



Northern
Territory
Government

OFFICE OF THE
COMMISSIONER FOR PUBLIC EMPLOYMENT

Job Evaluation System (JES)

Information Booklet

Foreword

The purpose of this booklet is to explain how the Job Evaluation System (JES) works and to dispel some myths and misunderstandings that have grown up around JES. The JES program has been in place now since 1990, it is not surprising that some newer employees know little about the JES process, and that some longer serving employees may need updating.

The principal benefit for you as an employee is that the JES provides an open, consistent and fair means of ensuring that the work you do is correctly classified in its relevant stream. The JES is not about how you do your job; it is about the relative work value of the tasks you are employed to carry out. It is therefore most important that every employee has a clear understanding of what the JES is, how it works and where it fits within the broad NTPS human resource management framework.

We all work in an environment of constant change and in that context, the JES is of great value to employees as well as management because it provides an opportunity to assess the impact of change on the work value of a position in an open, fair and consistent way.

JES is administered by agencies and it is an agency responsibility to ensure that the system is understood and implemented effectively. In this regard, trained JES evaluators have a key role. They are guardians of the integrity of the system in its practical application, as well as being a source of information and advice to managers and other employees.

I commend this booklet to agencies and to all employees covered by JES.



K. D. Simpson
Commissioner for Public Employment
10 January 2008

Table of Contents

Foreword	1
Table of Contents	3
The Mercer CED Job Evaluation System	4
External Audit	6
Classification Streams	6
JES Coverage	6
History of JES in the NTPS	7
Application of the Job Evaluation System	9
JES in the NTPS.....	9
JES Evaluation Panels	9
Job Analysis Questionnaires (JAQs)	10
Job Evaluation is not:	10
Classification Creep.....	10
Rules Applying to Evaluators and their job	11
Application to become a JES Evaluator	11
Job Analysis Questionnaire (JAQ).....	11
JES and Your Job	13
JAQ Review	13
JAQ Manipulation	13
Evaluation Resulting in a Lower Level.....	14
Evaluation Resulting in a Higher Level.....	14
When is a Job Evaluated?	15
Substantial Change	15
Using Generic JAQs to Evaluate Jobs	16
Reviewing The JES Result	17
Appendix 1	18
Questions Commonly asked about JES	18
Appendix 2	23
How to Measure Work Value	23
Appendix 3	24
The Benefits of a Point Factor System to Evaluate Jobs	24

The Mercer CED Job Evaluation System

The Mercer CED Job Evaluation System is one of a number of systems that measure the value of individual jobs according to their function in, and value to, an organisation.

It is a consistent system designed to rate similar types of jobs at very similar scores. Different evaluation panels are able to replicate results in 99% of cases.

The system recognises that the complexity, scope, challenge and demands of jobs vary and seeks to measure those differences. It is important therefore, that the process involves establishing a clear understanding of the nature, impact and accountabilities of the job being evaluated

The system is based on the analysis of a structured document known as a Job Analysis Questionnaire (JAQ). The JAQ describes duties, responsibilities and accountabilities of the job together with the qualifications and experience needed to do the job.

The JAQ is a reliable source of information that documents and describes the job and the work unit in which it is placed.

The Mercer CED Job Evaluation System (originally known as the Cullen Egan Dell Job Evaluation System) is described as a ‘points factor’ system (refer to Appendices 2 and 3). It expresses the worth of a job in “work value points”. These points are determined by assessing eight sub-factors that are considered to be common to all jobs. These sub-factors are grouped into three primary factors as follows:

- Expertise
- Judgement
- Accountability

The link between the three primary factors is illustrated below:

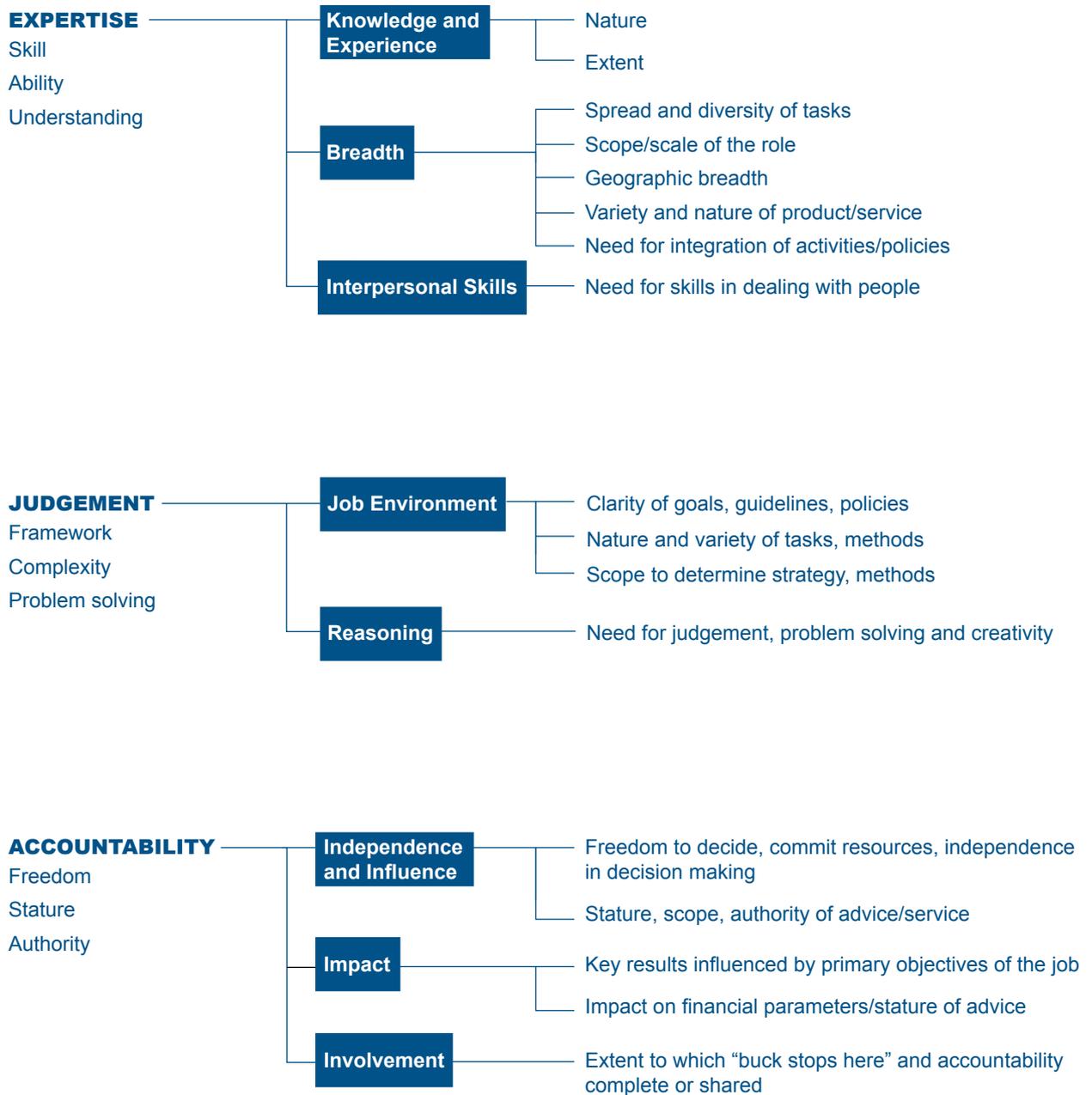


The required inputs: defined in terms of the skills, knowledge and experience needed to do the job.

The processing components of the job: defined in terms of complexity of tasks, the framework in which the job operates and the requirement for resolving problems.

The outputs from the job: defined in terms of the impact, freedom, stature and authority of the job.

The eight sub-factors are detailed in the following figure:



External Audit

Mercer Human Resource Consulting, as proprietors of the system, conduct an annual audit. The audit normally takes place during November and the report is provided early the following year. The report is distributed to all agencies for their information.

