

HUMAN RESOURCES FORUM (CCC)

30 SEPT 2025

JOB EVALUATION

HayGroup

TABLE OF CONTENT

1. Job Description and
Job Analysis (JD & JA)

2. Job Evaluation (JE)





Understanding Job, Job Holder?

1. WHAT IS JD & JA?
CONTINUED

- ❖ What is a Job?
- ❖ What is a Job Holder?
- ❖ What is Job Analysis?
 - Job not person and/or current incumbent
 - Fact not judgment
 - Job as it is now
 - Job not performance evaluation



Job Description:

The Department of Commerce, Community and Economic Development (CCED) is seeking a technically skilled individual to fill a key Systems Programmer position. This position supports all aspects of the department's imaging and document repository infrastructure. The position is responsible for administering the imaging environment, including software and hardware installation, configuration, security and providing programming support to Analyst/Programmers coding applications that access and manipulate images.

Commerce's imaging environment utilizes Oracle Content Management and .Net applications. The successful candidate should be technically skilled and motivated to learn new technologies and processes.

Key responsibilities include:

- Administer all aspects of the department's Oracle UCM (Universal Content Management) servers and Kofax environment.
- Code custom image access and manipulation services using WSDL (web service definition language) and .Net.
- Configure, modify and update Adobe Capture and UCM inbound refinery. Develop batch classes and custom validation and release scripts.
- Install, configure and maintain high speed and flatbed scanner equipment.
- Work with users and programming staff to develop efficient physical paper workflows and practical scanning processes.
- Develop relevant scan workflows and required hardware for a variety of media such as envelopes, plain paper, and odd sizes.
- Monitor production system CPU, disk space, network utilization and error logs and make appropriate configuration changes and updates.



JD's Elements,

1. Purpose
2. Responsibilities and Accountabilities
3. Problem Solving and Decision Making
4. Communication and Working Relation
5. KSA

**1. WHAT IS JD & JA?
CONTINUED**



JOB EVALUATION

1. What is JE?
2. Why JE need?
3. Overall JE Principles
4. Principles of JE
5. Common Problem in JE
 - Evaluate the incumbent instead of Job
 - Not separate the job holder from the Job
 - Grading before JE
 - Manager trying to argue and support to make job sound high
 - JE with not updated JD
6. Conduct JE using Updated JDs



2. JOB EVALUATION (JE)

DEFINITION:

Know-How is the sum of every kind of knowledge, skill and experience required for standard acceptable job performance. It is the fund of knowledge (however acquired) which is necessary for meeting:

- The requirement for Know-How in practical procedures, specialised techniques and professional disciplines.
- The requirement for Know-How in integrating and harmonising the diverse elements involved in managerial situations. This Know-How may be exercised in an advisory capacity as well as executive. It involves combining to some degree the elements of planning, organising, directing, controlling and innovating and takes account of size, functional or organisational diversity, and time scale.
- The requirement for Know-How in working with or through people (within or outside the organisation).

MEASURING KNOW-HOW

Know-How has both breadth and depth. Thus, a job may require some knowledge about a lot of things, or a lot of knowledge about a few things. The total know-how is the sum of breadth and depth. This concept makes practical the comparison and weighing of the total know-how content of different jobs in terms of: "HOW MUCH KNOWLEDGE ABOUT HOW MANY THINGS"

... HUMAN RELATIONS SKILLS

- 1. BASIC:** Ordinary courtesy and effectiveness in dealing with others is required.
- 2. IMPORTANT:** Understanding, influencing, and communicating with people are important but not overriding considerations.
- 3. CRITICAL:** Skills in influencing, developing and/or motivating people are critical to the achievement of job objectives.

