32

Factor Three

RESPONSIBILITY FOR ASSETS

- *Considers the responsibility for the job holder to order, use and maintain physical assets such as stock, tools, equipment or premises AND/OR the monitoring, recording and security of financial or data assets.*
- *Moderated (+ or -) by the risk of damage/loss to those assets.*

Assessed as level : D=

Level Description : *The job holder has a limited responsibility for the maintenance, security and processing of equipment, goods and resources including electronic data. This will usually be concerned with a limited range of items allocated to them and used at their place of work. They may occasionally handle cash, electronic payments, process deliveries or the equivalent.*

Sample of relevant paragraphs in job description:

7.1.1.6 7.2.1.4 9.13.3.5 7.3.1.35 7.1.1.3

Factor Four

RESPONSIBILITY FOR HEALTH AND SAFETY

- Takes account of the job holder's responsibility for ensuring their own health and safety and that of others. (We are not concerned here with risks to the job holder - assessed in Work Environment)
- Moderated (+ or -) by proportion of regular duties impacted by active consideration of H&S issues.

Assessed as level : C=

Level Description : *The job holder is responsible for ensuring safe working in their own practice and, as appropriate, when working with or alongside others and/or members of the public. They are responsible for knowing and observing regulations and procedures relevant to their own work.*

Sample of relevant paragraphs in job description:

9.8.3 9.8.5 9.8.4 9.7.1 9.8.1 9.8.2 9.8.4.1 9.8.4.2

Factor Five

COMMUNICATION AND CUSTOMER SERVICE

- Responsibility to create and maintain relationships, communicate with customers, external agencies, internal clients and other staff, and maintain corporate reputation.
- Moderated by + or - by breadth of contact types AND/OR proportion of time spent communicating with others.

Assessed as level : E=

Level Description : *The job holder will have no direct contact with customers/internal clients outside the existing management structures in place. Information is factual, straightforward and uncontentious.*

Sample of relevant paragraphs in job description:

7.2.1.29 4.6.4 7.1.1.34 7.1.1.35

Factor Six

TRAINING AND MENTORING

- Considers the need for job holders to train or mentor other employees.
- Moderated (+ or –) for the frequency of demand.

Assessed as level : E=

Level Description : *There is not usually any requirement for the job holder to be involved in teaching, training or mentoring others.*

Sample of relevant paragraphs in job description:

9.11.1 9.11

Factor Seven

MENTAL DEMANDS

- Measures the degree of mental concentration, accuracy, alertness, and attention required as well as changing deadlines and how much the work is interrupted.
- Moderated (+ or -) by frequency of interruptions AND/OR the amount of concentration and accuracy required.

Assessed as level : D+

Level Description : *The role is subject to interruption to tasks but does not involve any significant change to its programme of work. Some work is subject to easily met deadlines. Concentration and accuracy will be required from time to time but nearly always in the context of a singular aspect of a short term physical or mechanical activity. **Modified to "+" for frequent and regular interruptions to work caused by jams/blockages.***

Sample of relevant paragraphs in job description:

9.6.1 9.12.1 4.5 9.13 9.5.2 9.13.2.4 9.13.2.5 9.13.2.6 9.13.2.7 9.14.1

Factor Eight

PROBLEM SOLVING AND DECISION MAKING

- Considers the scope and complexity of judgements and problems experienced by the job holder and the impact and autonomy of their decision making.
- Moderated (+ or –) for frequency of demand for problem solving/decision making.

Assessed as level : E+

Level Description : Any problems encountered in the role are short-term, very straightforward, and with readily available solutions coming from close supervision and/or established practice. **Modified to "+" for the frequency of minor technical troubleshooting (jams/blockages etc).**

Sample of relevant paragraphs in job description:

9.9 7.1.1.33 7.2.1.35 9.13.1 9.13.2 9.13.1.5 9.13.2.3

Factor Nine

PHYSICAL SKILLS

- Considers the job holder's need to exercise particular manual skills or dexterity in the use of tools and equipment.
- Proportion of working time spent at the skill level indicated. More than 75% = "+". Less than 25% = "-".

Assessed as level : C+

Level Description : The work requires dexterity AND/OR eye-hand coordination AND/OR sensory skills in order to manipulate goods, machinery, tools and/or electrical equipment. Precision AND/OR speed in execution is usually required. **Modified to "+" for the very high proportion of time requiring high demand for dexterity and hand/eye coordination.**

Sample of relevant paragraphs in job description:

9.3.2 7.2.1.25 7.3.1.40 9.13.1.2 9.13.2.3 9.3.1

Factor Ten

PHYSICAL DEMANDS

- Considers the demands on the individual to exert themselves physically in discharging their duties.
- Moderated (+ or -) for combination of awkwardness/fixedness and degree of effort.

Assessed as level : A=

Level Description : In addition to standing/walking for over 80% of their shift the job holder will be required to frequently lift, push or pull heavy objects

Sample of relevant paragraphs in job description:

9.12.2 9.12.3 9.12.4 9.3.1 9.8.5.1 9.12.4.1 9.12.1 9.12.3.1

Factor Eleven

WORKING CONDITIONS

- Consideration of the environment(s) in which work is carried out with particular reference to unpleasant, hazardous or otherwise challenging work elements. Account is taken of the statutory requirement to mitigate exposure by the use of appropriate PPE and working practices.
- Moderated (+ or -) for the proportion of working time exposed to the maximum demand of the factor.

Assessed as level : B+

Level Description : *Work is normally carried out in a difficult environment featuring extremes of some or all of the following; temperature, extremely high noise levels, smells/fumes, other hazardous materials. There is a recognised risk of injury or to health and there are set procedures in place to protect the job holder which must be observed. PPE will be provided but the wearing of it may be optional. **Modified to "+" for the constant exposure to very high noise levels and degree of physical risk.***

Sample of relevant paragraphs in job Description:

9.15.1.3 9.15 9.8 9.15.1.1 9.15.1.2 9.15.1.7 9.15.1.9 9.15.1.11 9.15.1.21
9.15.1.24

SCORING SUMMARY

Steven Oliver
Warehouse Operative

| | | | |
|-------------|--------------------------------------|----|-----|
| 1 | KNOWLEDGE | D+ | 30 |
| 2 | PLANNING AND ORGANISING | E= | 10 |
| 3 | RESPONSIBILITY FOR ASSETS | D= | 25 |
| 4 | RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 |
| 5 | COMMUNICATION AND CUSTOMER SERVICE | E= | 10 |
| 6 | TRAINING AND MENTORING | E= | 10 |
| 7 | MENTAL DEMANDS | D+ | 30 |
| 8 | PROBLEM SOLVING AND DECISION MAKING | E+ | 15 |
| 9 | PHYSICAL SKILLS | C+ | 45 |
| 10 | PHYSICAL DEMANDS | A= | 70 |
| 11 | WORKING CONDITIONS | B+ | 60 |
| TOTAL SCORE | | | 345 |

CHAPTER NINE

9.0 The Work of the Comparator Richard Parker

Name: **Richard Parker**

Job Title: **Warehouse Operative**

Note: Paragraph numbers quoted are *samples* of job description paragraphs cited as relevant to the assessment of the factor in question. They are not intended to be exhaustive lists. First, second and third tier paragraph numbers (eg "2", "2.3", "2.3.7") may be held to refer also to all subordinate paragraphs.

Factor One

KNOWLEDGE

- *Considers the depth and breadth of general education and specialist knowledge/skills job holders require to carry out duties, and how this knowledge is obtained.*
- *Moderated (+ or –) for range of equipment, products and/or processes requiring specialist knowledge.*

Assessed as level : D=

Level Description : *Basic literacy and maths skills sufficient to read and understand work related documentation such as operating instructions or H&S advisory materials is required. Essential knowledge of NEXT specific procedures, rules, standards, equipment and IT systems will be learned through in-house training and/or on the job over a few weeks. **Modified to "+" for the wider range of equipment and processes than the other Comparators.***

Sample of relevant paragraphs in job description:

8.1.1 8.4.1 8.1.2 8.2.1 8.2.2.4 8.4.3

Factor Two

PLANNING AND ORGANISING

- *The responsibility to manage and/or prioritise the job holder's own work and that of others to achieve efficiency, quality and appropriate standards.*
- *Moderated (+ or -) by size of team managed/supervised AND/OR by the number of operations or processes for which the job holder plans and organises AND/OR the degree to which forward planning is required.*

Assessed as level : E=

Level Description : *The job holder works in a role where their work and targets are pre-set. The quality and standard of work is maintained through frequent checks and monitoring by others.*

Sample of relevant paragraphs in job description:

8.14.1 8.5.1 8.5.2 8.5.3 8.12.2.1

Factor Three

RESPONSIBILITY FOR ASSETS

- *Considers the responsibility for the job holder to order, use and maintain physical assets such as stock, tools, equipment or premises AND/OR the monitoring, recording and security of financial or data assets.*
- *Moderated (+ or -) by the risk of damage/loss to those assets.*

Assessed as level : D=

Level Description : *The job holder has a limited responsibility for the maintenance, security and processing of equipment, goods and resources including electronic data. This will usually be concerned with a limited range of items allocated to them and used at their place of work. They may occasionally handle cash, electronic payments, process deliveries or the equivalent.*

Sample of relevant paragraphs in job description:

8.12.2.1

Factor Four

RESPONSIBILITY FOR HEALTH AND SAFETY

- Takes account of the job holder's responsibility for ensuring their own health and safety and that of others. (We are not concerned here with risks to the job holder - assessed in Work Environment)
- Moderated (+ or -) by proportion of regular duties impacted by active consideration of H&S issues.

Assessed as level : C=

Level Description : *The job holder is responsible for ensuring safe working in their own practice and, as appropriate, when working with or alongside others and/or members of the public. They are responsible for knowing and observing regulations and procedures relevant to their own work.*

Sample of relevant paragraphs in job description:

8.7.1 8.8.3.1 (a) 8.7.3

Factor Five

COMMUNICATION AND CUSTOMER SERVICE

- Responsibility to create and maintain relationships, communicate with customers, external agencies, internal clients and other staff, and maintain corporate reputation.
- Moderated by + or - by breadth of contact types AND/OR proportion of time spent communicating with others.

Assessed as level : E=

Level Description : *The job holder will have no direct contact with customers/internal clients outside the existing management structures in place. Information is factual, straightforward and uncontentious.*

Sample of relevant paragraphs in job description:

7.2.13

Factor Six

TRAINING AND MENTORING

- Considers the need for job holders to train or mentor other employees.
- Moderated (+ or -) for the frequency of demand.

