

**June 2014**

**Guidance Pack 2013–15**

**Part 2: Toolkit**

# Stage 4: Corporate Planning

# Process: Establishment and

# Workforce Planning

**4b. Guide to Job Evaluation**

**June 2013**

**SPARC Corporate Planning**

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# Stage 1: Corporate Planning

# Process: Preparation

## 1d. Sensitisation Exercise: Walk-through Corporate Planning End-to-end

# 4b Guide to Job Evaluation

## Job Evaluation Process

## Job Analysis

Job analysis is a process to identify and determine in detail the particular job duties and requirements and the relative importance of these duties for a given job. Job analysis is a process where judgments are made about data collected on:

* A job’s intellectual, policy and analytical complexity
* Staff supervisory and/or managerial responsibility
* Budget and resource responsibility
* Task complexity
* Span of control and risks carried
* Relationships and accountabilities
* Scope for innovation and creativity.

While job analysis data may be collected from incumbents through interviews or questionnaires, the product of the analysis is a description or specification of the **job**, not a description of the person.

## Job Description

A job description sets out the main responsibilities of a job along with the skills, capabilities and attributes needed to do the job to the standard required. Job descriptions clarify work functions and reporting relationships, helping employees understand their jobs. Job descriptions help maintain a consistent salary structure. Performance evaluations may be based on job descriptions. They are generally much more comprehensive than a schedule of duties or a grade description in the scheme of service. (See file 4c for a complex and simple example.)

## Job Evaluation

Job evaluation may be defined as ‘a method of determining on a systematic basis the relative importance of a number of different jobs’. It is often deemed a useful process because job titles can be misleading, unclear or unspecific, and in large organisations it is impossible for senior managers or those in human resources (HR) to know each job in detail. Job evaluation is typically used when determining pay and grading structures; ensuring a fair and equal pay system; comparing pay rates against the internal or external market.

Job evaluation is the analysis and evaluation of work for the purpose of determining the relative value of jobs within an organisation. It may also provide valuable information for organisational analysis and for human resource planning and management strategies such as succession planning and performance management.

For a job evaluation system to be effective, care must be taken in ensuring the system is as objective as possible. It is important that each job be evaluated on the basis of current**,** regular and ongoing work conditions and job content. It is also essential that the focus of the evaluation process be on the purpose, scope and responsibilities of work assigned to the position, and not an incumbent's personal qualities or performance. In other words the focus is on the position and not the individual(s) in the position.

As jobs are very often affected in some way by organisational change, a job evaluation system should be in place and require that departments periodically review their organisation design and structure to determine if significant changes have occurred. Any change in an organisation's structure may alter the content of a job, which may result in an adjustment in the evaluation of the job. Ideally the job description should be updated every time there is a substantial change to a job’s purpose, scope, and/or responsibilities.

Job evaluation methodology should be applied where:

* There are concerns that job grades have inflated over time as a consequence, for example, of automatically promoting staff in situ
* There are questions about the need for job re-grading, up or down, before recruitment
* Working practices and processes have made significant changes to the volume, content and value of the jobs, such as ICT in typing and secretarial jobs
* Where market pay rates and salary benchmarks are required.

Job evaluation can also be applied to functions and cadres. More specialist techniques are required than would generally apply to defining jobs as part of corporate planning.