The audit reviews management of the system and a sample of evaluations completed during the past year. Each year Mercer makes a number of recommendations to improve management of the system.

Classification Streams

Determination of classification stream is the responsibility of the agency's Chief Executive Officer (CEO) and ultimately the Commissioner for Public Employment. Where circumstances warrant, it is possible to re-evaluate a job based on a different stream

JES Coverage

In 1990 approximately 4000 Public Service jobs were evaluated using the CED system.

Since then, many jobs outside the core Public Sector and in specialized areas have been incorporated under JES and evaluated. These include:

- PAWA in 1992;
- NT Tourist Commission in 1993;
- Uniformed Police in 1994; and
- Executive Teachers in 1995-96;
- Registered Nurses (N3 and above) in 2002

Approximately 1500 positions are evaluated annually using the JES.

History of JES in the NTPS

When the Northern Territory Public Service was established in 1978, a system of job evaluation was adapted from the scheme utilised by the Australian Public Service. This scheme was a subjective, comparative data system that placed heavy reliance on a set of 'Classification Standards' (agreed with unions), for comparisons. This system was administered by staff of the Public Service Commissioner's Office.

Over the years, due to the subjective nature of this evaluation process and transfer of responsibility for assessment to agencies, inconsistencies occurred and a perception of 'classification creep' developed.

In late 1987 the Northern Territory Government decided that a system for a more consistent and objective means of assessing relative work value should be introduced. After considering a range of options, including reintroduction of the former arrangements, in 1988 it was decided to implement a nationally recognised points factor system that could:

- be applied at the department level;
- be monitored centrally; and
- achieve substantial levels of consistency.

Importantly, the system should also facilitate external comparisons on grounds of work value and pay.

After considering a number of systems, through an open tender process, the Cullen Egan Dell Evaluation System (now known as the Mercer CED System) was selected in 1989. The system is used by most other Public Services across Australia, many government owned enterprises, and a number of major private sector companies. The system has been in use across the NTPS since that time.

In 1995-96 a major evaluation of the JES program was coordinated by the Office of the Commissioner for Public Employment. The evaluation involved all stakeholders including CEOs, agencies, evaluators, employees and unions.

The evaluation steering committee made a number of findings, including:

- the JES program was cost effective and generally accepted across the NTPS as being a reasonable process to assess the work value of jobs;
- the JAQ could be shortened and simplified to meet the needs of users;
- that more assistance needs to be available for employees completing JAQs;

- NTPS employees' general knowledge about the JES process was not good. There were misconceptions about what the JES did and, just as importantly, about what it could not do;
- there was little evidence of 'classification creep' across the NTPS; and
- the JES process produced a lot of information about jobs that could benefit managers and employees.

In 2004-05 the JES Manual and associated materials were updated by Mercer to take account of changes within the NTPS, and to further adapt the JES methodology to the needs of the NTPS.

Application of the Job Evaluation System

JES in the NTPS

Job evaluation is an assessment of the work value of a particular job relative to other jobs in the NTPS.

In the NTPS jobs fit into a number of employment streams and each stream has a number of different classification levels (eg. Technical 1(T1), Administrative Officer 2 (AO2), etc). The JES has a work value point score range for each classification level. When a job is evaluated, the total work value points score determines the classification level for that job.

Classification streams currently subject to JES are Administrative (including executive jobs), Professional, Technical, Executive Teacher, Uniform Police and Registered Nurses (N3 and above). The methodology is also applied within Power Water. Jobs in the Physical Stream are currently outside the JES system, these jobs are subject to classification through established Work Level Standards which can be found in relevant industrial awards.

JES Evaluation Panels

In the NTPS all job evaluations are carried out by evaluation panels made up of a minimum of three trained evaluators from a cross-section of backgrounds and both genders. At least one member of the panel must be from the same classification stream as the job being evaluated. A JES panel normally comprises:

One panel member who:

- is from the agency where the job being evaluated is located;
- has a sound understanding of the work environment of the agency and how the job 'fits';
- will record the panel's comments and decision, and

Two panel members who are:

- from different agencies; and
- have some familiarity with the profession, discipline and/or type of work performed by the job being evaluated.