Assessed as level : E=

Level Description : *There is not usually any requirement for the job holder to be involved in teaching, training or mentoring others.*

Sample of relevant paragraphs in job description:

8.11.1

Factor Seven

MENTAL DEMANDS

- Measures the degree of mental concentration, accuracy, alertness, and attention required as well as changing deadlines and how much the work is interrupted.
- Moderated (+ or -) by frequency of interruptions AND/OR the amount of concentration and accuracy required.

Assessed as level : D+

Level Description : *The role is subject to interruption to tasks but does not involve any significant change to its programme of work. Some work is subject to easily met deadlines. Concentration and accuracy will be required from time to time but nearly always in the context of a singular aspect of a short term physical or mechanical activity. **Modified to "+" for frequent and regular interruptions to work caused by jams/blockages.***

Sample of relevant paragraphs in job description:

8.13.1.12 8.6.1 8.14.2 8.13.1.2 8.13.1.14 8.12.1 8.13.1.1 8.13.1.3 8.13.1.4
8.13.1.8 8.13.1.9 8.13.1.11 7.1.27

Factor Eight

PROBLEM SOLVING AND DECISION MAKING

- Considers the scope and complexity of judgements and problems experienced by the job holder and the impact and autonomy of their decision making.
- Moderated (+ or -) for frequency of demand for problem solving/decision making.

Assessed as level : E+

Level Description : Any problems encountered in the role are short-term, very straightforward, and with readily available solutions coming from close supervision and/or established practice. **Modified to "+" for the frequency of minor technical troubleshooting (jams/blockages etc).**

Sample of relevant paragraphs in job description:

8.13.1.2 7.1.9 8.13.1.10 8.13.2.3 8.8.3.1 (d) 8.13.1.8 8.13.1.12

Factor Nine

PHYSICAL SKILLS

- Considers the job holder's need to exercise particular manual skills or dexterity in the use of tools and equipment.
- Proportion of working time spent at the skill level indicated. More than 75% = "+". Less than 25% = "-".

Assessed as level : C+

Level Description : The work requires dexterity AND/OR eye-hand coordination AND/OR sensory skills in order to manipulate goods, machinery, tools and/or electrical equipment. Precision AND/OR speed in execution is usually required. **Modified to "+" for the very high proportion of time requiring high demand for dexterity and hand/eye coordination.**

Sample of relevant paragraphs in job description:

7.1.9 7.1.10 8.3.2

Factor Ten

PHYSICAL DEMANDS

- Considers the demands on the individual to exert themselves physically in discharging their duties.
- Moderated (+ or -) for combination of awkwardness/fixedness and degree of effort.

Assessed as level : A=

Level Description : In addition to standing/walking for over 80% of their shift the job holder will be required to frequently lift, push or pull heavy objects

Sample of relevant paragraphs in job description:

8.12.2.6 8.8.3.1 (e) 8.12.3.2 8.12.3.8 8.8.3.1 (f) 8.12.2.7 8.12.3.7 8.8.4.1 (b) 8.12.2.3 8.12.2.4 8.12.2.5 8.12.2.8

Factor Eleven

WORKING CONDITIONS

- Consideration of the environment(s) in which work is carried out with particular reference to unpleasant, hazardous or otherwise challenging work elements. Account is

taken of the statutory requirement to mitigate exposure by the use of appropriate PPE and working practices.

- Moderated (+ or -) for the proportion of working time exposed to the maximum demand of the factor.

Assessed as level : B+

Level Description : *Work is normally carried out in a difficult environment featuring extremes of some or all of the following; temperature, extremely high noise levels, smells/fumes, other hazardous materials. There is a recognised risk of injury or to health and there are set procedures in place to protect the job holder which must be observed. PPE will be provided but the wearing of it may be optional. **Modified to "+" for the constant exposure to very high noise levels and degree of physical risk.***

Sample of relevant paragraphs in job Description:

8.8.1 8.12.2.15 8.12.3.12 8.14.6.2 8.15.1.11 8.8.3.1 (d) 8.12.2.16 8.13.2.12
8.15.1.3 8.15.1.19 8.8.3.1 (e) 8.8.3.1 (f) 8.8.4.1 (b)

SCORING SUMMARY

Richard Parker
Warehouse Operative

| | | | |
|--------------------|---|-----------|------------|
| 1 | KNOWLEDGE | D= | 25 |
| 2 | PLANNING AND ORGANISING | E= | 10 |
| 3 | RESPONSIBILITY FOR ASSETS | D= | 25 |
| 4 | RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 |
| 5 | COMMUNICATION AND CUSTOMER SERVICE | E= | 10 |
| 6 | TRAINING AND MENTORING | E= | 10 |
| 7 | MENTAL DEMANDS | D+ | 30 |
| 8 | PROBLEM SOLVING AND DECISION MAKING | E+ | 15 |
| 9 | PHYSICAL SKILLS | C+ | 45 |
| 10 | PHYSICAL DEMANDS | A= | 70 |
| 11 | WORKING CONDITIONS | B+ | 60 |
| TOTAL SCORE | | | 340 |

CHAPTER TEN

10.0 The Work of the Comparator Andrejs Zale

Name: **Andrejs Zale**

Job Title: **Warehouse Operative**

Note: Paragraph numbers quoted are *samples* of job description paragraphs cited as relevant to the assessment of the factor in question. They are not intended to be exhaustive lists. First, second and third tier paragraph numbers (eg "2", "2.3", "2.3.7") may be held to refer also to all subordinate paragraphs.

Factor One

KNOWLEDGE

- *Considers the depth and breadth of general education and specialist knowledge/skills job holders require to carry out duties, and how this knowledge is obtained.*
- *Moderated (+ or -) for range of equipment, products and/or processes requiring specialist knowledge.*

Assessed as level : D+

Level Description : *Basic literacy and maths skills sufficient to read and understand work related documentation such as operating instructions or H&S advisory materials is required. Essential knowledge of NEXT specific procedures, rules, standards, equipment and IT systems will be learned through in-house training and/or on the job over a few weeks.*

Sample of relevant paragraphs in job description:

9.2.3 9.4.2 9.1.2 9.4.1 9.5.2 9.1 9.2.1.2 9.2.1.3 9.2.1.4 9.2.1.7
9.2.2.5 9.5.1 9.2.1 9.2.2

Factor Two

PLANNING AND ORGANISING

- *The responsibility to manage and/or prioritise the job holder's own work and that of others to achieve efficiency, quality and appropriate standards.*
- *Moderated (+ or -) by size of team managed/supervised AND/OR by the number of operations or processes for which the job holder plans and organises AND/OR the degree to which forward planning is required.*

Assessed as level : E=

Level Description : *The job holder works in a role where their work and targets are pre-set. The quality and standard of work is maintained through frequent checks and monitoring by others.*

Sample of relevant paragraphs in job description:

4.2 4.3 4.5 4.6 4.7 7.1.1.40 7.1.1.49

Factor Three

RESPONSIBILITY FOR ASSETS

- *Considers the responsibility for the job holder to order, use and maintain physical assets such as stock, tools, equipment or premises AND/OR the monitoring, recording and security of financial or data assets.*
- *Moderated (+ or –) by the risk of damage/loss to those assets.*

Assessed as level : D=

Level Description : *The job holder has a limited responsibility for the maintenance, security and processing of equipment, goods and resources including electronic data. This will usually be concerned with a limited range of items allocated to them and used at their place of work. They may occasionally handle cash, electronic payments, process deliveries or the equivalent.*

Sample of relevant paragraphs in job description:

9.7.5.3 9.7.5.1 9.7.5.4 9.12.1.1 7.3.1.5 7.3.1.8 7.4.1.37 7.2.1.6

Factor Four

RESPONSIBILITY FOR HEALTH AND SAFETY

- *Takes account of the job holder’s responsibility for ensuring their own health and safety and that of others. (We are not concerned here with risks to the job holder - assessed in Work Environment)*
- *Moderated (+ or -) by proportion of regular duties impacted by active consideration of H&S issues.*

Assessed as level : C=

Level Description : *The job holder is responsible for ensuring safe working in their own practice and, as appropriate, when working with or alongside others and/or members of the public. They are responsible for knowing and observing regulations and procedures relevant to their own work.*

Sample of relevant paragraphs in job description:

9.7.5.3 9.7.5.1 9.7.6.3 9.7.7.1 9.7.1 9.7.5.2 9.4.1 9.7.5 9.7.6 9.7.7
9.7.8

Factor Five

COMMUNICATION AND CUSTOMER SERVICE

- *Responsibility to create and maintain relationships, communicate with customers, external agencies, internal clients and other staff, and maintain corporate reputation.*
- *Moderated by + or – by breadth of contact types AND/OR proportion of time spent communicating with others.*

Assessed as level : E=

Level Description : *The job holder will have no direct contact with customers/internal clients outside the existing management structures in place. Information is factual, straightforward and uncontentious.*

Sample of relevant paragraphs in job description:

7.1.1.44 4.7.4 7.1.1.42 7.4.1.34 9.7.6.1

Factor Six

TRAINING AND MENTORING

- Considers the need for job holders to train or mentor other employees.
- Moderated (+ or -) for the frequency of demand.

Assessed as level : **E=**

Level Description : *There is not usually any requirement for the job holder to be involved in teaching, training or mentoring others.*

Sample of relevant paragraphs in job description:

9.10 9.10.1

Factor Seven

MENTAL DEMANDS

- Measures the degree of mental concentration, accuracy, alertness, and attention required as well as changing deadlines and how much the work is interrupted.
- Moderated (+ or -) by frequency of interruptions AND/OR the amount of concentration and accuracy required.

Assessed as level : **D+**

Level Description : *The role is subject to interruption to tasks but does not involve any significant change to its programme of work. Some work is subject to easily met deadlines. Concentration and accuracy will be required from time to time but nearly always in the context of a singular aspect of a short term physical or mechanical activity. **Modified to "+" for frequent and regular interruptions to work caused by jams/blockages.***

Sample of relevant paragraphs in job description:

7.1.1.40 9.13 7.1.1.44 9.5.2 9.6.1 9.11.1 9.12.3.6 9.12.4.1 9.13.3.1
9.13.1 9.13.2.2

Factor Eight

PROBLEM SOLVING AND DECISION MAKING

- Considers the scope and complexity of judgements and problems experienced by the job holder and the impact and autonomy of their decision making.
- Moderated (+ or -) for frequency of demand for problem solving/decision making.

