THE JOB EVALUATION CRITERIA

Job Evaluation Criteria

The system of job evaluation utilises a total of ten measurement factors. The various factors analyse a position in relation to the skills and experience required for competent performance, the demands made on the job and the overall structure and responsibility/accountability involved. A points rating is derived for each factor and the sum of these points represents the total points value of the job.

Basic Evaluation Rules

The basic rules followed when evaluating each position are:

- The current position is evaluated without being influenced by what the job is likely to be in the future or what it may have been in the past.

- The position is evaluated and not the job holder. The assessment of each factor is based on the job being performed competently. The assessment of the job holder’s own performance against the standard required is a quite separate exercise which is outside the scope of the job evaluation rating.

The Job Evaluation Factors

The job evaluation system comprises the following factors:

In some cases minor changes to the wording are used to define factors and levels made in order to better align the methodology with the client’s culture and environment. Where this is done, great care is taken to ensure inter-organisation consistency is not compromised.

1. **Education**

   The level of formal education required to perform the functions required of a position. There is often an overlap between education and experience, and for this reason it is often advisable to consider the education level that would be expected of a new incumbent recruited externally.

2. **Experience**

   The length of practical experience and nature of technical/managerial familiarity required. This experience is in addition to formal education.
3. **Complexity – measured in terms of:**

   - The time taken to learn and adjust to specific job requirements.
   - The level to which the job functions are defined and follow established and predictable patterns.
   - The thinking challenge required to adapt to rapidly changing circumstances and innovative or conceptual thinking needed to initiate new corporate direction.

4. **Scope of Work**

   The managerial breadth or scope of the position.

   The complexity and scope of work factors tend to be related to the education and experience level required of a position. The calculation of points for each of these factors is based on the application of a percentage rating of the sum of the points derived in the evaluation of Education and Experience.

5. **Problem Solving**

   The nature and complexity of problem solving expected of the job. Judgement exercised, availability of rules and guidelines to assist in problem solving, the degree of analysis and research required to arrive at a solution are all considered.

6. **Supervision Received**

   The extent of supervision, direction or guidance imposed on the job holder and the freedom the executive has to take action.

7. **Results of Decisions**

   The level of decision making taken solely by the job holder and the risk or degree of damage which may result if a wrong decision is taken.

8. **Contacts**

   The requirement for human relation skills in dealing with other personnel and external contacts.

9. **Authority Exercised**

   Authority level expressed in terms of routine expenditure, capital expenditure and investments, granting of loans, hiring and firing staff, etc.

10. **Supervisory and Managerial Responsibility**

    The responsibility for the control and management of human resources within the organisation.