One member acts as Chairperson. The Chair's role is to provide leadership to the process and resolution of differences of opinion.

Job Analysis Questionnaires (JAQs)

Accuracy of the outcome of a job evaluation depends on the quality of the information provided to the evaluation panel through the JAQ. If the JAQ does not provide sufficient information the panel will need to contact the supervisor or the work unit manager of the job being evaluated in order to gain additional information.

The supervisor of the job to be evaluated is responsible for ensuring that information provided to the evaluation panel is comprehensive and of high quality. Supervisors should always discuss the job requirements and JAQ content thoroughly with the person preparing the questionnaire.

The person completing the JAQ needs to describe the job in an impersonal manner, by selecting only relevant information from the numerous activities that fill a normal work day, week or year. The important thing is to highlight all significant responsibilities that indicate the work value of the duties.

The JES does not assess the incumbent of the job or their performance. Rather, the process relates the requirements of the job to the sub-factor definitions in the JES Manual enabling the panel to select a sub-factor level that best fits the requirements and characteristics of the job.

Job Evaluation is not:

- An assessment of the person currently doing the job
- A performance management system
- A process for direct assignment of a salary to a job
- A measure of workload
- A system for determining the number of jobs in an organisation
- A system for measuring market forces, eg supply and demand factors associated with the wider work environment.

Classification Creep

'Classification creep' is a term used to describe a situation where a job is advertised at a higher classification level today than a job advertised previously, but duties of both are exactly the same.

The 1996 evaluation of the JES Program could find no direct evidence of classification creep in the NTPS. However, it is an issue that must be constantly kept under review and monitored.

Rules Applying to Evaluators and their job

It is not appropriate for any employee to involve themselves with a JES panel's evaluation of a job if they have a conflict of interest related to that job.

There are three instances where a direct conflict of interest for evaluators may occur. These are sitting on a JES panel to evaluate:

- their own job;
- their subordinates' jobs; and
- their supervisor's job.

However, where an evaluator is also the supervisor of a role being evaluated, although not on the panel, they may assist the panel to gain a full understanding of the accountabilities and demands of the role.

Application to become a JES Evaluator

Employees interested in becoming JES evaluators should see their supervisor and Human Resources Unit for more information concerning JES Training courses. Potential evaluators will need to be at least at the T3, AO4 or P2 level or equivalent, with a broad knowledge of the public sector and an interest in organisation development.

Information may also be obtained from the Office of the Commissioner for Public Employment, which is responsible for policy aspects of the JES Program or the DCIS JES Operations Unit which is responsible for operational and data recording aspects. Information on JES training is available on the DCIS Training Calendar.

Job Analysis Questionnaire

Job Analysis Questionnaires (JAQs) have a series of questions that assist supervisors and employees to analyse and describe a job. Every job that is subject to the JES process should have a JAQ completed, with the content approved by the agency CEO or delegate. An evaluation panel works systematically through information from the approved JAQ to evaluate the work value of the job.

The information provided in the Job and Person Profile (also known as Job Description and Selection Criteria) typically comes directly from the JAQ.

JAQs are the property of the relevant agency. Ideally, employees should have involvement in completing the JAQ that describes their job. If an approved JAQ already exists, it is reasonable for the employee to read the document and, if desired, make a copy, however the original should be remained in the agency's Human Resources Unit.

Guidelines for Completing a JAQ and blank JAQs are available in electronic form. It should be a “shell document’ on each agency’s information network. It is also available on the Intranet at:

http://www.ocpe.nt.gov.au/people_management/jes/jaq

Hard copies of the Guidelines and blank JAQs are also available from agency Human Resources Units.

Each agency has a number of trained evaluators who can provide additional information regarding panel considerations when analysing a JAQ and conducting an evaluation.

JES and Your Job

It is important to recognise that there may be a difference between the level of responsibility and accountability of your job as required by your agency, and the level that may have accrued to you as a competent, conscientious worker in that job.