Assessed as level : **E+**

Level Description : Any problems encountered in the role are short-term, very straightforward, and with readily available solutions coming from close supervision and/or established practice. **Modified to "+" for the frequency of minor technical troubleshooting (jams/blockages etc).**

Sample of relevant paragraphs in job description:

9.12.2.3 7.2.1.20 9.13 9.12.1.2 9.12.1.4 9.12.1.5 9.12.2.2 9.12.2.4 9.12.3.1
9.12.3.3 9.12.4.5 9.8.2

Factor Nine

PHYSICAL SKILLS

- Considers the job holder's need to exercise particular manual skills or dexterity in the use of tools and equipment.
- Proportion of working time spent at the skill level indicated. More than 75% = "+". Less than 25% = "-".

Assessed as level : C+

Level Description : The work requires dexterity AND/OR eye-hand coordination AND/OR sensory skills in order to manipulate goods, machinery, tools and/or electrical equipment. Precision AND/OR speed in execution is usually required. **Modified to "+" for the very high proportion of time requiring high demand for dexterity and hand/eye coordination.**

Sample of relevant paragraphs in job description:

9.3.1 9.3.2 7.1.1 9.2.3

Factor Ten

PHYSICAL DEMANDS

- Considers the demands on the individual to exert themselves physically in discharging their duties.
- Moderated (+ or -) for combination of awkwardness/fixedness and degree of effort.

Assessed as level : A=

Level Description : In addition to standing/walking for over 80% of their shift the job holder will be required to frequently lift, push or pull heavy objects

Sample of relevant paragraphs in job description:

9.3.1 9.11 7.1.1.46 7.1.1.48 7.2.1.3 9.7.8.1 9.11.2 9.11.3 9.11.4
9.11.2.1

Factor Eleven

WORKING CONDITIONS

- Consideration of the environment(s) in which work is carried out with particular reference to unpleasant, hazardous or otherwise challenging work elements. Account is taken of the statutory requirement to mitigate exposure by the use of appropriate PPE and working practices.
- Moderated (+ or -) for the proportion of working time exposed to the maximum demand of the factor.

Assessed as level : B+

Level Description : *Work is normally carried out in a difficult environment featuring extremes of some or all of the following; temperature, extremely high noise levels, smells/fumes, other hazardous materials. There is a recognised risk of injury or to health and there are set procedures in place to protect the job holder which must be observed. PPE will be provided but the wearing of it may be optional. **Modified to "+" for the constant exposure to very high noise levels and degree of physical risk.***

Sample of relevant paragraphs in job Description:

9.14.1.3 9.14.1 9.14.1.1 9.14.1.2 9.14.1.7 9.14.1.9 9.14.1.11 9.14.1.21 9.14.1.24
9.7.3

SCORING SUMMARY

Andrejs Zale
Warehouse Operative

| | | | |
|-------------|--------------------------------------|----|-----|
| 1 | KNOWLEDGE | D+ | 30 |
| 2 | PLANNING AND ORGANISING | E= | 10 |
| 3 | RESPONSIBILITY FOR ASSETS | D= | 25 |
| 4 | RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 |
| 5 | COMMUNICATION AND CUSTOMER SERVICE | E= | 10 |
| 6 | TRAINING AND MENTORING | E= | 10 |
| 7 | MENTAL DEMANDS | D+ | 30 |
| 8 | PROBLEM SOLVING AND DECISION MAKING | E+ | 15 |
| 9 | PHYSICAL SKILLS | C+ | 45 |
| 10 | PHYSICAL DEMANDS | A= | 70 |
| 11 | WORKING CONDITIONS | B+ | 60 |
| TOTAL SCORE | | | 345 |

CHAPTER ELEVEN

11.0 Comparisons between the Work of the Claimants and the Comparators

11.1 Comparison of the work of;

Claimant: **Helen Cherry 1 (Up to Dec 2019)** and Comparator: **Calvin Hazelhurst**

| FACTOR | CLAIMANT LEVEL | CLAIMANT SCORE | COMPARATOR LEVEL | COMPARATOR SCORE | CLAIMANT LEVEL COMPARED TO COMPARATOR | CLAIMANT LEVEL ABOVE/BELOW |
|--------------------------------------|----------------|----------------|------------------|------------------|---------------------------------------|----------------------------|
| KNOWLEDGE | C= | 40 | D= | 25 | Equal or higher | 1 |
| PLANNING AND ORGANISING | D+ | 30 | E= | 10 | Equal or higher | 1 |
| RESPONSIBILITY FOR ASSETS | B+ | 60 | D= | 25 | Equal or higher | 2 |
| RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 | C= | 40 | Equal or higher | 0 |
| COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 | E= | 10 | Equal or higher | 3 |
| TRAINING AND MENTORING | C= | 40 | E= | 10 | Equal or higher | 2 |
| MENTAL DEMANDS | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PROBLEM SOLVING AND DECISION MAKING | C= | 40 | E+ | 15 | Equal or higher | 2 |
| PHYSICAL SKILLS | C= | 40 | C+ | 45 | Equal or higher | 0 |
| PHYSICAL DEMANDS | B= | 55 | A= | 70 | Lower | -1 |
| WORKING CONDITIONS | D+ | 30 | B+ | 60 | Lower | -2 |
| TOTAL SCORE | | 475 | | 340 | | |
| % AGAINST MAX | | 57.6% | | 41.2% | 9 | 9 |

TEST ONE

The Claimant's points total as a percentage of the maximum 825 available is **57.6%**
 The Comparator's points total as a percentage of the maximum 825 available is **41.2%**

The difference of **16.4%** exceeds the **-3.0 %** lower threshold held to indicate the presumption of Equal Value.

TEST TWO

The Claimant has been assessed as either equal to or higher than the Comparator in **9** of the **11** factors, exceeding the threshold of **6** held to indicate the presumption of Equal Value.

TEST THREE

The net factor level difference of the Claimant/Comparator is **9**, exceeding the threshold of **0**, held to indicate the presumption of Equal Value.

CONCLUSION

In relation to the Comparator, **Calvin Hazelhurst**, the Claimant, **Helen Cherry 1 (Up to Dec 2019)** has met or exceeded the threshold in all three tests and it is concluded that they therefore **DO WORK OF EQUAL VALUE**.

11.2 Comparison of the work of;
Claimant: **Helen Cherry 1 (Up to Dec 2019)** and Comparator: **Steven Oliver**

| FACTOR | CLAIMANT LEVEL | CLAIMANT SCORE | COMPARATOR LEVEL | COMPARATOR SCORE | CLAIMANT LEVEL COMPARED TO COMPARATOR | CLAIMANT LEVEL ABOVE/BELOW |
|--------------------------------------|----------------|----------------|------------------|------------------|---------------------------------------|----------------------------|
| KNOWLEDGE | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PLANNING AND ORGANISING | D+ | 30 | E= | 10 | Equal or higher | 1 |
| RESPONSIBILITY FOR ASSETS | B+ | 60 | D= | 25 | Equal or higher | 2 |
| RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 | C= | 40 | Equal or higher | 0 |
| COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 | E= | 10 | Equal or higher | 3 |
| TRAINING AND MENTORING | C= | 40 | E= | 10 | Equal or higher | 2 |
| MENTAL DEMANDS | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PROBLEM SOLVING AND DECISION MAKING | C= | 40 | E+ | 15 | Equal or higher | 2 |
| PHYSICAL SKILLS | C= | 40 | C+ | 45 | Equal or higher | 0 |
| PHYSICAL DEMANDS | B= | 55 | A= | 70 | Lower | -1 |
| WORKING CONDITIONS | D+ | 30 | B+ | 60 | Lower | -2 |
| TOTAL SCORE | | 475 | | 345 | | |
| % AGAINST MAX | | 57.6% | | 41.8% | 9 | 9 |

TEST ONE

The Claimant’s points total as a percentage of the maximum 825 available is **57.6%**
The Comparator’s points total as a percentage of the maximum 825 available is **41.8%**

The difference of **15.8%** exceeds the **-3.0 %** lower threshold held to indicate the presumption of Equal Value.

TEST TWO

The Claimant has been assessed as either equal to or higher than the Comparator in **9** of the **11** factors, exceeding the threshold of **6** held to indicate the presumption of Equal Value.

TEST THREE

The net factor level difference of the Claimant/Comparator is **9**, exceeding the threshold of **0**, held to indicate the presumption of Equal Value.

CONCLUSION

In relation to the Comparator, **Steven Oliver**, the Claimant, **Helen Cherry 1 (Up to Dec 2019)** has met or exceeded the threshold in all three tests and it is concluded that they therefore **DO WORK OF EQUAL VALUE**.

11.3 Comparison of the work of;
Claimant: **Helen Cherry 1 (Up to Dec 2019)** and Comparator: **Richard Parker**

| FACTOR | CLAIMANT LEVEL | CLAIMANT SCORE | COMPARATOR LEVEL | COMPARATOR SCORE | CLAIMANT LEVEL COMPARED TO COMPARATOR | CLAIMANT LEVEL ABOVE/BELOW |
|--------------------------------------|----------------|----------------|------------------|------------------|---------------------------------------|----------------------------|
| KNOWLEDGE | C= | 40 | D= | 25 | Equal or higher | 1 |
| PLANNING AND ORGANISING | D+ | 30 | E= | 10 | Equal or higher | 1 |
| RESPONSIBILITY FOR ASSETS | B+ | 60 | D= | 25 | Equal or higher | 2 |
| RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 | C= | 40 | Equal or higher | 0 |
| COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 | E= | 10 | Equal or higher | 3 |
| TRAINING AND MENTORING | C= | 40 | E= | 10 | Equal or higher | 2 |
| MENTAL DEMANDS | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PROBLEM SOLVING AND DECISION MAKING | C= | 40 | E+ | 15 | Equal or higher | 2 |
| PHYSICAL SKILLS | C= | 40 | C+ | 45 | Equal or higher | 0 |
| PHYSICAL DEMANDS | B= | 55 | A= | 70 | Lower | -1 |
| WORKING CONDITIONS | D+ | 30 | B+ | 60 | Lower | -2 |
| TOTAL SCORE | | 475 | | 340 | | |
| % AGAINST MAX | | 57.6% | | 41.2% | 9 | 9 |

TEST ONE

The Claimant's points total as a percentage of the maximum 825 available is **57.6%**
The Comparator's points total as a percentage of the maximum 825 available is **41.2%**

The difference of **16.4%** exceeds the **-3.0 %** lower threshold held to indicate the presumption of Equal Value.

TEST TWO

The Claimant has been assessed as either equal to or higher than the Comparator in **9** of the **11** factors, exceeding the threshold of **6** held to indicate the presumption of Equal Value.

