



Salaries & Remuneration
Commission

Rewarding productivity

JOB EVALUATION GRADING AND SALARY STRUCTURE



6/30/2017

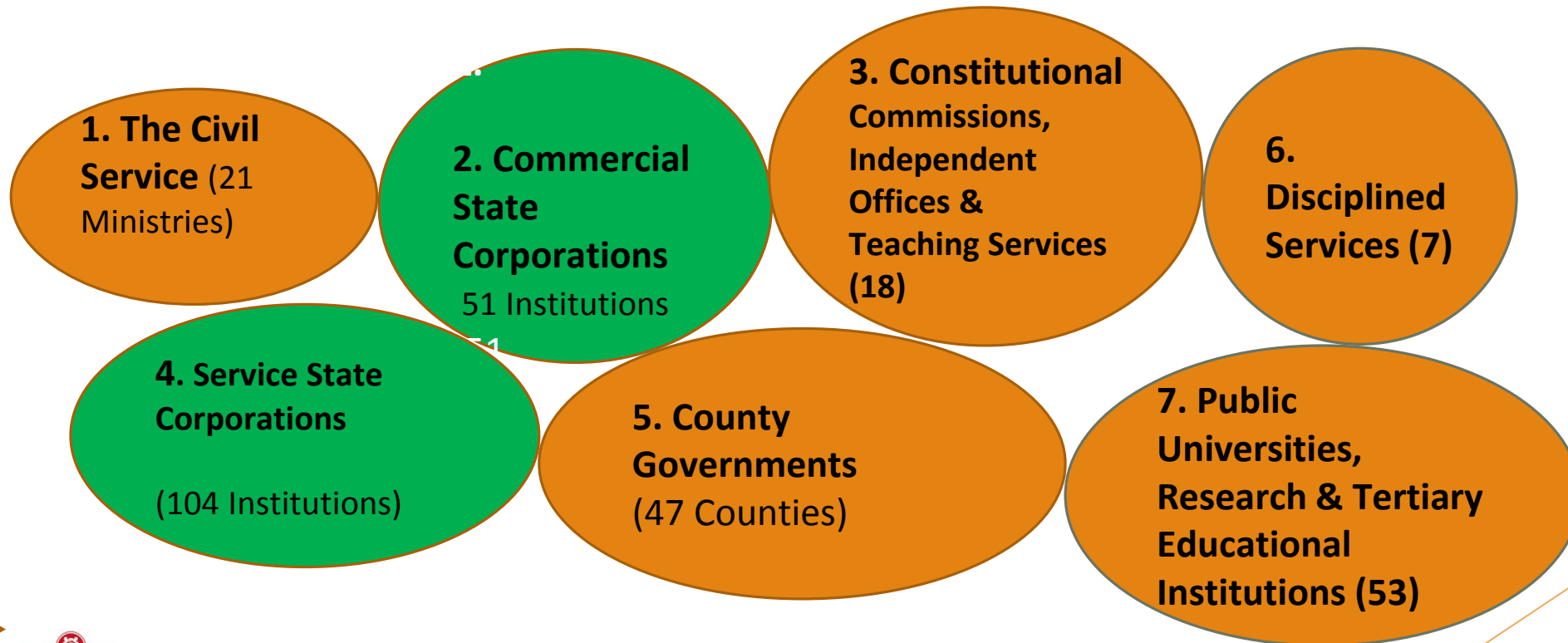
Outline

- Background,
- Job evaluation grading structure,
- Job evaluation model salary structure,
- Way forward.



□ Background

- ▶ In 2015, the SRC commissioned a comprehensive Job Evaluation exercise across seven sectors in the Public Service.



Objectives of the Job Evaluation Exercise

- a) To determine comparable and relative worth of jobs in the public service;
- b) To provide criteria for classifying the jobs;
- c) To provide a rationalised, harmonise, and equitable job-grading structure; and
- d) To advice on salary structure.