The JES measures the former and, to assist in this process, panels always include evaluators from other agencies and other work areas who will bring alternative experience to bear on what is written in the JAQ. They will determine the essential elements of the job from the JAQ and if anything is unclear the supervisor of the job will be consulted.

The job to be evaluated **is the job the agency wants done as documented and detailed in the JAQ and in the Job and Person Profile**. You as the incumbent may influence what is done in the job and how it is done, depending upon your own mix of skills, competence and experiences. And the next incumbent may do it differently again. However, the role to be evaluated is the job as defined and signed off by the agency.

It is also important to recognise that responsibility may not always be totally vested in your job. Often there is a more senior job that has a responsibility for a particular action or outcome.

JAQ Review

Jobs are not automatically reviewed after a certain period of time. However, if changes to your role have occurred your supervisor or unit manager may initiate a review.

For new jobs where the role is evolving, it is often appropriate to review the classification of a job after 6 or 12 months.

If some time has passed since the last evaluation of your role, it may be advisable to discuss the matter with your supervisor.

JAQ Manipulation

Any job evaluation system can be 'fixed' to achieve a desired result. However, the number of times that this occurs is becoming increasingly infrequent in the current resource and budgetary environment. Every manager needs to achieve a set work program with limited resources.

Those responsible for approving the JAQ should be rigorous in their review processes. To this end the JAQ has questions for the manager and CEO or delegate to consider

concerning budget, alternative work distribution and the like. By signing the questionnaire, the CEO or delegate is also authorising that the job as described and defined in the JAQ is the job the agency wants undertaken. Managers are under a constant obligation to deal with all personnel matters in accordance with the Principles of Public Administration, Human Resource Management, and Conduct.

These principles are in the Public Sector Employment and Management Regulations (Part 2; Regs 2, 3 & 4). A violation of these principles may constitute a breach of discipline within the meaning of the *Public Sector Employment and Management Act 1993*.

Evaluation Resulting in a Lower Level

When a job being evaluated results in a lower level, the incumbent will remain at their substantive designation and salary level. When the incumbent moves on for whatever reason, recruitment will be to the new level in accordance with normal NTPS selection procedures.

Each agency is responsible for making alternative arrangements to continue an employee's employment at their substantive level.

Evaluation Resulting in a Higher Level

When a job being evaluated results in a higher level, the incumbent will remain at their substantive designation. Any recruitment action to the job at the new level will be in accordance with normal NTPS selection procedures. If the incumbent is not successful, he/she will continue to be employed at his/her substantive level and may be transferred to another job at level.

Where a person has been doing a job that has been re-evaluated at a higher level for some time, recruitment to the job in accordance with the NTPS selection procedures is the normal course of action.

Given that the person has been doing the job for some time, he/she may expect to have a better chance of being selected for promotion to the new level. However, there may be a better candidate, and the principle of merit is about finding the best person to perform at the new level of the job.

Employees do not 'own' jobs. Employment is at a classification level that reflects a standard or range of work that the individual is expected to perform.

When Is A Job Evaluated?

In order to comply with NTPS legislative provisions, all new jobs (within relevant classification streams) should be evaluated before advertising and recruitment action takes place.

Many existing jobs may not have been evaluated for some time. You may believe that it is time for a review of a job that has undergone significant change.

If this is the case, you should begin by consulting your manager who will need to recommend that such a course be pursued. If senior management agrees that re-evaluation is appropriate, a JAQ describing the range of tasks undertaken now, should be prepared. The JAQ should be completed in consultation with affected staff and the manager.

It is important to remember that, if one job in a work unit has changed, it may be that other jobs in the work unit, and even the overall role of the unit itself, needs to be re-evaluated. The JAQ prepared for any job must be countersigned by the CEO or delegate to indicate they agree with the new role(s) and responsibilities before forwarding to the Human Resources unit for action.

The authorised JAQ is forwarded to the DCIS JES Operations unit who convene an appropriate evaluation panel to conduct an evaluation. The panel's recommendation is then submitted to the CEO or delegate for approval.

