

The Government of Barbados recognises that to achieve its overall development objectives for the human resources of the public service, it must undertake a thorough study of all jobs within it. As part of the programme for public sector reform, the Ministry of the Civil Service has undertaken the task of completing a Job Evaluation Exercise across the entire public service. This information booklet has been produced with the aims of providing employees with quick facts on the Job Evaluation Exercise.

Job evaluation is a process by which the value of jobs in an organisation is determined. That process involves determining which job elements make a job important to the organisation, and then analysing each job to discover the extent to which those elements are present in each job. For example, if education is deemed to be important, then the level of education required to perform a particular job would be determined and a value assigned to it.

1. What makes a job valuable in the Barbados Public Service?

There are four universal factors that give all jobs value. These are:

- **Skill;**
- **Effort;**
- **Responsibility; and**
- **Working Conditions.**

2. Are these the only factors that make jobs valuable?

Not really. In the process of job evaluation, these four broad elements are broken down into sub-elements. For example, the **Skill** factor is broken into three elements: formal education, on the job experience and dexterity.

3. Why was it necessary to do a job evaluation exercise?

There are a number of reasons why the Government decided to undertake this exercise.

- It is important to look at the whole service to ensure that the present classification system adequately reflects the relative worth of the jobs in the public service, especially as the public service has expanded significantly over the past decade with a number of new jobs having been created;
- The nature of jobs changes over time, and therefore their value to the organisation might change. A job evaluation exercise is the only way to determine if this has happened; and
- Various groups, such as the trade unions requested that the exercise be undertaken in order to assess whether their members were being paid fairly relative to other groups.

4. How will the exercise be conducted?

Job incumbents will be invited to the Ministry of the Civil Service to complete a job information questionnaire. This questionnaire, along with a description of the incumbent's job, will be submitted to a Job Evaluation Committee. This Committee will use this information to determine the value of each job under the guidance of

Consultants from MNX Consulting Services – a Canadian firm hired by the Government to provide expert advice in the area of job evaluation.

5. Who are the members of the Job Evaluation Committee and how were they chosen?

The Job Evaluation Committee comprises thirteen (13) members, who have an important role to play. The members were selected to represent several interest groups – police, nurses, teachers, the National Union of Public Workers, and the Barbados Workers' Union. In addition, the Head of the Civil Service selected four persons to represent the interests of the wider civil service. The other members of the Committee are members of staff of the Ministry of the Civil Service, which is the agency responsible for the exercise.

6. Are these persons qualified to assess my job?

Members of the job evaluation committee have undergone intensive training in the theory and practice of job evaluation in order to give them the competence to evaluate jobs. In addition, they will be working under the guidance of the Consultants who have expertise in this area.

7. Will all jobs in public service be looked at in this exercise?

The job evaluation exercise will involve all jobs in the central government and jobs in those statutory boards that get the majority of their funding from the Government. Commercial boards like the National Petroleum Corporation will be excluded.

8. Is the Job Evaluation Exercise the same thing as the Performance Review and Development System (PRDS)?

No! Performance appraisal evaluates how well a worker does a job and focuses on the worker, while job evaluation is concerned with the value of jobs, not individuals. The job is a separate consideration from the person and focuses on a grouping of tasks or duties. Job evaluation places a relative value on the job regardless of the incumbent or how many posts exist.

9. What is the difference between a Job and a Post?

Only one person can hold a particular post, while several people may have the same job. A post refers to a single position within a ministry of the central government or a statutory board. A job, on the other hand, is a set of tasks or duties and may include several posts across the civil service.

10. Will I get more money as a result of the exercise?

Not necessarily. Job evaluation does not result in an automatic salary increase. However, if it is found that a job is more valuable than other jobs but is paid less, then steps will have to be taken to correct the anomaly.

11. Will it result in a pay cut if my job is found to be less valuable?

No! Employees will not suffer a reduction in wages as a result of the job evaluation exercise. Some posts may be downgraded but serving incumbents will not be affected.

12. What happens if an employee does not agree with the evaluation?

A review criteria and process will be established detailing the steps involved to request a re-evaluation. The process and criteria will be provided to you early in 2003, after the job evaluation committee has completed its work.

13. When will the job Evaluation Exercise be implemented?

To evaluate all jobs in the public service involves a great deal of work. However, according to the work plan we expect that it will be ready for implementation in July 2003. It is uncertain at this time, how long implementation may take. Changes may be phased in over the course of several months, depending on how extensive those changes are and the economic realities facing the Government of Barbados at that time.

14. How can employees, departments and agencies facilitate the implementation of the Job Evaluation Exercise?

Heads of departments should ensure that job descriptions of all staff are current and up-to-date with all the necessary details, before an incumbent is invited to complete a job information questionnaire.

If there is any additional information you require on the Job Evaluation Exercise, you may contact the Ministry of the Civil Service at 426-4596, or 426-4605. E-mail: mcs@caribsurf.com