

FAQs – JOB EVALUATION AND LABOUR MARKET SURVEY FOR THE CIVIL SERVICE OF SIERRA LEONE

A. JOB EVALUATION

Q1. What is Job Evaluation?

Ans: *A systematic way of determining the value/importance of a job in relation to other jobs in an organisation. It makes a systematic comparison between jobs to assess their relative worth.*

Difference: *Major difference is that job evaluation assesses the job/post whilst the performance appraisal assesses the individual's capacity to carry out job effectively.*

Job evaluation will focus on the job and not people performing the job because the objective is to measure the relative value of the job in order to determine its relative position /worth in the organisation hierarchy. People performing the job will only be relied upon to provide accurate information about the actual, current duties and responsibilities of the job.

Q2. Why is the Job Evaluation being conducted?

Ans: *The Job Evaluation is part of the Public Sector Reforms. It is recognised that there is a need to better define the work activities of civil servants and also to look at ways of improving the attractiveness of the Civil Service as an employer, compared with other employers in the country.*

The objectives of the job evaluation are to pay civil servants fairly in relation to one another, based on the jobs they perform, as well as improving competitiveness to attract and retain critical skills. It is being carried out in Sierra Leone because of the many inequities and anomalies that have emerged over the years.

Q3. What is the scope of the exercise?

Ans: *This exercise will cover :*

- *established positions in the Sierra Leone Civil Service.*

Q4. Who will be involved in the Job Evaluation?

Ans: *The job evaluation exercise will be conducted by KPMG experts and a team of public and*

civil servants with very detailed understanding of the Civil Service and the roles and responsibilities of the Ministries, Departments and Agencies (MDAs).

It will also involve job analysts, Job Analysis Committee (JAC) and Technical Evaluation Panel (TEP) who are trained Civil and Public Servants and members of trade unions and associations.

Q5. What are the criteria for being a member of the Job Analysis Committee?

Ans:Members of the Job Analysis Committee (JAC) who are known as the job analysts, should have thorough knowledge of current as well as proposed activities and processes of their MDAs. They will be drawn from across all the levels in the Civil Service for each of the seven (7) job families and will include Human Resources representatives from across MDAs. Members of the JAC will go through job analysis training to develop their skills in appropriate data gathering regarding the various job contents.

Q6.How independent will the Technical Evaluation Panel be in the analysis of the job content, ranking and classification?

Ans: All members of the Technical Evaluation Panel will undergo thorough training in the use of the EVALUATE™ system of job evaluation. This will enable them to make informed judgements, based on thorough discussions concerning the jobs. The panel will also sign an integrity pact and will have access to seek further clarification or information about a job during the evaluation process where necessary.

Q7.What is the difference between role and responsibility?

Ans:A Role defines the purpose of the job or what that particular job does whilst Responsibility defines the duties / functions to be performed in that role.

Q8.Will some employees in the Civil Service lose their jobs as a result of the Job Evaluation?

Ans: It is not the objective of the Job Evaluation to lay-off employees in the Civil Service.

Q9.Will my salary be increased or reduced?

Ans:The impact of the Job Evaluation exercise will vary. If a job is placed on a higher grade than at present, it is likely that this will result in a salary increase. Others will stay unchanged. There will be no salary reductions.

Q10. Will Job Evaluation affect pensions of Civil Servants negatively?

Ans: It is not anticipated that the Job Evaluation will impact negatively on the pensions of Civil Servants.

Q11. How will the exercise be conducted? (tools/methodology)

Ans: Data on jobs will be collected by Job analysts through the use of job content questionnaire and analysed using a computerised tool called the EVALUATE™. This system is based on the point factor rating scheme which is an analytical method of job evaluation. The system consists of five (5) factors or key elements known to be critical when it comes to establishing relativities, namely: Responsibility, Knowledge, Mental Skills, Communication Skills and Work Environment. Each factor has two (2) or more sub-factors that together represent the intent of the whole factor. The consultant is a licensed user of the EVALUATE™ system of job evaluation developed by a reward management specialist firm in the United Kingdom (UK).

Q 12. Will hazardous working conditions be considered during the job evaluation?

Ans: Work /job environment will be considered as a factor in job evaluation with a focus on Work location, Potential hazards, Physical demands and Leisure disruption.

Q 13. Will job descriptions of post holders change?

Ans: It is possible that your job description will change so that it accurately reflects your role and responsibilities? If your current job description is accurate, it will not change except possibly regarding the format and some minor details.

Q 14. How will you ensure the results are fair?

Ans: The process itself ensures fairness and transparency. All those involved in the exercise are fully trained, and will liaise thoroughly with job holders and supervisors to ensure that information is accurate and complete. The process of evaluating jobs involves the Technical Evaluation Panel that will only ascribe a grade when it has reached consensus. Apart from this, an appeals process will be put in place to ensure that those dissatisfied with the outcome can have their opinions heard and considered.

Q 15.What is the role of the civil servant in the entire process ?

Ans :Although this assignment will involve trained civil servants, you may be required to participate in the job analysis section of this project. As a result, your time and availability will be necessary for the successful and timely completion of this assignment. Also all civil servants should have a fair understanding of the exercise and be ready to participate in sessions when needed whilst also owning and supporting implementation of the outcomes.

Q 16.Will there be security for civil servants who will be interviewed, considering that some supervisors might want to intimidate their junior colleagues?

Ans: In respect to the job analysis interviews, interactions and processes during the exercise will be open and transparent and there will be no cause for panic or intimidation. In responding to the employee satisfaction survey respondents and responses will not be disclosed.

Q 17.Several studies have been conducted in the past without any positive outcome, what should civil servants expect at the end of the exercise?

Ans:Previous salary and grading systems were not comprehensively and systematically done and therefore could not be implemented. This Job Evaluation exercise will provide a fair, objective and equitable platform for the development of an appropriate pay and grading structure for the Civil Service. Results from the Labour Market Survey will also inform decisions in developing competitive salaries for the Civil Service.

Q18. How long will the exercise last for?

Ans:The Job Evaluation exercise is expected to last for 12 months

Q 19. How will the views of those who feel marginalized in the Civil Service be reflected in the survey?

Ans: There will be an Employee Satisfaction Survey which will identify key determinants of employee satisfaction and provide the basis for the creation of strategies to improve staff retention and increase productivity.

Q 20. What are the benefits of the exercise?

Ans: *Benefits include: clarity of roles and reporting lines, detailed job descriptions, an equitable and fair grading structure and a competitive salary structure.*

Q 21. Why do we need a new pay and grading structure?

Ans: *It is widely recognised that the current pay structure is highly inequitable, owing to the fact that the grading system in the current grading structure was not objectively and systematically done.*

Q 22. Is the job evaluation going to take into account internal equity?

Ans: *Yes, the exercise is being conducted to address internal pay relativities that will be based on job specifications.*

Q 23. Will the exercise be a one-off or an ongoing one?

Ans: *Whereas the comprehensive exercise being carried out by KPMG is a one-off exercise, job evaluation will be an ongoing activity to be carried out as and when required.*

Q 24. Who can I contact to obtain more information?

Ans: *For more information on the Job Evaluation and Labour Market Survey, enquiries can be made to the Human Resource Management Office (HRMO).*

Q 25. How soon will the Job Evaluation and Labour Market Survey results be implemented?

Ans: *The result of the entire exercise is expected to be implemented soon after the presentation and approval of the final report by the Civil Service Steering Committee. Financial analysis done and submitted to cabinet for approval.*