



Job Description and Evaluation Policy in the Federal Government

www.fahr.gov.ae



Job Description and Evaluation Policy in the Federal Government

Copyright @ 2017 The Federal Authority for Government Human Resources (FAHR)

All rights reserved.

No part of this manual may be used, reproduced, or transmitted in any form or media or by any means (electronic, mechanical, photocopying, recording, or any information storage and retrieval system) without the prior written permission of the Federal Authority for Government Human Resources (FAHR), except as provided in the terms and conditions related to the usage of the Authority's publications.

PO Box 2350 Abu Dhabi, United Arab Emirates

T +971 2 4036000 F +971 2 6266767

PO Box 5002 Dubai, United Arab Emirates

T +971 4 2319000 F +971 4 2959888



www.fahr.gov.ae

info@fahr.gov.ae

[@FAHR_UAE](https://www.instagram.com/FAHR_UAE)

Call Center 600525524

TABLE OF CONTENTS

Chapter 1: Framework

Definitions

Scope

Objectives

Key Roles

Chapter 2: Concept of Job Family

What is 'Job Family'

Importance of 'Job Family'

Guidelines to define Job Family

Authorized list for 'Job Family' within Federal Government

Process for managing 'Job Family' Job Analysis and Evaluation Framework

Chapter 3: Job Analysis & Evaluation Framework

Job Analysis

Job Evaluation

Creation of the Job

Budgeting of the Job

Guidelines for Managing Existing Jobs

Revising Job Descriptions of Old Jobs

Re-evaluation of Existing Jobs

Grade Differential (GD)

Benefits of Job Management for Federal Government

Chapter 4 Job A & E Review Board Committees

General Roles

Appendix

- Standard Job Description (JD) template
- Reference Level
- Guidelines on 'Band Characteristics' and probable 'Generic' Job Titles

Definitions:

The following are the key terminology used in this policy document –

The Country:	The United Arab Emirates
The Government:	The government of UAE
The Ministry:	Any ministry established in accordance with provisions of Federal Law no. 1 , year 1972 regarding ministries specializations and ministers, authorities and amending or other law
The Federal entity:	Public Federal Authorities and Entities
The Authority:	The Federal Authority for Government Human Resources
The Human Resources Law:	The Federal Decree-law no. 11 of year 2008 on human resources at the Federal Government, with relevant amendments and executive regulation of the law.
The Organizational Units:	Included in the organizational structure of the ministry and the federal entity
The HR Department:	The administrative unit in charge of the human resources at the ministry or the federal entity
Job	Jobs show the specific roles employees perform within an Enterprise, which is independent of any single organization. For example, the jobs like Director and Coordinator can occur in many organizations. Therefore, it is likely to have multi-segment in job names to distinguish different types and levels of jobs in the enterprise. For example, Job definition can have three segments viz. Department, Title, and Job Level. An actual job combination might then be 'Finance Manager Senior'.
Job Family	The job group interlinks jobs of a similar nature together in one group, often called as Job Family. Each job belongs to a particular job family or category. Job family covers jobs from entry level to advanced but of similar in nature based on family name. Job family definition enables management to design the career planning, Training progression, Strategic Work Force

	<p>Planning for set of Jobs.</p> <p>Typically Jobs are classified into Job Families /groups based on functional areas e.g. Legal, Teaching, Admin, IT or Financial Jobs. Job groups or job families can be further divided into job categories e.g. Job Family name is 'Admin & Management' which is categorized further into 'Exe. Management', 'General Administration', 'Shared Services' etc.</p>
Position	<p>A position is a specific occurrence of one job, fixed within one organization. For example, the position Finance Manager would be an instance of the job of Manager in the Finance organization. Positions belong to a particular organisation where it occurs unlike Jobs which are defined globally at an enterprise level.</p> <p>Positions will normally inherit Grade, Title from the specific Job. There may be one, many, or no holders of a position at any time. Typically Position to Employee relationship is One-to-One and reverse is also TRUE. Occasionally positions can be shared by multiple employees e.g. during notice period. Vacancy can be defined with the unoccupied positions.</p>
Job Analysis (JA)	<p>Job Analysis (JA) is systematic way of gathering and analysing job information. Job analysis describes the contribution of job towards organization's top goal / strategy.</p>
Job Description (JD)	<p>The Job Description (JD) is a document that refers to general tasks or functions, and responsibilities of a role.</p>
Job Evaluation (JE)	<p>Job Evaluation (JE) is a systematic process for ranking jobs logically and fairly. This process evaluates the contribution of job towards organization's top goal / strategy.</p>