TEST THREE

The net factor level difference of the Claimant/Comparator is **9**, exceeding the threshold of **0**, held to indicate the presumption of Equal Value.

CONCLUSION

In relation to the Comparator, **Richard Parker**, the Claimant, **Helen Cherry 1 (Up to Dec 2019)** has met or exceeded the threshold in all three tests and it is concluded that they therefore **DO WORK OF EQUAL VALUE**.

11.4 Comparison of the work of;
Claimant: **Helen Cherry 1 (Up to Dec 2019)** and Comparator: **Andrejs Zale**

| FACTOR | CLAIMANT LEVEL | CLAIMANT SCORE | COMPARATOR LEVEL | COMPARATOR SCORE | CLAIMANT LEVEL COMPARED TO COMPARATOR | CLAIMANT LEVEL ABOVE/BELOW |
|--------------------------------------|----------------|----------------|------------------|------------------|---------------------------------------|----------------------------|
| KNOWLEDGE | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PLANNING AND ORGANISING | D+ | 30 | E= | 10 | Equal or higher | 1 |
| RESPONSIBILITY FOR ASSETS | B+ | 60 | D= | 25 | Equal or higher | 2 |
| RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 | C= | 40 | Equal or higher | 0 |
| COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 | E= | 10 | Equal or higher | 3 |
| TRAINING AND MENTORING | C= | 40 | E= | 10 | Equal or higher | 2 |
| MENTAL DEMANDS | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PROBLEM SOLVING AND DECISION MAKING | C= | 40 | E+ | 15 | Equal or higher | 2 |
| PHYSICAL SKILLS | C= | 40 | C+ | 45 | Equal or higher | 0 |
| PHYSICAL DEMANDS | B= | 55 | A= | 70 | Lower | -1 |
| WORKING CONDITIONS | D+ | 30 | B+ | 60 | Lower | -2 |
| TOTAL SCORE | | 475 | | 345 | | |
| % AGAINST MAX | | 57.6% | | 41.8% | 9 | 9 |

TEST ONE

The Claimant's points total as a percentage of the maximum 825 available is **57.6%**
The Comparator's points total as a percentage of the maximum 825 available is **41.8%**

The difference of **15.8%** exceeds the **-3.0 %** lower threshold held to indicate the presumption of Equal Value.

TEST TWO

The Claimant has been assessed as either equal to or higher than the Comparator in **9** of the **11** factors, exceeding the threshold of **6** held to indicate the presumption of Equal Value.

TEST THREE

The net factor level difference of the Claimant/Comparator is **9**, exceeding the threshold of **0**, held to indicate the presumption of Equal Value.

CONCLUSION

In relation to the Comparator, **Andrejs Zale**, the Claimant, **Helen Cherry 1 (Up to Dec 2019)** has met or exceeded the threshold in all three tests and it is concluded that they therefore **DO WORK OF EQUAL VALUE**.

11.5 Comparison of the work of;
 Claimant: **Helen Cherry 2 (After Dec 2019)** and Comparator: **Calvin Hazelhurst**

| FACTOR | CLAIMANT LEVEL | CLAIMANT SCORE | COMPARATOR LEVEL | COMPARATOR SCORE | CLAIMANT LEVEL COMPARED TO COMPARATOR | CLAIMANT LEVEL ABOVE/BELOW |
|--------------------------------------|----------------|----------------|------------------|------------------|---------------------------------------|----------------------------|
| KNOWLEDGE | C= | 40 | D= | 25 | Equal or higher | 1 |
| PLANNING AND ORGANISING | D+ | 30 | E= | 10 | Equal or higher | 1 |
| RESPONSIBILITY FOR ASSETS | B+ | 60 | D= | 25 | Equal or higher | 2 |
| RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 | C= | 40 | Equal or higher | 0 |
| COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 | E= | 10 | Equal or higher | 3 |
| TRAINING AND MENTORING | E= | 10 | E= | 10 | Equal or higher | 0 |
| MENTAL DEMANDS | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PROBLEM SOLVING AND DECISION MAKING | C= | 40 | E+ | 15 | Equal or higher | 2 |
| PHYSICAL SKILLS | C= | 40 | C+ | 45 | Equal or higher | 0 |
| PHYSICAL DEMANDS | B= | 55 | A= | 70 | Lower | -1 |
| WORKING CONDITIONS | D+ | 30 | B+ | 60 | Lower | -2 |
| TOTAL SCORE | | 445 | | 340 | | |
| % AGAINST MAX | | 53.9% | | 41.2% | 9 | 7 |

TEST ONE

The Claimant’s points total as a percentage of the maximum 825 available is **53.9%**
 The Comparator’s points total as a percentage of the maximum 825 available is **41.2%**

The difference of **12.7%** exceeds the **-3.0 %** lower threshold held to indicate the presumption of Equal Value.

TEST TWO

The Claimant has been assessed as either equal to or higher than the Comparator in **9** of the **11** factors, exceeding the threshold of **6** held to indicate the presumption of Equal Value.

TEST THREE

The net factor level difference of the Claimant/Comparator is **7**, exceeding the threshold of **0**, held to indicate the presumption of Equal Value.

CONCLUSION

In relation to the Comparator, **Calvin Hazelhurst**, the Claimant, **Helen Cherry 2 (After Dec 2019)** has met or exceeded the threshold in all three tests and it is concluded that they therefore **DO WORK OF EQUAL VALUE**.

11.6 Comparison of the work of;
 Claimant: **Helen Cherry 2 (After Dec 2019)** and Comparator: **Steven Oliver**

| FACTOR | CLAIMANT LEVEL | CLAIMANT SCORE | COMPARATOR LEVEL | COMPARATOR SCORE | CLAIMANT LEVEL COMPARED TO COMPARATOR | CLAIMANT LEVEL ABOVE/BELOW |
|--------------------------------------|----------------|----------------|------------------|------------------|---------------------------------------|----------------------------|
| KNOWLEDGE | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PLANNING AND ORGANISING | D+ | 30 | E= | 10 | Equal or higher | 1 |
| RESPONSIBILITY FOR ASSETS | B+ | 60 | D= | 25 | Equal or higher | 2 |
| RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 | C= | 40 | Equal or higher | 0 |
| COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 | E= | 10 | Equal or higher | 3 |
| TRAINING AND MENTORING | E= | 10 | E= | 10 | Equal or higher | 0 |
| MENTAL DEMANDS | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PROBLEM SOLVING AND DECISION MAKING | C= | 40 | E+ | 15 | Equal or higher | 2 |
| PHYSICAL SKILLS | C= | 40 | C+ | 45 | Equal or higher | 0 |
| PHYSICAL DEMANDS | B= | 55 | A= | 70 | Lower | -1 |
| WORKING CONDITIONS | D+ | 30 | B+ | 60 | Lower | -2 |
| TOTAL SCORE | | 445 | | 345 | | |
| % AGAINST MAX | | 53.9% | | 41.8% | 9 | 7 |

TEST ONE

The Claimant’s points total as a percentage of the maximum 825 available is **53.9%**
 The Comparator’s points total as a percentage of the maximum 825 available is **41.8%**

The difference of **12.1%** exceeds the **-3.0 %** lower threshold held to indicate the presumption of Equal Value.

TEST TWO

The Claimant has been assessed as either equal to or higher than the Comparator in **9** of the **11** factors, exceeding the threshold of **6** held to indicate the presumption of Equal Value.

TEST THREE

The net factor level difference of the Claimant/Comparator is **7**, exceeding the threshold of **0**, held to indicate the presumption of Equal Value.

CONCLUSION

In relation to the Comparator, **Steven Oliver**, the Claimant, **Helen Cherry 2 (After Dec 2019)** has met or exceeded the threshold in all three tests and it is concluded that they therefore **DO WORK OF EQUAL VALUE**.

11.7 Comparison of the work of;
 Claimant: **Helen Cherry 2 (After Dec 2019)** and Comparator: **Richard Parker**

| FACTOR | CLAIMANT LEVEL | CLAIMANT SCORE | COMPARATOR LEVEL | COMPARATOR SCORE | CLAIMANT LEVEL COMPARED TO COMPARATOR | CLAIMANT LEVEL ABOVE/BELOW |
|--------------------------------------|----------------|----------------|------------------|------------------|---------------------------------------|----------------------------|
| KNOWLEDGE | C= | 40 | D= | 25 | Equal or higher | 1 |
| PLANNING AND ORGANISING | D+ | 30 | E= | 10 | Equal or higher | 1 |
| RESPONSIBILITY FOR ASSETS | B+ | 60 | D= | 25 | Equal or higher | 2 |
| RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 | C= | 40 | Equal or higher | 0 |
| COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 | E= | 10 | Equal or higher | 3 |
| TRAINING AND MENTORING | E= | 10 | E= | 10 | Equal or higher | 0 |
| MENTAL DEMANDS | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PROBLEM SOLVING AND DECISION MAKING | C= | 40 | E+ | 15 | Equal or higher | 2 |
| PHYSICAL SKILLS | C= | 40 | C+ | 45 | Equal or higher | 0 |
| PHYSICAL DEMANDS | B= | 55 | A= | 70 | Lower | -1 |
| WORKING CONDITIONS | D+ | 30 | B+ | 60 | Lower | -2 |
| TOTAL SCORE | | 445 | | 340 | | |
| % AGAINST MAX | | 53.9% | | 41.2% | 9 | 7 |

TEST ONE

The Claimant’s points total as a percentage of the maximum 825 available is **53.9%**
 The Comparator’s points total as a percentage of the maximum 825 available is **41.2%**

The difference of **12.7%** exceeds the **-3.0 %** lower threshold held to indicate the presumption of Equal Value.

TEST TWO

The Claimant has been assessed as either equal to or higher than the Comparator in **9** of the **11** factors, exceeding the threshold of **6** held to indicate the presumption of Equal Value.

TEST THREE

The net factor level difference of the Claimant/Comparator is **7**, exceeding the threshold of **0**, held to indicate the presumption of Equal Value.

CONCLUSION

In relation to the Comparator, **Richard Parker**, the Claimant, **Helen Cherry 2 (After Dec 2019)** has met or exceeded the threshold in all three tests and it is concluded that they therefore **DO WORK OF EQUAL VALUE**.

