

## Systems of Job Evaluation – Non-Quantitative Systems

### The Ranking System

The Ranking System is one by which total positions are compared and placed in order of the complexity and difficulty of the duties. Job information in the form of complete descriptions is examined, compared and placed in a ranking order. One or more levels are established for pay purposes and each job is allocated to a level.

### The Grade Description (or Classification) System

The Grade Description System is one by which the total position is compared with descriptions of a series of levels ranging from the least demanding to the most difficult work. The level descriptions specify the differences between the levels in terms of such aspects of the work as the knowledge and skills required, the complexity of the duties and the responsibilities. A position is evaluated by comparing the job description with level determinants and Bench-mark position descriptions and allocating the position to the level which best corresponds on the whole with the duties and responsibilities of the position.

## – Quantitative Systems

### Factor Comparison System

The Factor Comparison System is one by which jobs in an organization are evaluated by analyzing and comparing them, factor by factor, with the corresponding factors of a range of key jobs in the organization. The job evaluation scale consists of a series of detailed descriptions of the key jobs, which are selected to represent each major level of duties, responsibilities and skills, and ranked in ascending order of importance. Each factor of each key job is assigned a monetary value. The rater ranks each factor of the job being evaluated with the corresponding factors of the key jobs in the scale, determines which factor bears the closest resemblance and assigns the amount of money allotted to the factor of the key job. The values assigned to all factors are added to determine the rate of pay for the job.

This system has not been used for classification standards because of the difficulty in selecting key jobs to represent the tremendous variety of jobs encountered in an organization as large as the government service.

### The Point-Rating System

The Point-Rating System is one by which factors are allocated a number of points from the total of 1,000. The factors represent such aspects of the work as the knowledge and skills required, the complexity of the work and the requirement to supervise others. Each factor is divided into degrees having a number of the total points allocated to the factor.

To evaluate a position, the rater compares the job description with the factor degree definitions. He selects the degree that most closely describes the demands of the position and allots the number of points assigned to that degree. When all factors have been rated, the points allotted to each are added to determine the total point value of the position. The total number of points allotted determines the level of the position according to pre-determined level point boundaries.

### The Development of Classification Standards

Classification standards are developed by the Bureau of Classification Revision of the Treasury Board, using one of the methods of job evaluation that have been described. In practice, most classification standards are based on either the grade-description system or the point-rating system.

To develop a classification standard, information concerning the occupational group for which it is to be used is accumulated from a variety of sources, such as occupational reference manuals, interviews with occupational specialists, with supervisors and employees of departments where the occupation is represented, and from questionnaires completed by persons occupying positions that are representative of the occupation.