HAY GUIDE CHART FOR EVALUATING KNOW-HOW

... PLANNING, ORGANISING, CONTROLLING - BREADTH OF MANAGEMENT KNOWHOW

O. TASK	I. ACTIVITY			II. HOMOGENEOUS			III. HETEROGENEOUS			IV. (TOTAL)					
	1.	2.	3.	1.	2.	3.	1.	2.	3.	1.	2.	3.			
Performance of a task (or tasks) highly specific as to objective and content and not involving the supervision of others.	38	43	50	50	57	66	66	76	87	87	100	115	115	132	152
Performance of supervisory or work which is specific as to objective and content with appropriate awareness of related activities.	43	50	57	57	66	76	76	87	100	100	115	132	132	152	175
Internal integration of operations with an internal homogeneous nature and objective and which involve external co-ordination with associated functions.	50	57	66	66	76	87	87	100	115	115	132	152	152	175	200
Operational or conceptual integration of functions which are diverse in nature and objective and which involve important management or central coordination of a significant kind.	57	66	76	76	87	100	100	115	132	132	152	175	175	200	230
	66	76	87	87	100	115	115	132	152	152	175	200	200	230	264
	76	87	100	100	115	132	132	152	175	175	200	230	230	264	304
	87	100	115	115	132	152	152	175	200	200	230	264	264	304	350
	100	115	132	132	152	175	175	200	230	230	264	304	304	350	400
	115	132	152	152	175	200	200	230	264	264	304	350	350	400	460
	132	152	175	175	200	230	230	264	304	304	350	400	400	460	528
	152	175	200	200	230	264	264	304	350	350	400	460	460	528	608
	175	200	230	230	264	304	304	350	400	400	460	528	528	608	700
	200	230	264	264	304	350	350	400	460	460	528	608	608	700	800
	230	264	304	304	350	400	400	460	528	528	608	700	700	800	920
	264	304	350	350	400	460	460	528	608	608	700	800	800	920	1056
	304	350	400	400	460	528	528	608	700	700	800	920	920	1056	1216
	350	400	460	460	528	608	608	700	800	800	920	1056	1056	1216	1400

... HUMAN RELATIONS SKILLS

A. PRIMARY	B. ELEMENTARY VOCATIONAL			C. VOCATIONAL			D. ADVANCED VOCATIONAL			E. BASIC PROFESSIONAL			F. SEASONED PROFESSIONAL			G. PROFESSIONAL MASTERY			H. UNIQUE AUTHORITY		
	1.	2.	3.	1.	2.	3.	1.	2.	3.	1.	2.	3.	1.	2.	3.	1.	2.	3.	1.	2.	3.
38	43	50	50	57	66	76	66	76	87	87	100	115	115	132	152	152	175	200	200	230	264
43	50	57	57	66	76	87	76	87	100	100	115	132	132	152	175	175	200	230	230	264	304
50	57	66	66	76	87	100	87	100	115	115	132	152	152	175	200	200	230	264	264	304	350
57	66	76	76	87	100	115	100	115	132	132	152	175	175	200	230	230	264	304	304	350	400
66	76	87	87	100	115	132	115	132	152	152	175	200	200	230	264	264	304	350	350	400	460
76	87	100	100	115	132	152	132	152	175	175	200	230	230	264	304	304	350	400	400	460	528
87	100	115	115	132	152	175	152	175	200	200	230	264	264	304	350	350	400	460	460	528	608
100	115	132	132	152	175	200	175	200	230	230	264	304	304	350	400	400	460	528	528	608	700
115	132	152	152	175	200	230	200	230	264	264	304	350	350	400	460	460	528	608	608	700	800
132	152	175	175	200	230	264	230	264	304	304	350	400	400	460	528	528	608	700	700	800	920
152	175	200	200	230	264	304	264	304	350	350	400	460	460	528	608	608	700	800	800	920	1056
175	200	230	230	264	304	350	304	350	400	400	460	528	528	608	700	700	800	920	920	1056	1216
200	230	264	264	304	350	400	350	400	460	460	528	608	608	700	800	800	920	1056	1056	1216	1400

2. JOB EVALUATION (JE)

PRACTICAL PROCEDURES
 SPECIALISED TECHNIQUES
 PROFESSIONAL DISCIPLINES

A
 B
 C
 D
 E
 F
 G
 H

yGroup

DEFINITION: Accountability is the answerability for action and for the consequences of that action. It is the measured effect of the job on end results. It has three dimensions in the following order of importance:

- Freedom to Act — measured by the existence or absence of personal or procedural control and guidance as defined in the left-hand column below.
- Job Impact on End Results — as defined at upper right.
- Magnitude (Area of Impact) — indicated by the general size of the area(s) most clearly affected by the job (measured on an annual money basis.)

IMPACT OF JOB ON END RESULTS

INDIRECT } **REMOTE:** Informational, recording or traditional services for use by others in action, to some important end result.
CONTRIBUTORY: Interpretative, advisory or facilitating services for use by others in taking action.

DIRECT } **SHARED:** Jointly accountable with another. Others except own subordinates and supervisor, within the organizational unit, are having authority over the end results.
PRIME: Control the impact on end results. Where shared accountability of others is still operative.

