

Job Evaluation System

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Section I Job Evaluation

Job evaluation is a systematic process used to establish internal equity among positions as a foundation for the development of an overall classification hierarchy. It is an attempt to measure “the job”, rather than the performance of an individual doing the job.

The process has evolved from basic job slotting to a more refined and systematic application of several compensable factors to positions being evaluated. Most current job evaluation methodologies are known as point-factor systems.

The starting point for all job evaluations is job documentation and job analysis. Generally, the best person to document a job is the person doing the work. We ask incumbent employees to complete our Job Description Questionnaire. Supervisors and department heads review the employee responses for accuracy and completeness. We read follow-up with clarifying interviews as necessary.

Once the job documentation is completed, we apply our point-factor job evaluation methodology. The system creates a total point profile based on the breadth and depth in each position from applying the factors of *Formal Preparation and Experience, Decision Making, Thinking Challenges and Problem Solving, Interactions and Communications, and Work Environment*.

To achieve and maintain effective and bias-free job evaluation, evaluators must:

- Exercise consistent application of the system, based on thorough training and a common understanding of the concepts of internal equity and position classification.
- Commit to addressing and removing any process bias that would result in over-evaluating or under-evaluating a position.
- Ensure that no evaluations are scheduled or completed without current and complete job documentation and relevant background information.
- Be sufficiently inclusive from a process standpoint to help ensure credibility of the job evaluation methodology throughout the organization.
- Be job content experts. In most assignments, we apply the evaluation system. In other applications, we rely on an internal job evaluation committee to conduct job evaluation, and members should represent the breadth and depth of the organization. Members without previous job evaluation experience cannot expect to produce accurate results without 20–30 hours of training and facilitation by a system expert for some amount of time.
- Submit their results to review by experienced experts within the organization to check for face validity.

Section II The Job Evaluation Factors

Job evaluation is best understood as the systematic application of a set of written criteria to document job content to produce a point score. In this sense, it is the application of an abstract classification method called “job evaluation factors” to objective information about what people do.

Each factor includes definitions of various levels that we can apply to job content to determine what is the appropriate “score” on that factor. The evaluation factors and the defined levels for each factor correspond to sections of the Job Description Questionnaire, so the evaluation is verifiable in the sense that we actually could observe work being performed that corresponds to the written description. In other words, the abstraction has meaning in the real world of work.

When finished, we total the scores on each factor to obtain the overall point value for the job. Having a point score allows us to compare and contrast jobs that are frequently quite dissimilar in order to establish a job hierarchy and classification system.

The factors in our job evaluation system are as follows:

A. Formal Preparation and Experience

In applying this factor, the evaluator determines the most representative combination of formal preparation and experience typically required **to qualify** for the position being evaluated. It is important to verify the minimum acceptable qualifications of the position by reviewing the current job description questionnaire and any additional job documentation available to evaluators.

1. Sub Factor 1 – Formal Education

The knowledge accumulated through formal preparation/training/education that is distinguished by a curriculum and testing of that accumulated knowledge.

2. Sub Factor 2 – Experience

The most representative profile of relevant prior experience required to qualify for the position being evaluated.

B. Decision Making (Impact)

In applying this factor, the evaluator determines the freedom to act that is delegated to the position, the extent of the organization affected by those actions, and the best characterization of decision making typical of the position being evaluated.

1. Sub Factor 1 – Freedom to Act

The most representative level of autonomy delegated to the position for initiating actions or making decisions.

2. Sub Factor 2 – Extent of Actions Taken

The breadth of the organization effected by actions taken that would be typical for the position—from jobs where actions affect only their job to jobs where effects are seen organization wide.

3. Sub Factor 3—Impact of Judgments

The degree of decision making that is most representative, from jobs where information is provided to others for their decision making to jobs where the responsibility for final decisions is clear and ongoing in most cases.

C. Thinking Challenges and Problem Solving

In applying this factor, the evaluator first determines the *representative* thinking challenges and problem solving required on an ongoing basis, and then determines the depth of intellectual response to those challenges and the creativity involved in solving problems. The focus is on representative thinking challenges and problem solving as opposed to possible, but highly unlikely, situations.

1. Sub Factor 1—Context and Complexity

The context and complexity of challenges/problems in relation to established procedures, protocols, and policies—from jobs with minimal complexity procedures to jobs with considerable complexity and only very broad guidance.

2. Sub Factor 2—Required Response

The depth of response required by the position—from jobs with generally clear-cut responses to jobs where responses require the development of original, creative solutions at the level of scientist, composer, or similar profession.

D. Interactions and Communications

In applying this factor, the evaluator first determines the context of business interactions and communications that are an ongoing part of performing the position being evaluated—from answering requests for basic information to the most critical operational and governance issues in the organization.

Second, the evaluator determines the outcomes, effects, and impacts of these interactions and communications in the organization—from jobs where the impact is generally limited to effective working relationships to jobs where interaction and communications primarily and regularly deal with the most major operational and/or governance issues in the organization. The evaluator recognizes the impact of such communications both inside and outside of the organization.

E. Work Environment

In applying this factor, the evaluator first determines the potential for injury in performing the job, including the identification of what recognized health hazards regularly exist in the typical work environment of that job.

The second sub-factor measures the *physical requirements* to perform the job being evaluated as expected and within established organizational policies related to good safety practices—from jobs with a low degree of physical effort to jobs that require physical activity which is a continuous, major effort that could comprise most, if not all, of the position’s work time.

Factor Weightings

The job evaluation factors are weighted based on expert experience and knowledge regarding the relative importance of these factors across organizations. These weightings consistently produce job evaluation scores and relative rankings that are highly correlated with market pay practices. The factor weightings are as follows:

1. Formal Preparation and Experience	25%
2. Decision Making (Impact)	32%
3. Thinking Challenges and Problem Solving	16%
4. Interactions and Communications	18%
5. Work Environment	9%

In the system points are allocated to the levels within each sub-factor. A total job evaluation score results from adding the points from each factor. We then group positions into grades according to point scores based on professional judgment of our compensation professionals.

Exhibit A: Example of a Job Evaluation Factor Scoring Sheet: Formal Preparation and Experience

FORMAL PREPARATION AND EXPERIENCE									
FORMAL PREPARATION	Level	EXPERIENCE PROFILE TO QUALIFY FOR THE POSITION							
		0 to 6 months A	7 months to 1 year B	2 to 3 years C	4 to 5 years D	6 to 7 years E	8 to 9 years F	10 to 11 years G	12 plus years H
No required specifications	1								
Basic reading, writing, and math skills	2								
High school competencies or equivalent	3								
High school plus an additional 1 year of formal preparation	4								
High school plus an additional 2 years of formal preparation	5								
Formal preparation equivalent to a four-year degree	6								
Formal preparation requires an advanced degree equivalent to the master's level	7								
Formal preparation requires an advanced degree equivalent to the doctoral level	8								