Benefits of Job Evaluation

- a) To facilitate the development and implementation of an equitable and harmonized remuneration and benefits structure for the Public Service.
- b) Established of systems for proper management of public wages.
- c) Stabilization of wages in both public and private sectors.
- d) Determination of the relative worth of jobs in public service and commensurable pay structures.
- e) Establishes effective and efficient system for human resources management.



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JOB EVALUATION PROCESS



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□ Job Evaluation Process



Paterson Job Evaluation Philosophy

1. Paterson is a Job Evaluation Philosophy that examines the characteristics of WORK and PAY.
2. Primary purpose of the philosophy is to relate these two aspects of productivity in a way which both management and workers find reasonable, equitable and fair.
3. Paterson is widely used globally in both Public and Private sector.
4. The philosophy is based on decision-making as a key factor. All jobs are required to make decisions, but at varying degrees.

The philosophy can be applied to evaluate all types and levels of jobs.



SRC Job Evaluation Factors

 Over arching factor is **DECISION MAKING**

 Other factors:

 **Accountability**

 **Impact**

 **Working conditions**

 **Responsibility**

 **Job Knowledge**

 **Managerial skills**

 **Interpersonal skills**

 **Independent Judgement**

 **Problem solving**



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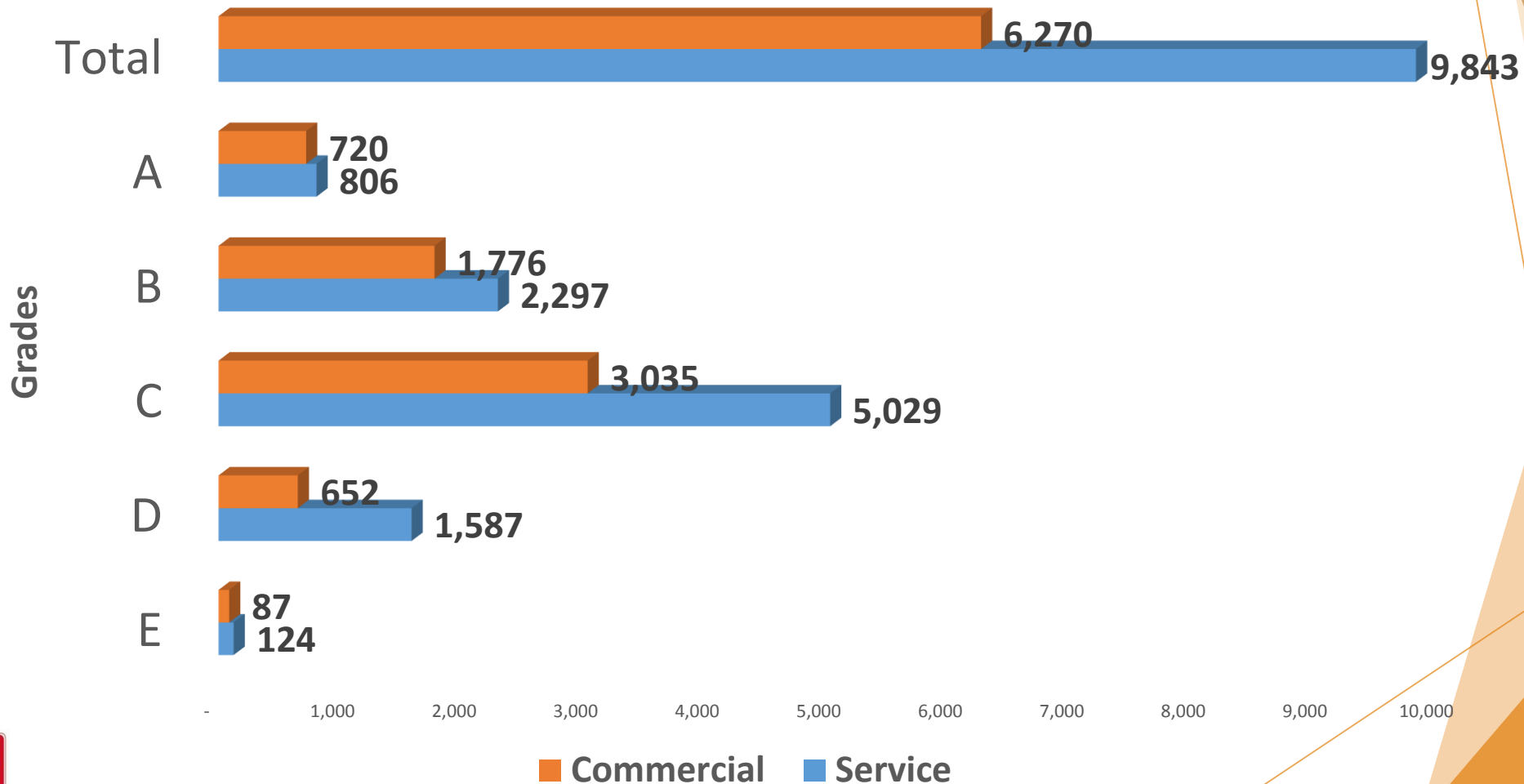
JE SCOPE