11.8 Comparison of the work of;
Claimant: **Helen Cherry 2 (After Dec 2019)** and Comparator: **Andrejs Zale**

| FACTOR | CLAIMANT LEVEL | CLAIMANT SCORE | COMPARATOR LEVEL | COMPARATOR SCORE | CLAIMANT LEVEL COMPARED TO COMPARATOR | CLAIMANT LEVEL ABOVE/BELOW |
|--------------------------------------|----------------|----------------|------------------|------------------|---------------------------------------|----------------------------|
| KNOWLEDGE | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PLANNING AND ORGANISING | D+ | 30 | E= | 10 | Equal or higher | 1 |
| RESPONSIBILITY FOR ASSETS | B+ | 60 | D= | 25 | Equal or higher | 2 |
| RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 | C= | 40 | Equal or higher | 0 |
| COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 | E= | 10 | Equal or higher | 3 |
| TRAINING AND MENTORING | E= | 10 | E= | 10 | Equal or higher | 0 |
| MENTAL DEMANDS | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PROBLEM SOLVING AND DECISION MAKING | C= | 40 | E+ | 15 | Equal or higher | 2 |
| PHYSICAL SKILLS | C= | 40 | C+ | 45 | Equal or higher | 0 |
| PHYSICAL DEMANDS | B= | 55 | A= | 70 | Lower | -1 |
| WORKING CONDITIONS | D+ | 30 | B+ | 60 | Lower | -2 |
| TOTAL SCORE | | 445 | | 345 | | |
| % AGAINST MAX | | 53.9% | | 41.8% | 9 | 7 |

TEST ONE

The Claimant's points total as a percentage of the maximum 825 available is **53.9%**
The Comparator's points total as a percentage of the maximum 825 available is **41.8%**

The difference of **12.1%** exceeds the **-3.0 %** lower threshold held to indicate the presumption of Equal Value.

TEST TWO

The Claimant has been assessed as either equal to or higher than the Comparator in **9** of the **11** factors, exceeding the threshold of **6** held to indicate the presumption of Equal Value.

TEST THREE

The net factor level difference of the Claimant/Comparator is **7**, exceeding the threshold of **0**, held to indicate the presumption of Equal Value.

CONCLUSION

In relation to the Comparator, **Andrejs Zale**, the Claimant, **Helen Cherry 2 (After Dec 2019)** has met or exceeded the threshold in all three tests and it is concluded that they therefore **DO WORK OF EQUAL VALUE**.

11.9 Comparison of the work of;
 Claimant: **Amanda Cox 1 (2012 - 2015)** and Comparator: **Calvin Hazelhurst**

| FACTOR | CLAIMANT LEVEL | CLAIMANT SCORE | COMPARATOR LEVEL | COMPARATOR SCORE | CLAIMANT LEVEL COMPARED TO COMPARATOR | CLAIMANT LEVEL ABOVE/BELOW |
|--------------------------------------|----------------|----------------|------------------|------------------|---------------------------------------|----------------------------|
| KNOWLEDGE | C+ | 45 | D= | 25 | Equal or higher | 1 |
| PLANNING AND ORGANISING | D+ | 30 | E= | 10 | Equal or higher | 1 |
| RESPONSIBILITY FOR ASSETS | B- | 50 | D= | 25 | Equal or higher | 2 |
| RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 | C= | 40 | Equal or higher | 0 |
| COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 | E= | 10 | Equal or higher | 3 |
| TRAINING AND MENTORING | E= | 10 | E= | 10 | Equal or higher | 0 |
| MENTAL DEMANDS | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PROBLEM SOLVING AND DECISION MAKING | C= | 40 | E+ | 15 | Equal or higher | 2 |
| PHYSICAL SKILLS | C= | 40 | C+ | 45 | Equal or higher | 0 |
| PHYSICAL DEMANDS | B= | 55 | A= | 70 | Lower | -1 |
| WORKING CONDITIONS | D+ | 30 | B+ | 60 | Lower | -2 |
| TOTAL SCORE | | 440 | | 340 | | |
| % AGAINST MAX | | 53.3% | | 41.2% | 9 | 7 |

TEST ONE

The Claimant's points total as a percentage of the maximum 825 available is **53.3%**
 The Comparator's points total as a percentage of the maximum 825 available is **41.2%**

The difference of **12.1%** exceeds the **-3.0 %** lower threshold held to indicate the presumption of Equal Value.

TEST TWO

The Claimant has been assessed as either equal to or higher than the Comparator in **9** of the **11** factors, exceeding the threshold of **6** held to indicate the presumption of Equal Value.

TEST THREE

The net factor level difference of the Claimant/Comparator is **7**, exceeding the threshold of **0**, held to indicate the presumption of Equal Value.

CONCLUSION

In relation to the Comparator, **Calvin Hazelhurst**, the Claimant, **Amanda Cox 1 (2012 - 2015)** has met or exceeded the threshold in all three tests and it is concluded that they therefore **DO WORK OF EQUAL VALUE**.

11.10 Comparison of the work of;
 Claimant: **Amanda Cox 1 (2012 - 2015)** and Comparator: **Steven Oliver**

| FACTOR | CLAIMANT LEVEL | CLAIMANT SCORE | COMPARATOR LEVEL | COMPARATOR SCORE | CLAIMANT LEVEL COMPARED TO COMPARATOR | CLAIMANT LEVEL ABOVE/BELOW |
|--------------------------------------|----------------|----------------|------------------|------------------|---------------------------------------|----------------------------|
| KNOWLEDGE | C+ | 45 | D+ | 30 | Equal or higher | 1 |
| PLANNING AND ORGANISING | D+ | 30 | E= | 10 | Equal or higher | 1 |
| RESPONSIBILITY FOR ASSETS | B- | 50 | D= | 25 | Equal or higher | 2 |
| RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 | C= | 40 | Equal or higher | 0 |
| COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 | E= | 10 | Equal or higher | 3 |
| TRAINING AND MENTORING | E= | 10 | E= | 10 | Equal or higher | 0 |
| MENTAL DEMANDS | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PROBLEM SOLVING AND DECISION MAKING | C= | 40 | E+ | 15 | Equal or higher | 2 |
| PHYSICAL SKILLS | C= | 40 | C+ | 45 | Equal or higher | 0 |
| PHYSICAL DEMANDS | B= | 55 | A= | 70 | Lower | -1 |
| WORKING CONDITIONS | D+ | 30 | B+ | 60 | Lower | -2 |
| TOTAL SCORE | | 440 | | 345 | | |
| % AGAINST MAX | | 53.3% | | 41.8% | 9 | 7 |

TEST ONE

The Claimant’s points total as a percentage of the maximum 825 available is **53.3%**
 The Comparator’s points total as a percentage of the maximum 825 available is **41.8%**

The difference of **11.5%** exceeds the **-3.0 %** lower threshold held to indicate the presumption of Equal Value.

TEST TWO

The Claimant has been assessed as either equal to or higher than the Comparator in **9** of the **11** factors, exceeding the threshold of **6** held to indicate the presumption of Equal Value.

TEST THREE

The net factor level difference of the Claimant/Comparator is **7**, exceeding the threshold of **0**, held to indicate the presumption of Equal Value.

CONCLUSION

In relation to the Comparator, **Steven Oliver**, the Claimant, **Amanda Cox 1 (2012 - 2015)** has met or exceeded the threshold in all three tests and it is concluded that they therefore **DO WORK OF EQUAL VALUE**.

11.11 Comparison of the work of;
Claimant: **Amanda Cox 1 (2012 - 2015)** and Comparator: **Richard Parker**

| FACTOR | CLAIMANT LEVEL | CLAIMANT SCORE | COMPARATOR LEVEL | COMPARATOR SCORE | CLAIMANT LEVEL COMPARED TO COMPARATOR | CLAIMANT LEVEL ABOVE/BELOW |
|--------------------------------------|----------------|----------------|------------------|------------------|---------------------------------------|----------------------------|
| KNOWLEDGE | C+ | 45 | D= | 25 | Equal or higher | 1 |
| PLANNING AND ORGANISING | D+ | 30 | E= | 10 | Equal or higher | 1 |
| RESPONSIBILITY FOR ASSETS | B- | 50 | D= | 25 | Equal or higher | 2 |
| RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 | C= | 40 | Equal or higher | 0 |
| COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 | E= | 10 | Equal or higher | 3 |
| TRAINING AND MENTORING | E= | 10 | E= | 10 | Equal or higher | 0 |
| MENTAL DEMANDS | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PROBLEM SOLVING AND DECISION MAKING | C= | 40 | E+ | 15 | Equal or higher | 2 |
| PHYSICAL SKILLS | C= | 40 | C+ | 45 | Equal or higher | 0 |
| PHYSICAL DEMANDS | B= | 55 | A= | 70 | Lower | -1 |
| WORKING CONDITIONS | D+ | 30 | B+ | 60 | Lower | -2 |
| TOTAL SCORE | | 440 | | 340 | | |
| % AGAINST MAX | | 53.3% | | 41.2% | 9 | 7 |

TEST ONE

The Claimant's points total as a percentage of the maximum 825 available is **53.3%**
The Comparator's points total as a percentage of the maximum 825 available is **41.2%**

The difference of **12.1%** exceeds the **-3.0 %** lower threshold held to indicate the presumption of Equal Value.

TEST TWO

The Claimant has been assessed as either equal to or higher than the Comparator in **9** of the **11** factors, exceeding the threshold of **6** held to indicate the presumption of Equal Value.

TEST THREE

The net factor level difference of the Claimant/Comparator is **7**, exceeding the threshold of **0**, held to indicate the presumption of Equal Value.

CONCLUSION

In relation to the Comparator, **Richard Parker**, the Claimant, **Amanda Cox 1 (2012 - 2015)** has met or exceeded the threshold in all three tests and it is concluded that they therefore **DO WORK OF EQUAL VALUE**.

