

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 point 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.

5. Problem Solving

The nature and complexity of problem solving expected of the jobholder. 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. Freedom to Act

The extent of supervision, direction or guidance imposed on the jobholder and the freedom the incumbent has to take action.

7. Impact/Results of Decisions

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

8. Interpersonal Skills

The level of interpersonal skills required for dealing with employees within the organisation, as well as external clients or customers and/or the public in general.

9. Authorities

The formal authority levels exercised in the position, including financial, staffing and contractual authorities. This includes routine and capital expenditure, the authority to employ and dismiss staff, and also the authority to enter into contracts on behalf of the organisation.

10. People Management

The responsibility for the supervision and management of staff within the organisation, including project team management and indirect supervision.