After the results have been approved by the CEO or delegate, they are recorded by the DCIS JES Operations Unit on the JES database. All related documentation is retained by the Agency.

Substantial Change

Substantial change in a job may occur when the job is:

- given a complete change in focus or role by management;
- allocated new functions and activities;
- working with legislation and the legislation goes through a major overhaul;
- combined with another job; or
- evolving over a long period and the main tasks or activities undertaken now are clearly different to the original job.

You will need to discuss the possible changes in the job with your supervisor.

Your manager needs to consider a number of matters when assessing the possible changes to the job. These include:

- budget,
- changes to other jobs,
- what parts of the job are no longer being carried out.

Using Generic JAQs to Evaluate Jobs

Where a work unit has a number of similar or identical jobs it may be acceptable to use a generic JAQ to evaluate these jobs.

Some issues to be considered when planning to use generic JAQs include:

- Generic JAQs are not always appropriate for jobs which have the same job title. The duties of the job must be identical or very similar.
- It is possible to evaluate a job by using a generic JAQ from another division or even another agency where the duties are similar or identical.
- If the generic JAQ is being used to re-evaluate an existing job, the employee currently performing the job may have an opinion on the use of the generic JAQ. In such situations the employee should be given the opportunity to view the generic documentation and comment on how well he or she feels the job fits the generic profile.
- The generic JAQ and Job Evaluation Record used should not be more than two years old. The changing nature of jobs will mean that most JAQs will lose their currency after such a period.
- A copy of the generic JAQ and Job Evaluation Record must be attached to each of the position files that they represent.

Reviewing the JES Result

While JES evaluations cannot be appealed, they are open to review under certain circumstances. If you are not satisfied with the evaluation of the job you should discuss the matter with your supervisor before taking any other action.

In order to justify your request for a review you will need to submit details about the job that may have affected the original evaluation, such as:

- any inaccuracies or shortcomings in the original JAQ submitted;
- all changes in duties and/or responsibilities since the original evaluation;
- information that shows the JAQ may not have provided a complete description for evaluation; or
- information that shows that the person who approved the JAQ (other than your supervisor) did not have a reasonable understanding of the job.

Remember that the evaluation has been conducted by a trained evaluation panel who make their assessment using the information provided in the JAQ and by the supervisor.

It is the CEO or delegate's responsibility to make sure the JAQ is completed correctly and reflects the job that the agency needs.

Appendix 1

Questions Commonly asked about JES

1. May I see the point scores or evaluation record for my job?

There is no reason why you cannot see the Job Evaluation Record (JER) for the job. However, information noted on the JER (i.e. sub-factor scores and comments) are only relevant to trained evaluators. Your agency will have a policy on this matter and it is worth asking your Human Resources Unit.

2. Who can have access to JAQs?

On request, managers, supervisors, superintendents or your Human Resources Unit can give approval for employees to view the JAQ relevant to their job. Approval depends on the reasons for wanting access and will be according to your agency's policy.

3. I am currently on Higher Duties Allowance (HDA) and/or transfer to another job and the job I was working in has been evaluated to a lower level. What happens to me?

You will remain on HDA/transfer for the duration of the transfer period. When the HDA/transfer period is finalised you will return to your substantive designation and salary. If the agency decides to advertise and fill the original job, the agency should transfer you to a job at your substantive level.

4. I am currently on leave and the job I was working in has been evaluated to a lower level. What happens to me?

When you resume duty you will be at the substantive designation you held immediately before taking the leave. The agency may transfer you to a job at that level.

5. What changes have taken place in the NTPS to warrant jobs being re-classified?

There are a number of changes that have occurred over the years. These include:

- In the information age nearly every job has a computer or terminal to operate. This has demanded an increase in skills and knowledge to deal with technology and computer based systems.
- Higher customer expectations, increased demand for services coupled with reducing resources, require more of today's public sector jobs.

- All public servants need to know more about their duty of care, program evaluation, equal employment legislation and all relevant delegated legislation.
- The changing nature of work and employment has resulted in fewer entry level jobs and requires more skilled and professional employees.
- There are now flatter organisation structures and outsourced arrangements in agencies resulting in changing responsibilities and duties.