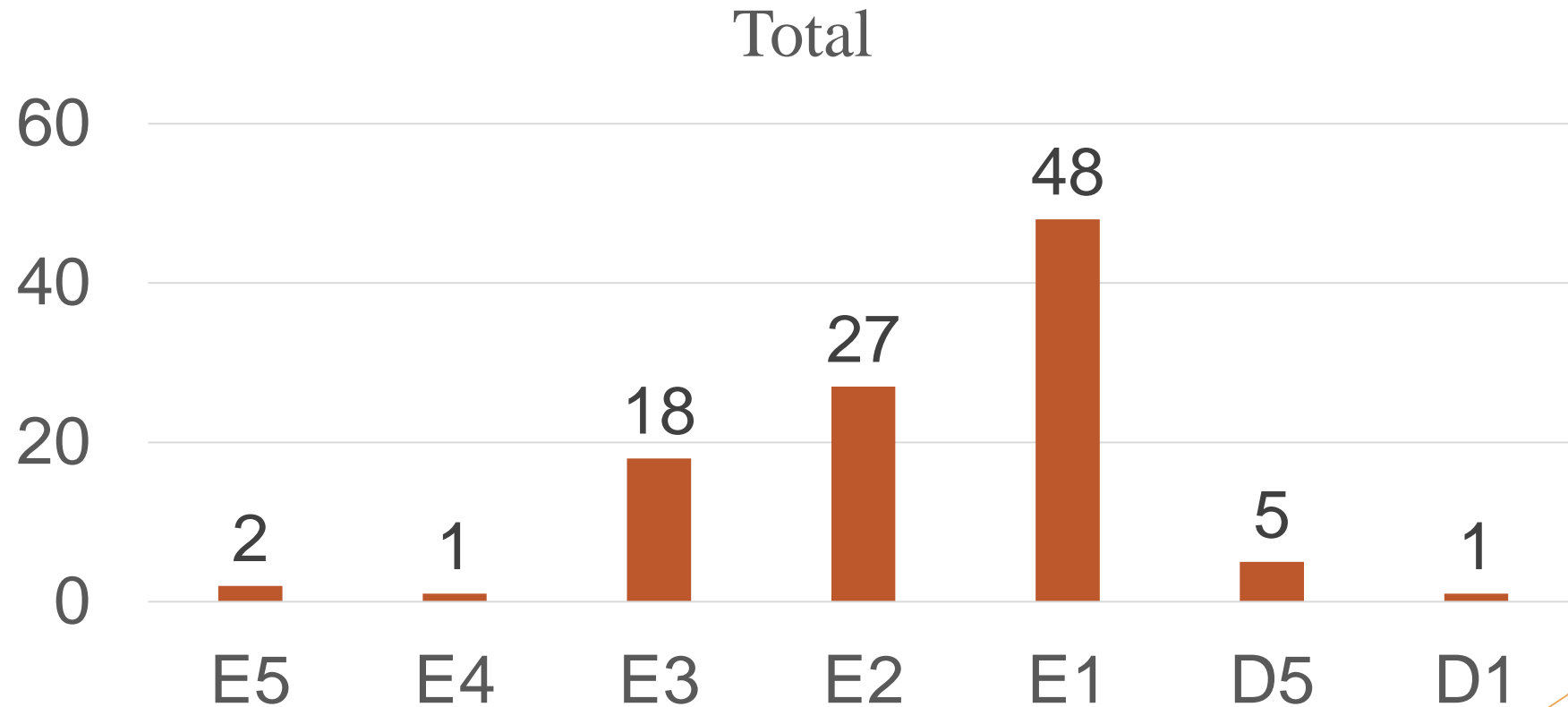
Job Evaluation Scope

	Service	Commercial
Completed	98	49
Pending	6	1