11.12 Comparison of the work of;
 Claimant: **Amanda Cox 1 (2012 - 2015)** and Comparator: **Andrejs Zale**

| FACTOR | CLAIMANT LEVEL | CLAIMANT SCORE | COMPARATOR LEVEL | COMPARATOR SCORE | CLAIMANT LEVEL COMPARED TO COMPARATOR | CLAIMANT LEVEL ABOVE/BELOW |
|--------------------------------------|----------------|----------------|------------------|------------------|---------------------------------------|----------------------------|
| KNOWLEDGE | C+ | 45 | D+ | 30 | Equal or higher | 1 |
| PLANNING AND ORGANISING | D+ | 30 | E= | 10 | Equal or higher | 1 |
| RESPONSIBILITY FOR ASSETS | B- | 50 | D= | 25 | Equal or higher | 2 |
| RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 | C= | 40 | Equal or higher | 0 |
| COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 | E= | 10 | Equal or higher | 3 |
| TRAINING AND MENTORING | E= | 10 | E= | 10 | Equal or higher | 0 |
| MENTAL DEMANDS | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PROBLEM SOLVING AND DECISION MAKING | C= | 40 | E+ | 15 | Equal or higher | 2 |
| PHYSICAL SKILLS | C= | 40 | C+ | 45 | Equal or higher | 0 |
| PHYSICAL DEMANDS | B= | 55 | A= | 70 | Lower | -1 |
| WORKING CONDITIONS | D+ | 30 | B+ | 60 | Lower | -2 |
| TOTAL SCORE | | 440 | | 345 | | |
| % AGAINST MAX | | 53.3% | | 41.8% | 9 | 7 |

TEST ONE

The Claimant's points total as a percentage of the maximum 825 available is **53.3%**
 The Comparator's points total as a percentage of the maximum 825 available is **41.8%**

The difference of **11.5%** exceeds the **-3.0 %** lower threshold held to indicate the presumption of Equal Value.

TEST TWO

The Claimant has been assessed as either equal to or higher than the Comparator in **9** of the **11** factors, exceeding the threshold of **6** held to indicate the presumption of Equal Value.

TEST THREE

The net factor level difference of the Claimant/Comparator is **7**, exceeding the threshold of **0**, held to indicate the presumption of Equal Value.

CONCLUSION

In relation to the Comparator, **Andrejs Zale**, the Claimant, **Amanda Cox 1 (2012 - 2015)** has met or exceeded the threshold in all three tests and it is concluded that they therefore **DO WORK OF EQUAL VALUE**.

11.13 Comparison of the work of;
 Claimant: **Amanda Cox 2 (2015 - 2021)** and Comparator: **Calvin Hazelhurst**

| FACTOR | CLAIMANT LEVEL | CLAIMANT SCORE | COMPARATOR LEVEL | COMPARATOR SCORE | CLAIMANT LEVEL COMPARED TO COMPARATOR | CLAIMANT LEVEL ABOVE/BELOW |
|--------------------------------------|----------------|----------------|------------------|------------------|---------------------------------------|----------------------------|
| KNOWLEDGE | C+ | 45 | D= | 25 | Equal or higher | 1 |
| PLANNING AND ORGANISING | D+ | 30 | E= | 10 | Equal or higher | 1 |
| RESPONSIBILITY FOR ASSETS | B- | 50 | D= | 25 | Equal or higher | 2 |
| RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 | C= | 40 | Equal or higher | 0 |
| COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 | E= | 10 | Equal or higher | 3 |
| TRAINING AND MENTORING | E= | 10 | E= | 10 | Equal or higher | 0 |
| MENTAL DEMANDS | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PROBLEM SOLVING AND DECISION MAKING | C= | 40 | E+ | 15 | Equal or higher | 2 |
| PHYSICAL SKILLS | B= | 55 | C+ | 45 | Equal or higher | 1 |
| PHYSICAL DEMANDS | B+ | 60 | A= | 70 | Lower | -1 |
| WORKING CONDITIONS | C- | 35 | B+ | 60 | Lower | -1 |
| TOTAL SCORE | | 465 | | 340 | | |
| % AGAINST MAX | | 56.4% | | 41.2% | 9 | 9 |

TEST ONE

The Claimant’s points total as a percentage of the maximum 825 available is **56.4%**
 The Comparator’s points total as a percentage of the maximum 825 available is **41.2%**

The difference of **15.2%** exceeds the **-3.0 %** lower threshold held to indicate the presumption of Equal Value.

TEST TWO

The Claimant has been assessed as either equal to or higher than the Comparator in **9** of the **11** factors, exceeding the threshold of **6** held to indicate the presumption of Equal Value.

TEST THREE

The net factor level difference of the Claimant/Comparator is **9**, exceeding the threshold of **0**, held to indicate the presumption of Equal Value.

CONCLUSION

In relation to the Comparator, **Calvin Hazelhurst**, the Claimant, **Amanda Cox 2 (2015 - 2021)** has met or exceeded the threshold in all three tests and it is concluded that they therefore **DO WORK OF EQUAL VALUE**.

11.14 Comparison of the work of;
 Claimant: **Amanda Cox 2 (2015 - 2021)** and Comparator: **Steven Oliver**

| FACTOR | CLAIMANT LEVEL | CLAIMANT SCORE | COMPARATOR LEVEL | COMPARATOR SCORE | CLAIMANT LEVEL COMPARED TO COMPARATOR | CLAIMANT LEVEL ABOVE/BELOW |
|--------------------------------------|----------------|----------------|------------------|------------------|---------------------------------------|----------------------------|
| KNOWLEDGE | C+ | 45 | D+ | 30 | Equal or higher | 1 |
| PLANNING AND ORGANISING | D+ | 30 | E= | 10 | Equal or higher | 1 |
| RESPONSIBILITY FOR ASSETS | B- | 50 | D= | 25 | Equal or higher | 2 |
| RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 | C= | 40 | Equal or higher | 0 |
| COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 | E= | 10 | Equal or higher | 3 |
| TRAINING AND MENTORING | E= | 10 | E= | 10 | Equal or higher | 0 |
| MENTAL DEMANDS | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PROBLEM SOLVING AND DECISION MAKING | C= | 40 | E+ | 15 | Equal or higher | 2 |
| PHYSICAL SKILLS | B= | 55 | C+ | 45 | Equal or higher | 1 |
| PHYSICAL DEMANDS | B+ | 60 | A= | 70 | Lower | -1 |
| WORKING CONDITIONS | C- | 35 | B+ | 60 | Lower | -1 |
| TOTAL SCORE | | 465 | | 345 | | |
| % AGAINST MAX | | 56.4% | | 41.8% | 9 | 9 |

TEST ONE

The Claimant’s points total as a percentage of the maximum 825 available is **56.4%**
 The Comparator’s points total as a percentage of the maximum 825 available is **41.8%**

The difference of **14.6%** exceeds the **-3.0 %** lower threshold held to indicate the presumption of Equal Value.

TEST TWO

The Claimant has been assessed as either equal to or higher than the Comparator in **9** of the **11** factors, exceeding the threshold of **6** held to indicate the presumption of Equal Value.

TEST THREE

The net factor level difference of the Claimant/Comparator is **9**, exceeding the threshold of **0**, held to indicate the presumption of Equal Value.

CONCLUSION

In relation to the Comparator, **Steven Oliver**, the Claimant, **Amanda Cox 2 (2015 - 2021)** has met or exceeded the threshold in all three tests and it is concluded that they therefore **DO WORK OF EQUAL VALUE**.

11.15 Comparison of the work of;
Claimant: **Amanda Cox 2 (2015 - 2021)** and Comparator: **Richard Parker**

| FACTOR | CLAIMANT LEVEL | CLAIMANT SCORE | COMPARATOR LEVEL | COMPARATOR SCORE | CLAIMANT LEVEL COMPARED TO COMPARATOR | CLAIMANT LEVEL ABOVE/BELOW |
|--------------------------------------|----------------|----------------|------------------|------------------|---------------------------------------|----------------------------|
| KNOWLEDGE | C+ | 45 | D= | 25 | Equal or higher | 1 |
| PLANNING AND ORGANISING | D+ | 30 | E= | 10 | Equal or higher | 1 |
| RESPONSIBILITY FOR ASSETS | B- | 50 | D= | 25 | Equal or higher | 2 |
| RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 | C= | 40 | Equal or higher | 0 |
| COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 | E= | 10 | Equal or higher | 3 |
| TRAINING AND MENTORING | E= | 10 | E= | 10 | Equal or higher | 0 |
| MENTAL DEMANDS | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PROBLEM SOLVING AND DECISION MAKING | C= | 40 | E+ | 15 | Equal or higher | 2 |
| PHYSICAL SKILLS | B= | 55 | C+ | 45 | Equal or higher | 1 |
| PHYSICAL DEMANDS | B+ | 60 | A= | 70 | Lower | -1 |
| WORKING CONDITIONS | C- | 35 | B+ | 60 | Lower | -1 |
| TOTAL SCORE | | 465 | | 340 | | |
| % AGAINST MAX | | 56.4% | | 41.2% | 9 | 9 |

TEST ONE

The Claimant's points total as a percentage of the maximum 825 available is **56.4%**
The Comparator's points total as a percentage of the maximum 825 available is **41.2%**

The difference of **15.2%** exceeds the **-3.0 %** lower threshold held to indicate the presumption of Equal Value.

TEST TWO

The Claimant has been assessed as either equal to or higher than the Comparator in **9** of the **11** factors, exceeding the threshold of **6** held to indicate the presumption of Equal Value.

TEST THREE

The net factor level difference of the Claimant/Comparator is **9**, exceeding the threshold of **0**, held to indicate the presumption of Equal Value.

CONCLUSION

In relation to the Comparator, **Richard Parker**, the Claimant, **Amanda Cox 2 (2015 - 2021)** has met or exceeded the threshold in all three tests and it is concluded that they therefore **DO WORK OF EQUAL VALUE**.

11.16 Comparison of the work of;
 Claimant: **Amanda Cox 2 (2015 - 2021)** and Comparator: **Andrejs Zale**

| FACTOR | CLAIMANT LEVEL | CLAIMANT SCORE | COMPARATOR LEVEL | COMPARATOR SCORE | CLAIMANT LEVEL COMPARED TO COMPARATOR | CLAIMANT LEVEL ABOVE/BELOW |
|--------------------------------------|----------------|----------------|------------------|------------------|---------------------------------------|----------------------------|
| KNOWLEDGE | C+ | 45 | D+ | 30 | Equal or higher | 1 |
| PLANNING AND ORGANISING | D+ | 30 | E= | 10 | Equal or higher | 1 |
| RESPONSIBILITY FOR ASSETS | B- | 50 | D= | 25 | Equal or higher | 2 |
| RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 | C= | 40 | Equal or higher | 0 |
| COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 | E= | 10 | Equal or higher | 3 |
| TRAINING AND MENTORING | E= | 10 | E= | 10 | Equal or higher | 0 |
| MENTAL DEMANDS | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PROBLEM SOLVING AND DECISION MAKING | C= | 40 | E+ | 15 | Equal or higher | 2 |
| PHYSICAL SKILLS | B= | 55 | C+ | 45 | Equal or higher | 1 |
| PHYSICAL DEMANDS | B+ | 60 | A= | 70 | Lower | -1 |
| WORKING CONDITIONS | C- | 35 | B+ | 60 | Lower | -1 |
| TOTAL SCORE | | 465 | | 345 | | |
| % AGAINST MAX | | 56.4% | | 41.8% | 9 | 9 |

TEST ONE

The Claimant’s points total as a percentage of the maximum 825 available is **56.4%**
 The Comparator’s points total as a percentage of the maximum 825 available is **41.8%**

The difference of **14.6%** exceeds the **-3.0 %** lower threshold held to indicate the presumption of Equal Value.