Central Job Review Board (JRB-C)	Central Job Review Board (JRB-C) is a committee formed at FAHR level to evaluate the non-evaluated jobs, newly established jobs and/or revising existing jobs and oversee the Local job review board workings
Local Job Review Board (JRB-L)	Local Job Review Board (JRB-L) is a committee formed at each federal entity level to evaluate the non-evaluated jobs, newly established jobs and/or revising existing jobs within particular entity
Grade Differential (GD)	The difference between employee grade and position or job grade is called as Grade Differential. The difference can be positive as well as negative. Positive grade differential e.g. GD of plus two (GD +2) means employee is on TWO grades higher than the occupied position/job. Negative grade differential e.g. GD of minus three (GD -3) means employee is on THREE grades lower than the occupied position/job.

Scope

This policy applies to all jobs and positions (existing or new) in federal entities of the UAE Federal Government subject to the provisions of the law of human resources with its relevant amendments and executive regulation of the law.

Objectives

The UAE Federal Government objective of introducing the 'Job Analysis and Evaluation Framework' for the federal entity is to:

- Develop and maintain repository of job descriptions (JDs) and job families for entire Federal Government
- Design and implement an appropriate approach to evaluate the jobs in all the federal government entities under its mandate
- Ensure jobs are grouped in a logical, transparent and fair manner recognizing the accountabilities of each
- Establish grade consistency across federal government entities

- Establish the building block for all HR interventions viz. EPMS, T&D, Compensation, Recruitment, Career Progression, Succession Planning etc...
- Improve organization's ability to manage its investment in human resources with credibility, discipline and fairness

Key Roles

The success of this framework remains with the key stakeholders

List of key activities	FAHR	Central Job Review board	Federal Entities	Local Job Review board	HR department	Line Manager
Collate relevant job information and document initial list of job responsibilities, competencies, pre-requisites etc.			A		R	PI
Critically examine the components of the job and Develop Job Description (JD)			A	S	RP	I
Evaluate the JD and Identify the total job size i.e. JE score, verify the reference level mapping with federal grades, allocate right grade to the job and job family		S	A	RP	P	I
Any amendments (new, merger or split) to existing masters viz. grades, jobs family / categories, job titles etc.	A	S	R	PI	P	
Amendments to Job grade based on re-evaluation		SR	A	RP	P	I
Amendments to Position and / or Employee grades			A	SR	PI	I
Create new job or amend existing job in HRMIS and assign right grade to job and/or position if already exists	AS	RP		I	P	
Update master documents as applicable – JD library, Job Title, Job Family, Job & Grade master etc.	A	S	R	PI	P	
Budget new positions as required of newly created or updated job			AS		RP	I
On budget approval, create new positions or update existing ones as applicable			AS		RP	I
allocate or assign suitable candidate / employee to right position after successful recruitment activities			AS		RP	PI

A – Accountable

P – Participant

R – Reviewer

I – Input

S – Sign-off

responsible for success / failure of this activity

actively participates in this activity

this person must review the output of the activity

require input from this person for the activity

approval required for appropriate document

Roles & Responsibilities

2.4.1. Federal Authority for Govt. Human Resources (FAHR)

Key responsibilities include:

- Establish '*Job Analysis and Evaluation Framework*' based on world class practices
- Design a standard for job evaluation & grading process and provide best supporting tools
- Develop master documentation required for successful implementation of this framework viz. Job master, Job Family, Grade, JD Library, Standard job titles etc...
- Provide support to the UAE Federal Government entities during implementation phase
- Establish the building block for all HR interventions viz. EPMS, T&D, Compensation, Recruitment, Career Progression, Succession Planning etc...
- Acts as sponsor and accountable for functioning of 'Central Job Review Board'

2.4.2. UAE Federal Entities

Key responsibilities include:

- Acts as sponsor and accountable for the smooth functioning of 'Local Job Review Board'
- Improve organization's ability to manage its investment in human resources with credibility, discipline and fairness
- Ensure compliance with framework and associated guiding principles
- Implement required governance for the budgetary process – existing & new jobs
- Create an environment for line managers engagement during job analysis phase
- Effectively manage the '*Grade Differential*' (GD) scenarios arising out of job evaluation implementation and subsequent re-grading of jobs & positions

2.4.3. UAE Federal Entities Human Resource Departments (HR department)

Key responsibilities include:

- Manage and own the job analysis & evaluation framework, related procedures and supporting tools for successful implementation within particular federal entity
- Provide advice and guidance to line managers for collating relevant job information and drafting initial list of Job responsibilities, competencies, pre-requisites etc...
- Develop and maintain repository of job descriptions (JDs) for all the jobs within individual Federal entity

- Facilitate the effective functioning of 'Local Job Review Board'
- Update appropriate master documents viz. Job master, JD Library, Job titles etc... for the individual Federal entity
- Training & mentoring the line managers

2.4.4. Line Managers

Key responsibilities include:

- Collate relevant job information and document initial list of Job responsibilities, competencies, pre-requisites etc...
- Maintain a detail understanding of all jobs reporting to manager's role
- Provide required input during job analysis, evaluation process and participate as and when requested

Chapter 2: Job Families & Classification

What is 'Job Family'

Job Family, as the name suggests, are the grouping of jobs with similar characteristics. A job family is defined as a series of progressively higher, related jobs distinguished by levels of knowledge, skills, and abilities (competencies), and providing career development opportunities over time.

Job families can include multiple jobs that handle similar types of work from entry level to advance. The set of jobs are grouped together and interlinked thus reflecting progressively higher levels of expertise and responsibility within similar domain of Job Family. A job description for a job within a job family describes, in broad terms, the duties and responsibilities one would be expected to perform at the various levels within a job family.

Importance of Job Family

Job Family provides vital link between HR strategy and Organisation structure. The framework to define Job Family and further categorization of Jobs enables government to implement 'holistic approach' to consistently manage 'performance, development & reward'. Job family definition enables government to design the Compensation planning, Career ladder, Training progression for given set of Jobs.

Following are the KEY areas where Job Family will enhance Government capability –

1. Performance Management – setting right appraisal criteria
2. Learning & Development – focus on bridging the performance gap / TNA
3. Recruitment – suitability matching to source 'right' candidate
4. Compensation – linking with market data / benchmark pricing
5. Career Development – understanding possible career paths / retention
6. Succession Planning – establish relationship between roles / transparency
7. Work Force Planning – identifying overlaps and potential job differences

Guidelines to define Job Family

Job Families are defined typically based on distinct occupation or functional groups. Each job family can consist of multiple bands from three career paths. Each job needs to be classified into 'right' family, career path & band based on –

- Job Responsibilities

- Knowledge domain
- Expertise
 - Qualification
 - Skills set
 - Competency
- Experience
- Internal relativity with other jobs

Job Families help employees to understand how their job fit within business and federal government as a whole. It will also help them develop their careers by moving up or sideways. It also helps government on flexible resourcing and encouragement to the development of greater professionalism.

Authorized list for 'Job Family' within Federal Government

Typically Jobs are classified into Job Families based on distinct profession / occupation or functional groups. Job families acts as a means for integration both, **Vertically** (e.g. Occupational groups – Education, Health, Legal etc..) and **Horizontally** (e.g. support function – HR, Finance, IT etc..) across UAE Federal Government entities.

Following are the list of authorized Job Families defined for the UAE Federal Government –

- i. Education
- ii. Health
- iii. Media
- iv. Environment & Safety
- v. Agriculture
- vi. Natural Sciences
- vii. Justice / Legal
- viii. Diplomatic / Political
- ix. Religious
- x. Labour
- xi. Social Care
- xii. Engineering
- xiii. Artistic
- xiv. Quality & Statistics
- xv. Public Relations
- xvi. Project Management

- xvii. Logistics
- xviii. Human Resources
- xix. Finance & Economy
- xx. Audit
- xxi. Information Technology

1. Process for managing Job Family

Firstly job is properly evaluated and graded and then categorized into Job family, band and career path. 'Local Job Review Board' will categorize the newly graded job into existing job family and assign appropriate career path and band. This process revalidates the job evaluation results by establishing relativity of jobs within given band and family and by comparing evaluated grade with band structure.