Total	104	50

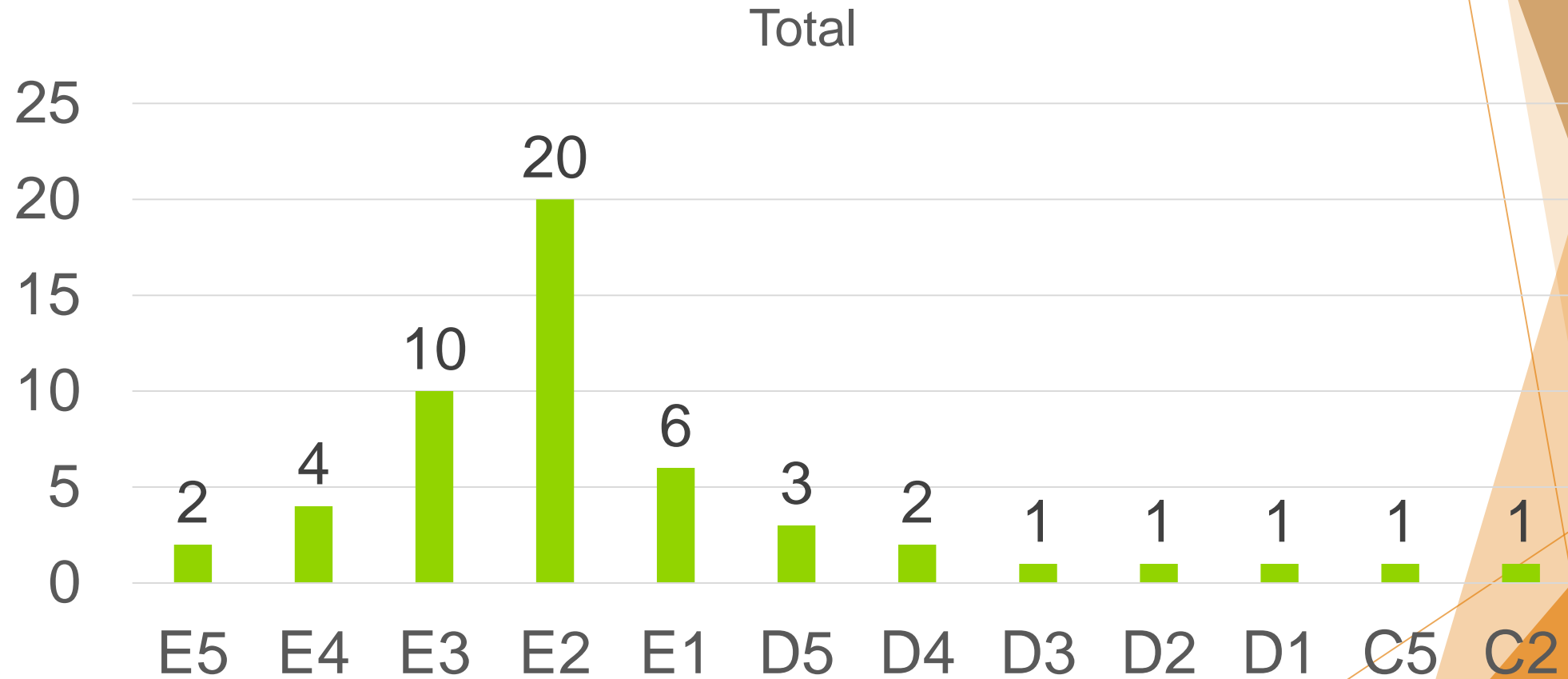
Number of jobs evaluated in State Corporations