HAY GUIDE CHART FOR EVALUATING ACCOUNTABILITY

		AREA AND TYPE OF IMPACT																							
		••• MAGNITUDE (Figures for use in _____)																							
		(0) MINIMAL				(1) VERY SMALL				(2) SMALL				(3) MEDIUM				(4) LARGE				(5) VERY LARGE			
		•• IMPACT																							
		R.	C.	S.	P.	R.	C.	S.	P.	R.	C.	S.	P.	R.	C.	S.	P.	R.	C.	S.	P.				
FREEDOM TO ACT	A PRESCRIBED: These jobs are subject to direct and detailed instructions from supervisor.	8	10	14	19	10	14	19	25	14	19	25	33	19	25	33	43	25	33	43	57	33	43	57	76
	B CONTROLLED: These jobs are subject to instructions and established work routines from supervisor.	9	12	16	22	12	16	22	29	16	22	29	38	22	29	38	50	29	38	50	66	38	50	66	87
	C STANDARDISED: These jobs are subject wholly or partly to standard practices and procedures, general work instructions, supervisory progress and results.	19	25	33	43	25	33	43	57	33	43	57	76	43	57	76	100	57	76	100	132	76	100	132	175
	D REGULATED: These jobs are subject wholly or partly to practices and procedures which have specific objectives or are governed by closely defined policies, managerial control, review of results.	29	38	50	66	38	50	66	87	50	66	87	115	66	87	115	152	87	115	152	200	115	152	200	264
	E DIRECTED: These jobs are subject to broad practices and procedures governed by functional procedures and policies, achievement of a prescribed operational activity, managerial direction.	43	57	76	100	57	76	100	132	76	100	132	175	100	132	175	230	132	175	230	304	175	230	304	400
	F GENERALLY DIRECTED: These jobs by their nature or size are subject to functional policy objectives, general direction.	66	87	115	152	87	115	152	200	115	152	200	264	152	200	264	350	200	264	350	460	264	350	460	608
	G GUIDED: These jobs are subject only to guidance and broad direction or orientation of policy.	100	132	175	230	132	175	230	304	175	230	304	400	230	304	400	528	304	400	528	700	400	528	700	920
	H	152	200	264	350	200	264	350	460	264	350	460	608	350	460	608	800	460	608	800	1056	608	800	1056	1400
		175	230	304	400	230	304	400	528	304	400	528	700	400	528	700	920	528	700	920	1216	700	920	1216	1600
		200	264	350	460	264	350	460	608	350	460	608	800	460	608	800	1056	608	800	1056	1400	800	1056	1400	1840

2. JOB EVALUATION (JE)

DEFINITION: Problem Solving is the "self starting" thinking required by the job for analysing, evaluating, creating, reasoning, arriving at and drawing conclusions. To the extent that thinking is circumscribed by standards or covered by precedents, or referred to others, Problem Solving is diminished.

- Problem Solving has two dimensions.
- The environment in which the thinking takes place.
 - The challenge presented by the thinking to be done.

MEASURING PROBLEM SOLVING: Problem Solving measures the intensity of the mental process which employs Know-How to (1) identify (2) define and (3) solve a problem. You think with what you know. This is true of even the most creative work. The raw material of any thinking is knowledge of facts, principles and means, ideas are put together from something already there. The more Problem Solving is treated as a percentage utilisation of Know-How. (The Problem Solving score can be readily derived from the conversion table printed on the back of the Know-How Guide Chart.)

HAY GUIDE CHART FOR EVALUATING PROBLEM SOLVING

•• THINKING CHALLENGE

THINKING ENVIRONMENT - FREEDOM TO THINK	Description	THINKING CHALLENGE				
		1. REPETITIVE	2. PATTERNED	3. VARIABLE	4. ADAPTIVE	5. UNCHARTED
A	STRICT ROUTINE: Thinking within detailed rules, instructions, and/or tight supervision.	10%	14%	19%	25%	33%
B	ROUTINE: Thinking within standard instructions and/or continuous close supervision.	12%	16%	22%	29%	38%
C	SEMI-ROUTINE: Thinking within well defined procedures and precedents, somewhat diversified and/or supervised.	14%	19%	25%	33%	43%
D	STANDARDISED: Thinking within substantially diversified, established company procedures and standards, and general supervision.	16%	22%	29%	38%	50%
E	CLEARLY DEFINED: Thinking within clearly defined company principles, and specific objectives, under readily available direction.	19%	25%	33%	43%	57%
F	BROADLY DEFINED: Thinking within broad policies and objectives, with general direction.	22%	29%	38%	50%	66%
G	GENERALLY DEFINED: Thinking within general policies, principles and guidelines, with guidance.	25%	33%	43%	57%	76%
H	ABSTRACTLY DEFINED: Thinking within discussions on theory and/or principles, excluding human nature.	29%	38%	50%	66%	87%

2. JOB EVALUATION (JE)

Thanks for your attention!

Q/A

