
Classification Services



The Public Service Commission uses a job evaluation system for all Civil Service jobs and for many jobs in the health and education sectors. Other public service organizations have also opted to use the job evaluation system.

Positions are analyzed by applying a gender-neutral point-rating system which evaluates all positions based on factors common to all jobs. A number of safeguards are used to ensure integrity of the process.

Information used to classify positions is obtained through position questionnaires, organizational charts and personal interviews.

The end result is a hierarchy of jobs within an organization based on internal equity which strives to ensure fairness and consistency.

The Job Evaluation System Factors and Sub-factors:

Operative Skill

Gained through experience, association, training, and/or education, *Operative Skill* is the total amount of understanding, familiarity with facts or information, and skill necessary to perform or oversee the functional aspects of a job in a satisfactory manner. The three elements of this factor are:

- ◆ **Functional Knowledge:**
the breadth and depth of knowledge required by the job, ranging from familiarity with routine duties or manual skills to a systems-focused knowledge of a number of functional areas or expert knowledge in a professional field.
- ◆ **Analysis:**
the nature and extent of evaluative, innovative or creative thinking required, and the complexity of the information considered in problem-solving, decision-making, and/or the analysis of alternative solutions.
- ◆ **Interpersonal Communications:**
the extent to which direct communication skills are required to perform the job – the nature, frequency, and purpose (or sensitivity) of personal contacts with others within and/or outside the organization and the context in which the communications take place.

Leadership Skill

This component deals with the nature and complexity of leadership responsibilities. The two elements are:

- ◆ **Leadership Knowledge:**
the requirement to understand leadership practices including coaching, motivating, and facilitating the work of others; planning, organizing, supervising, coordinating and evaluating services and resources.
- ◆ **Coordinative Skill:**
the degree to which the required knowledge must be applied – the variety and complexity of the services, programs, and/or initiatives requiring integration and leadership – the requirements to build teams or to develop partnerships.

Responsibility

This factor evaluates the level of accountability for the achievement of the organization's objectives. This factor is used to evaluate responsibility for program delivery as well as for human, financial, material, and capital resources. It has two parts:

- ◆ **Latitude:**
the extent of restraint under which the job operates; the existence or absence of supervisory or procedural constraints limiting the employee's freedom in determining work methods, policies, and objectives. Limitation can be in the form of personal supervision or direction, established policies and procedures, or work standards and ethics related to professional association or licensing body.
 - ◆ **Scope:**
the general size and nature of the job's impact on end results based on the resources and program objectives affected. This element relates to the resources or end results the position affects and the extent of accountability for those end results.
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Working Conditions

This factor relates to the adverse and/or undesirable conditions the work requirements impose on the employee. There are three sub-factors:

- ◆ **Effort:** the amount of intense mental concentration or physical energy required to be expended.
- ◆ **Hazards:** the degree of risk of injury or harm.
- ◆ **Discomfort:** the environmental or stressful conditions associated with the work. These include such things as noise and temperature, isolation, exposure to emotionally draining situations and other similar or related unfavourable conditions.

Position Questionnaire

The position questionnaire is a key component in the classification process as it identifies the duties and responsibilities assigned to a position.

The following guidelines may be useful in developing a position questionnaire:

- ◆ Consider the purpose of the position and the expected contribution it will make towards the objectives of the organization.
- ◆ Clearly describe the duties and responsibilities assigned to the position.
- ◆ Identify the resources, both human and physical, on which the position has an impact.

- ◆ Identify the types of decisions required of the position.
- ◆ Describe how the position fits in the organizational structure including the reporting relationship.
- ◆ Indicate the qualifications required to staff the position.

Refer to the position questionnaire guide for further support.

For further information on the Classification Review Process, visit the Intranet website:

iis.peigov/dept/psc/cop/



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