TEST TWO

The Claimant has been assessed as either equal to or higher than the Comparator in **9** of the **11** factors, exceeding the threshold of **6** held to indicate the presumption of Equal Value.

TEST THREE

The net factor level difference of the Claimant/Comparator is **9**, exceeding the threshold of **0**, held to indicate the presumption of Equal Value.

CONCLUSION

In relation to the Comparator, **Andrejs Zale**, the Claimant, **Amanda Cox 2 (2015 - 2021)** has met or exceeded the threshold in all three tests and it is concluded that they therefore **DO WORK OF EQUAL VALUE**.

11.17 Comparison of the work of;
 Claimant: **Alison Milton 1 (2012 - 2015)** and Comparator: **Calvin Hazelhurst**

| FACTOR | CLAIMANT LEVEL | CLAIMANT SCORE | COMPARATOR LEVEL | COMPARATOR SCORE | CLAIMANT LEVEL COMPARED TO COMPARATOR | CLAIMANT LEVEL ABOVE/BELOW |
|--------------------------------------|----------------|----------------|------------------|------------------|---------------------------------------|----------------------------|
| KNOWLEDGE | C+ | 45 | D= | 25 | Equal or higher | 1 |
| PLANNING AND ORGANISING | D+ | 30 | E= | 10 | Equal or higher | 1 |
| RESPONSIBILITY FOR ASSETS | B+ | 60 | D= | 25 | Equal or higher | 2 |
| RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 | C= | 40 | Equal or higher | 0 |
| COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 | E= | 10 | Equal or higher | 3 |
| TRAINING AND MENTORING | E= | 10 | E= | 10 | Equal or higher | 0 |
| MENTAL DEMANDS | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PROBLEM SOLVING AND DECISION MAKING | C+ | 45 | E+ | 15 | Equal or higher | 2 |
| PHYSICAL SKILLS | C= | 40 | C+ | 45 | Equal or higher | 0 |
| PHYSICAL DEMANDS | B= | 55 | A= | 70 | Lower | -1 |
| WORKING CONDITIONS | D+ | 30 | B+ | 60 | Lower | -2 |
| TOTAL SCORE | | 455 | | 340 | | |
| % AGAINST MAX | | 55.2% | | 41.2% | 9 | 7 |

TEST ONE

The Claimant’s points total as a percentage of the maximum 825 available is **55.2%**
 The Comparator’s points total as a percentage of the maximum 825 available is **41.2%**
 The difference of **14.0%** exceeds the **-3.0 %** lower threshold held to indicate the presumption of Equal Value.

TEST TWO

The Claimant has been assessed as either equal to or higher than the Comparator in **9** of the **11** factors, exceeding the threshold of **6** held to indicate the presumption of Equal Value.

TEST THREE

The net factor level difference of the Claimant/Comparator is **7**, exceeding the threshold of **0**, held to indicate the presumption of Equal Value.

CONCLUSION

In relation to the Comparator, **Calvin Hazelhurst**, the Claimant, **Alison Milton 1 (2012 - 2015)** has met or exceeded the threshold in all three tests and it is concluded that they therefore **DO WORK OF EQUAL VALUE**.

11.18 Comparison of the work of;
Claimant: **Alison Milton 1 (2012 - 2015)** and Comparator: **Steven Oliver**

| FACTOR | CLAIMANT LEVEL | CLAIMANT SCORE | COMPARATOR LEVEL | COMPARATOR SCORE | CLAIMANT LEVEL COMPARED TO COMPARATOR | CLAIMANT LEVEL ABOVE/BELOW |
|--------------------------------------|----------------|----------------|------------------|------------------|---------------------------------------|----------------------------|
| KNOWLEDGE | C+ | 45 | D+ | 30 | Equal or higher | 1 |
| PLANNING AND ORGANISING | D+ | 30 | E= | 10 | Equal or higher | 1 |
| RESPONSIBILITY FOR ASSETS | B+ | 60 | D= | 25 | Equal or higher | 2 |
| RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 | C= | 40 | Equal or higher | 0 |
| COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 | E= | 10 | Equal or higher | 3 |
| TRAINING AND MENTORING | E= | 10 | E= | 10 | Equal or higher | 0 |
| MENTAL DEMANDS | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PROBLEM SOLVING AND DECISION MAKING | C+ | 45 | E+ | 15 | Equal or higher | 2 |
| PHYSICAL SKILLS | C= | 40 | C+ | 45 | Equal or higher | 0 |
| PHYSICAL DEMANDS | B= | 55 | A= | 70 | Lower | -1 |
| WORKING CONDITIONS | D+ | 30 | B+ | 60 | Lower | -2 |
| TOTAL SCORE | | 455 | | 345 | | |
| % AGAINST MAX | | 55.2% | | 41.8% | 9 | 7 |

TEST ONE

The Claimant's points total as a percentage of the maximum 825 available is **55.2%**
The Comparator's points total as a percentage of the maximum 825 available is **41.8%**

The difference of **13.4%** exceeds the **-3.0 %** lower threshold held to indicate the presumption of Equal Value.

TEST TWO

The Claimant has been assessed as either equal to or higher than the Comparator in **9** of the **11** factors, exceeding the threshold of **6** held to indicate the presumption of Equal Value.

TEST THREE

The net factor level difference of the Claimant/Comparator is **7**, exceeding the threshold of **0**, held to indicate the presumption of Equal Value.

CONCLUSION

In relation to the Comparator, **Steven Oliver**, the Claimant, **Alison Milton 1 (2012 - 2015)** has met or exceeded the threshold in all three tests and it is concluded that they therefore **DO WORK OF EQUAL VALUE**.

11.19 Comparison of the work of;
Claimant: **Alison Milton 1 (2012 - 2015)** and Comparator: **Richard Parker**

| FACTOR | CLAIMANT LEVEL | CLAIMANT SCORE | COMPARATOR LEVEL | COMPARATOR SCORE | CLAIMANT LEVEL COMPARED TO COMPARATOR | CLAIMANT LEVEL ABOVE/BELOW |
|--------------------------------------|----------------|----------------|------------------|------------------|---------------------------------------|----------------------------|
| KNOWLEDGE | C+ | 45 | D= | 25 | Equal or higher | 1 |
| PLANNING AND ORGANISING | D+ | 30 | E= | 10 | Equal or higher | 1 |
| RESPONSIBILITY FOR ASSETS | B+ | 60 | D= | 25 | Equal or higher | 2 |
| RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 | C= | 40 | Equal or higher | 0 |
| COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 | E= | 10 | Equal or higher | 3 |
| TRAINING AND MENTORING | E= | 10 | E= | 10 | Equal or higher | 0 |
| MENTAL DEMANDS | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PROBLEM SOLVING AND DECISION MAKING | C+ | 45 | E+ | 15 | Equal or higher | 2 |
| PHYSICAL SKILLS | C= | 40 | C+ | 45 | Equal or higher | 0 |
| PHYSICAL DEMANDS | B= | 55 | A= | 70 | Lower | -1 |
| WORKING CONDITIONS | D+ | 30 | B+ | 60 | Lower | -2 |
| TOTAL SCORE | | 455 | | 340 | | |
| % AGAINST MAX | | 55.2% | | 41.2% | 9 | 7 |

TEST ONE

The Claimant's points total as a percentage of the maximum 825 available is **55.2%**
The Comparator's points total as a percentage of the maximum 825 available is **41.2%**

The difference of **14.0%** exceeds the **-3.0 %** lower threshold held to indicate the presumption of Equal Value.

TEST TWO

The Claimant has been assessed as either equal to or higher than the Comparator in **9** of the **11** factors, exceeding the threshold of **6** held to indicate the presumption of Equal Value.

TEST THREE

The net factor level difference of the Claimant/Comparator is **7**, exceeding the threshold of **0**, held to indicate the presumption of Equal Value.

CONCLUSION

In relation to the Comparator, **Richard Parker**, the Claimant, **Alison Milton 1 (2012 - 2015)** has met or exceeded the threshold in all three tests and it is concluded that they therefore **DO WORK OF EQUAL VALUE**.

11.20 Comparison of the work of;

Claimant: **Alison Milton 1 (2012 - 2015)** and Comparator: **Andrejs Zale**

| FACTOR | CLAIMANT LEVEL | CLAIMANT SCORE | COMPARATOR LEVEL | COMPARATOR SCORE | CLAIMANT LEVEL COMPARED TO COMPARATOR | CLAIMANT LEVEL ABOVE/BELOW |
|--------------------------------------|----------------|----------------|------------------|------------------|---------------------------------------|----------------------------|
| KNOWLEDGE | C+ | 45 | D+ | 30 | Equal or higher | 1 |
| PLANNING AND ORGANISING | D+ | 30 | E= | 10 | Equal or higher | 1 |
| RESPONSIBILITY FOR ASSETS | B+ | 60 | D= | 25 | Equal or higher | 2 |
| RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 | C= | 40 | Equal or higher | 0 |
| COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 | E= | 10 | Equal or higher | 3 |
| TRAINING AND MENTORING | E= | 10 | E= | 10 | Equal or higher | 0 |
| MENTAL DEMANDS | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PROBLEM SOLVING AND DECISION MAKING | C+ | 45 | E+ | 15 | Equal or higher | 2 |
| PHYSICAL SKILLS | C= | 40 | C+ | 45 | Equal or higher | 0 |
| PHYSICAL DEMANDS | B= | 55 | A= | 70 | Lower | -1 |
| WORKING CONDITIONS | D+ | 30 | B+ | 60 | Lower | -2 |
| TOTAL SCORE | | 455 | | 345 | | |
| % AGAINST MAX | | 55.2% | | 41.8% | 9 | 7 |

TEST ONE

The Claimant’s points total as a percentage of the maximum 825 available is **55.2%**
 The Comparator’s points total as a percentage of the maximum 825 available is **41.8%**

The difference of **13.4%** exceeds the **-3.0 %** lower threshold held to indicate the presumption of Equal Value.

TEST TWO

The Claimant has been assessed as either equal to or higher than the Comparator in **9** of the **11** factors, exceeding the threshold of **6** held to indicate the presumption of Equal Value.