Distribution of CEOs' Jobs across Paterson Grades – Service



Distribution of CEOs' Jobs across Paterson Grades – Commercial



JE Achievements

1. Harmonised Grading Structure across the public sector;
2. Revised Job Descriptions and where necessary developed new Job Descriptions;
3. Built capacity across the sector;
4. Developed a framework for advice on remuneration and benefits for the Sector;
5. Developed a model salary structure;
6. Jobs were evaluated in their appropriate positions within the grading structures.

JE Challenges

1. Job content has not taken into account the technological changes, automation, devolution, new industries, etc.
2. Inconsistency and variation of job titles for similar jobs as well as mismatch of job titles vis-a-vis the job descriptions in some entities.
3. Absence of harmonized qualifications and skills in similar jobs.
4. Lack of sufficient differentiation in jobs and roles within the same grade leading to duplication and overlap.
5. Absence of harmonized grading structure across State Corporations.
6. Unclear reporting lines due to gaps in the structures.
7. Inadequate information in some existing job descriptions.



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□ SALARY STRUCTURE



Considerations for Model Salary Structure

- ❖ Budgetary allocation from Exchequer.
- ❖ Proportion of internally generated funds to Exchequer allocation.
- ❖ Ability of institutions to pay recommended salary structure.
- ❖ Attraction of the right calibre of personnel from the competitive job market.
- ❖ Salary survey - base salary and total remuneration benchmarking.

Job Evaluation Salary Structure - Service (Monthly Gross)

Grade	Gross E5		Gross E2		Gross D1	
	Min.	Max.	Min.	Max.	Min.	Max.
Highest Grade	650,376	812,970	486,797	598,761	187,654	253,333
Lowest Grade	17,522	21,903	17,522	21,903	17,522	21,903



Job Evaluation Salary Structure - Commercial (Monthly Gross)

Grade	Gross E5		Gross E2		Gross D4	
	Min.	Max.	Min.	Max.	Min.	Max.
Highest Grade	722,640	903,300	540,886	665,289	339,621	448,300
Lowest Grade	20,816	26,020	20,816	26,020	20,816	26,020

Implementation Criteria

1. The model salary structure is aligned with the grading structure;
2. Institutions will be required to domesticate the JE result and map it to the current grading structure of the organization;
3. Jobs in your institution will be placed in salary grades as evaluated with a salary structure of a minimum of 12 notches for each grade to ensure adequate progression and compression;
4. The highest minimum and maximum salary for each institution is determined by the grade of the highest evaluated position following the Job Evaluation;



Implementation Criteria...

5. Institutions will assess the financial implication of implementing the model salary structure, demonstrate ability to pay within the structure and make a proposal to the Commission for advice;
6. Depending on affordability and sustainability, the implementation shall be undertaken, in phases within four years;
7. Institutions will retain current salaries where they are above the model salary structure;
8. Institutions will adopt the model salary structure where current salaries are lower or within the model salary structure;
9. Effective Date: 1st July 2017.

Way Forward

- The Commission will prepare Institution Specific Model Salary Structure and communicate to institutions by next week .

T H A N K Y O U,

Q&A