6. When a panel is evaluating a job and they are unclear about some aspects of the information in the JAQ, how do they clarify these matters?

Each JAQ should have a name and phone number of the supervisor or manager of the job. The panel, when setting up the time and place for evaluating the job, arranges with the manager to ensure that he/she is available to answer any questions.

7. Do evaluation panels ever send a JAQ back to the Agency without an evaluation?

Yes, this can occur when the information in the JAQ is poor and it is not possible to understand the job or, when discussing the job with the supervisor, clearly additional information needs to be included in the JAQ.

8. What can I do, when I feel the level resulting from the evaluation of the JAQ is not the right one? That is, not the level that I expected.

Changes to a job do not necessarily result in a change to the job's classification level.

Results from evaluations are dependent on the quality of information provided to the evaluation panel in the JAQ. When the evaluation panel is not sure of some aspect of the job, then the panel will contact the manager for clarification.

If the job did not come out at the level you expected, then the information in the JAQ and any additional information from the manager did not support a work value outcome that classified the job at the level you expected.

You may ask for a re-evaluation of the JAQ. There would need to be additional information and direction provided to the evaluation panel to clarify the accountabilities and impact of the job.

A re-evaluation is not an automatic right. There is a need to demonstrate a lack of information or that some other influence existed.

9. How can I be sure that the evaluation by one panel will not be different to that of another panel?

The Mercer Job Evaluation System is very robust. It has been tested time and time again, not only in the NTPS but in other public and private sector jurisdictions. Given sufficient information in the JAQ, most JES panels will obtain similar results.

10. Where do I find out more information about the JES Program?

See your supervisor to find out more about the JES process.

11. Can a manager use the system to move me out of a job?

No, managers need to justify why a job is to be re-evaluated. This is normally for reasons such as higher direction, change in government priorities, work unit reorganisation, etc.

It may be that through the process of reviewing and re-designing a work unit that the job you were doing changes, or even no longer exists. The manager should discuss this with you and you should work out options together. If you have any concerns you should raise them with your Human Resources Unit.

You need to be aware that the *Public Sector Employment and Management Act 1993* allows a CEO to transfer employees to perform other duties.

12. Does the JES review the workload of the job?

Workload is a different issue to work value. Workload is a time issue. How much time (translated into the number of employees) will it take to complete a particular activity?

Workload is about the time an employee needs to achieve the work unit's objectives. Managers consider the staffing levels necessary (within budget) to complete the business on hand and in the future.

Jobs are not evaluated to a higher level due to a high workload.

If you have concerns about your workload you should speak to your Supervisor or Human Resources Unit.

13. I have gained higher qualifications and I consider these to be essential to my work. Why does the JAQ not reflect my qualifications?

The JAQ reflects the minimum qualifications and experience necessary to undertake a job. The qualifications and experience of many employees exceed those necessary for the job they are doing. This does not mean that these qualifications are essential for the job. Managers determine the minimum level of qualifications and experience necessary.

14. I filled in my JAQ months ago and I still do not know the result. What can I do about it?

There is no valid reason for excessive delay. Manager should action a JAQ within 1 working week. Signing “approved for evaluation” should occur within 2 weeks after which the JAQ has to work its way through the agency’s hierarchy.

Time taken to set up an evaluation panel will normally be 1 - 2 weeks allowing for the workload of the individuals involved. The evaluation should take approximately 1 hour, depending on the job.

The evaluation result should be approved within 1 working week and the result notified within 2 days. Thus the whole evaluation process should total about 1 month, with potential for delay at each stage.

Although highly unusual, it is possible for a JAQ to be written, approved and evaluated and the result approved in less than 1 day.

There may be some delay if the job described in the JAQ is subject to managerial discussion/review. These matters need resolving before the JAQ is ‘signed off’ by the immediate supervisor or manager.

A “desk top” evaluation will give management a guide to the expected result. The evaluator doing the desk top should not be on the evaluation panel providing the final result.