TEST THREE

The net factor level difference of the Claimant/Comparator is **7**, exceeding the threshold of **0**, held to indicate the presumption of Equal Value.

CONCLUSION

In relation to the Comparator, **Andrejs Zale**, the Claimant, **Alison Milton 1 (2012 - 2015)** has met or exceeded the threshold in all three tests and it is concluded that they therefore **DO WORK OF EQUAL VALUE**.

11.21 Comparison of the work of;
Claimant: **Alison Milton 2 (2015 - 2021)** and Comparator: **Calvin Hazelhurst**

| FACTOR | CLAIMANT LEVEL | CLAIMANT SCORE | COMPARATOR LEVEL | COMPARATOR SCORE | CLAIMANT LEVEL COMPARED TO COMPARATOR | CLAIMANT LEVEL ABOVE/BELOW |
|--------------------------------------|----------------|----------------|------------------|------------------|---------------------------------------|----------------------------|
| KNOWLEDGE | C+ | 45 | D= | 25 | Equal or higher | 1 |
| PLANNING AND ORGANISING | D+ | 30 | E= | 10 | Equal or higher | 1 |
| RESPONSIBILITY FOR ASSETS | B+ | 60 | D= | 25 | Equal or higher | 2 |
| RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 | C= | 40 | Equal or higher | 0 |
| COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 | E= | 10 | Equal or higher | 3 |
| TRAINING AND MENTORING | D= | 25 | E= | 10 | Equal or higher | 1 |
| MENTAL DEMANDS | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PROBLEM SOLVING AND DECISION MAKING | C+ | 45 | E+ | 15 | Equal or higher | 2 |
| PHYSICAL SKILLS | C= | 40 | C+ | 45 | Equal or higher | 0 |
| PHYSICAL DEMANDS | B= | 55 | A= | 70 | Lower | -1 |
| WORKING CONDITIONS | D+ | 30 | B+ | 60 | Lower | -2 |
| TOTAL SCORE | | 470 | | 340 | | |
| % AGAINST MAX | | 57.0% | | 41.2% | 9 | 8 |

TEST ONE

The Claimant's points total as a percentage of the maximum 825 available is **57.0%**

The Comparator's points total as a percentage of the maximum 825 available is **41.2%**

The difference of **15.8%** exceeds the **-3.0 %** lower threshold held to indicate the presumption of Equal Value.

TEST TWO

The Claimant has been assessed as either equal to or higher than the Comparator in **9** of the **11** factors, exceeding the threshold of **6** held to indicate the presumption of Equal Value.

TEST THREE

The net factor level difference of the Claimant/Comparator is **8**, exceeding the threshold of **0**, held to indicate the presumption of Equal Value.

CONCLUSION

In relation to the Comparator, **Calvin Hazelhurst**, the Claimant, **Alison Milton 2 (2015 - 2021)** has met or exceeded the threshold in all three tests and it is concluded that they therefore **DO WORK OF EQUAL VALUE**.

11.22 Comparison of the work of;
 Claimant: **Alison Milton 2 (2015 - 2021)** and Comparator: **Steven Oliver**

| FACTOR | CLAIMANT LEVEL | CLAIMANT SCORE | COMPARATOR LEVEL | COMPARATOR SCORE | CLAIMANT LEVEL COMPARED TO COMPARATOR | CLAIMANT LEVEL ABOVE/BELOW |
|--------------------------------------|----------------|----------------|------------------|------------------|---------------------------------------|----------------------------|
| KNOWLEDGE | C+ | 45 | D+ | 30 | Equal or higher | 1 |
| PLANNING AND ORGANISING | D+ | 30 | E= | 10 | Equal or higher | 1 |
| RESPONSIBILITY FOR ASSETS | B+ | 60 | D= | 25 | Equal or higher | 2 |
| RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 | C= | 40 | Equal or higher | 0 |
| COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 | E= | 10 | Equal or higher | 3 |
| TRAINING AND MENTORING | D= | 25 | E= | 10 | Equal or higher | 1 |
| MENTAL DEMANDS | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PROBLEM SOLVING AND DECISION MAKING | C+ | 45 | E+ | 15 | Equal or higher | 2 |
| PHYSICAL SKILLS | C= | 40 | C+ | 45 | Equal or higher | 0 |
| PHYSICAL DEMANDS | B= | 55 | A= | 70 | Lower | -1 |
| WORKING CONDITIONS | D+ | 30 | B+ | 60 | Lower | -2 |
| TOTAL SCORE | | 470 | | 345 | | |
| % AGAINST MAX | | 57.0% | | 41.8% | 9 | 8 |

TEST ONE

The Claimant’s points total as a percentage of the maximum 825 available is **57.0%**
 The Comparator’s points total as a percentage of the maximum 825 available is **41.8%**

The difference of **15.2%** exceeds the **-3.0 %** lower threshold held to indicate the presumption of Equal Value.

TEST TWO

The Claimant has been assessed as either equal to or higher than the Comparator in **9** of the **11** factors, exceeding the threshold of **6** held to indicate the presumption of Equal Value.

TEST THREE

The net factor level difference of the Claimant/Comparator is **8**, exceeding the threshold of **0**, held to indicate the presumption of Equal Value.

CONCLUSION

In relation to the Comparator, **Steven Oliver**, the Claimant, **Alison Milton 2 (2015 - 2021)** has met or exceeded the threshold in all three tests and it is concluded that they therefore **DO WORK OF EQUAL VALUE**.

11.23 Comparison of the work of;
 Claimant: **Alison Milton 2 (2015 - 2021)** and Comparator: **Richard Parker**

| FACTOR | CLAIMANT LEVEL | CLAIMANT SCORE | COMPARATOR LEVEL | COMPARATOR SCORE | CLAIMANT LEVEL COMPARED TO COMPARATOR | CLAIMANT LEVEL ABOVE/BELOW |
|--------------------------------------|----------------|----------------|------------------|------------------|---------------------------------------|----------------------------|
| KNOWLEDGE | C+ | 45 | D= | 25 | Equal or higher | 1 |
| PLANNING AND ORGANISING | D+ | 30 | E= | 10 | Equal or higher | 1 |
| RESPONSIBILITY FOR ASSETS | B+ | 60 | D= | 25 | Equal or higher | 2 |
| RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 | C= | 40 | Equal or higher | 0 |
| COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 | E= | 10 | Equal or higher | 3 |
| TRAINING AND MENTORING | D= | 25 | E= | 10 | Equal or higher | 1 |
| MENTAL DEMANDS | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PROBLEM SOLVING AND DECISION MAKING | C+ | 45 | E+ | 15 | Equal or higher | 2 |
| PHYSICAL SKILLS | C= | 40 | C+ | 45 | Equal or higher | 0 |
| PHYSICAL DEMANDS | B= | 55 | A= | 70 | Lower | -1 |
| WORKING CONDITIONS | D+ | 30 | B+ | 60 | Lower | -2 |
| TOTAL SCORE | | 470 | | 340 | | |
| % AGAINST MAX | | 57.0% | | 41.2% | 9 | 8 |

TEST ONE

The Claimant’s points total as a percentage of the maximum 825 available is **57.0%**
 The Comparator’s points total as a percentage of the maximum 825 available is **41.2%**

The difference of **15.8%** exceeds the **-3.0 %** lower threshold held to indicate the presumption of Equal Value.

TEST TWO

The Claimant has been assessed as either equal to or higher than the Comparator in **9** of the **11** factors, exceeding the threshold of **6** held to indicate the presumption of Equal Value.

TEST THREE

The net factor level difference of the Claimant/Comparator is **8**, exceeding the threshold of **0**, held to indicate the presumption of Equal Value.

CONCLUSION

In relation to the Comparator, **Richard Parker**, the Claimant, **Alison Milton 2 (2015 - 2021)** has met or exceeded the threshold in all three tests and it is concluded that they therefore **DO WORK OF EQUAL VALUE**.

11.24 Comparison of the work of;
 Claimant: **Alison Milton 2 (2015 - 2021)** and Comparator: **Andrejs Zale**

| FACTOR | CLAIMANT LEVEL | CLAIMANT SCORE | COMPARATOR LEVEL | COMPARATOR SCORE | CLAIMANT LEVEL COMPARED TO COMPARATOR | CLAIMANT LEVEL ABOVE/BELOW |
|--------------------------------------|----------------|----------------|------------------|------------------|---------------------------------------|----------------------------|
| KNOWLEDGE | C+ | 45 | D+ | 30 | Equal or higher | 1 |
| PLANNING AND ORGANISING | D+ | 30 | E= | 10 | Equal or higher | 1 |
| RESPONSIBILITY FOR ASSETS | B+ | 60 | D= | 25 | Equal or higher | 2 |
| RESPONSIBILITY FOR HEALTH AND SAFETY | C= | 40 | C= | 40 | Equal or higher | 0 |
| COMMUNICATION AND CUSTOMER SERVICE | B+ | 60 | E= | 10 | Equal or higher | 3 |
| TRAINING AND MENTORING | D= | 25 | E= | 10 | Equal or higher | 1 |
| MENTAL DEMANDS | C= | 40 | D+ | 30 | Equal or higher | 1 |
| PROBLEM SOLVING AND DECISION MAKING | C+ | 45 | E+ | 15 | Equal or higher | 2 |
| PHYSICAL SKILLS | C= | 40 | C+ | 45 | Equal or higher | 0 |
| PHYSICAL DEMANDS | B= | 55 | A= | 70 | Lower | -1 |
| WORKING CONDITIONS | D+ | 30 | B+ | 60 | Lower | -2 |
| TOTAL SCORE | | 470 | | 345 | | |
| % AGAINST MAX | | 57.0% | | 41.8% | 9 | 8 |

TEST ONE

The Claimant’s points total as a percentage of the maximum 825 available is **57.0%**
 The Comparator’s points total as a percentage of the maximum 825 available is **41.8%**

The difference of **15.2%** exceeds the **-3.0 %** lower threshold held to indicate the presumption of Equal Value.

TEST TWO

The Claimant has been assessed as either equal to or higher than the Comparator in **9** of the **11** factors, exceeding the threshold of **6** held to indicate the presumption of Equal Value.

TEST THREE

The net factor level difference of the Claimant/Comparator is **8**, exceeding the threshold of **0**, held to indicate the presumption of Equal Value.

CONCLUSION

In relation to the Comparator, **Andrejs Zale**, the Claimant, **Alison Milton 2 (2015 - 2021)** has met or exceeded the threshold in all three tests and it is concluded that they therefore **DO WORK OF EQUAL VALUE**.