Ultimately it is the CEO’s decision as to how an agency is structured and organised.

15. What do I do if my agency refuses to JES my job in spite of repeated requests?

You will need to discuss the matter with your supervisor. Should this prove unsatisfactory, then you will need to follow the agency's grievance procedure. Should this prove unsatisfactory, then you may contact the Office of the Commissioner for Public Employment and have the matter dealt with under Section 59 Review of Treatment in Employment.

16. Is it correct that to achieve a higher work value for the job I am doing, the managerial aspects of the job need emphasising?

This is not so. The JES evaluates the primary impact of the job to the work unit and agency. Where the primary impact of a job relates to the provision of advice, the Job Evaluation Manual provides a range of alternatives depending on the level and complexity of advice. Where there is a mix of responsibilities, the evaluation panel gives equal consideration to the provision of expert advice and the budget managed by a job. The impact score that yields the highest work value is then recorded for the evaluation.

Appendix 2

How to Measure Work Value

The most common methods of job evaluation and comparison are:

- **Points Factor Method** - involves the use of factors that are common to all job families and are widely held to be the key determinants in judging work value. Having established the relative ranking of jobs against standards/levels for each factor, a score is calculated from the charts/grids that reflect the various weightings between factors. These systems are regarded as universally applicable and reliable, but require trained and experienced evaluators to underwrite success. The JES used in the NTPS is a Points factor methodology.
- **Job Ranking** - each job is compared with others and arranged in rank order of importance. While this approach is simple, difficulties arise when the organisation is large and jobs are diverse. Judgements tend to be subjective.
- **Narrative Standards** - where work is defined at different hierarchical levels, grades or classes and each job is compared against work level standards and typical duties for each level. This approach is well understood and accepted at all levels in organisations, but narrative standards are too general for specific jobs. Development of this model often involves considerable time, debate and cost.
- **Job Pairing/Benchmark Comparisons** - involve the establishment of a representative sample of jobs that are well defined, against which all other jobs can be validly compared on a “whole of job basis”. This approach is well understood and accepted, but loses reliability as the benchmark jobs change or where there is not a good match.
- **Points Method** - involves creation of a pre-determined points scale for job elements that are appropriate to a particular job family. This approach is simple but can quickly become out of date and difficulties arise in comparing jobs in different job families. Development of this approach suffers from its narrow scope and application principally to management positions.
- **Decision Span** - systems consider the amount of “freedom to choose” in fulfilling the function to be the primary or sole issue in determining work value. The higher the quality of decision or the time taken to make a decision the greater the value of the job. This simple approach suffers from its narrow scope and application principally to management positions.

Appendix 3

Benefits of a Point Factor System to Evaluate Jobs

- **Comprehensive** - The 8 sub-factors represent key determinants applicable to assessment of relative job worth.
- **Systematic** - The same approach is applied to all jobs, each time they are assessed by a trained evaluation panel.
- **Consistent** - The same result can be achieved by a different evaluation panel at different times as long as they have equal knowledge and understanding of the job.
- **Quantitative** - The points score reflects the relative importance of key components that make up work value and the differences between jobs can be readily measured.
- **Universal** - The system can be applied to all jobs irrespective of occupational category, function, location, hierarchical level or division.
- **Relativities** - As well as measuring relativities within division and agency, a comparison of work value can be made across other divisions and agencies.
- **Objective** - The process requires judgements that have to be justified against predetermined standards. All jobs are treated equitably and issues of personal performance or bias towards incumbents receive no consideration.
- **Aid to job analysis** -The evaluation process involves detailed examination of inputs (knowledge, experience), processes (reasoning, decision-making, judgement) and outputs (accountabilities). The system is a useful aid to job and organisational design/structure.

**For further information regarding the
Job Evaluation System contact:**

Office of the Commissioner for Public Employment
GPO Box 4371
DARWIN NT 0801

Telephone: 08 8999 4187
Facsimile: 08 8999 4148

Email: ocpe@nt.gov.au
URL: <http://www.ocpe.nt.gov.au>