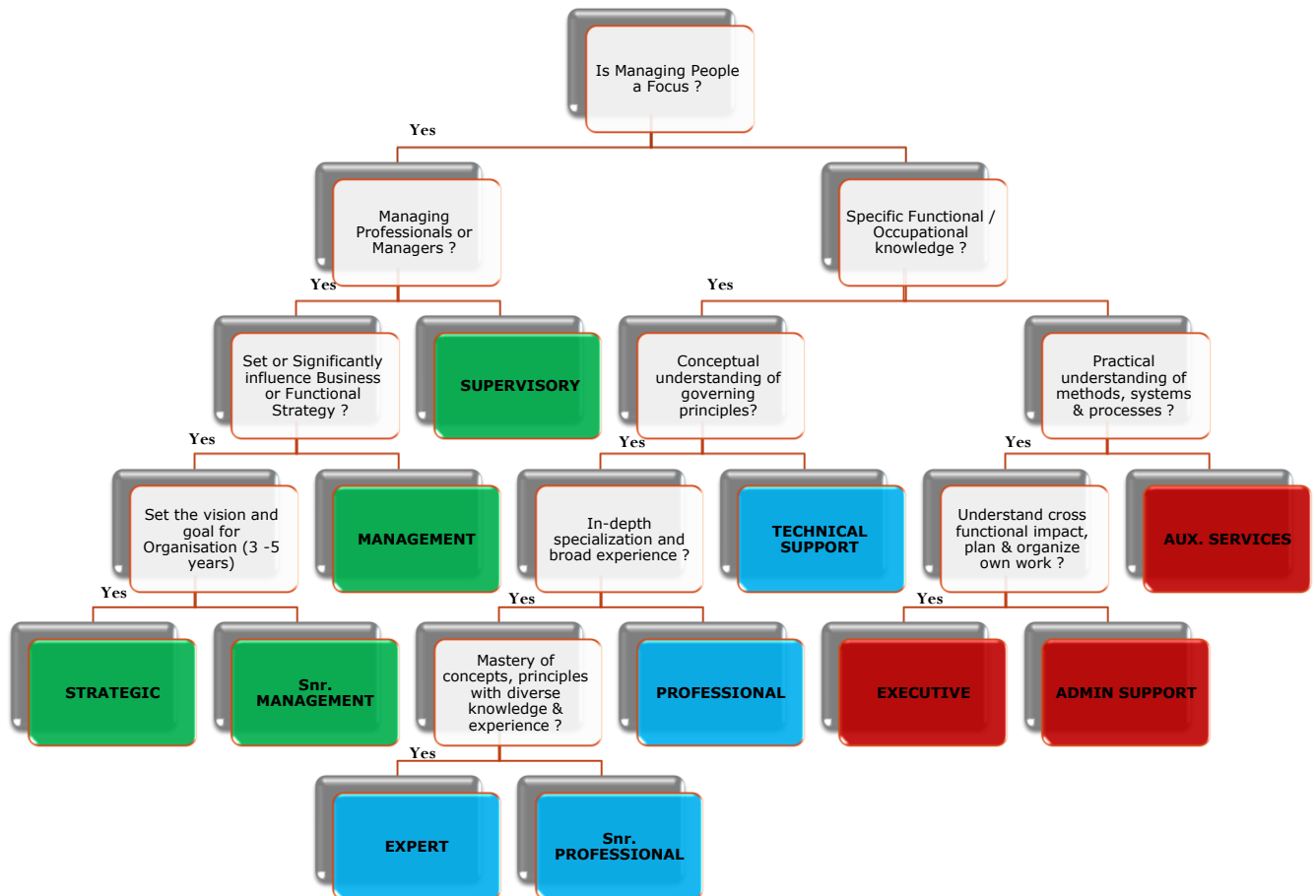
The formal approval of 'Central Job Review Board' is required for grading, job title and job family categorization. Any amendment (new, merger or split) to existing job family / categories, career path and/or bands need 'Central Job Review Board' intervention.

Authority Matrix	FAHR	Central Job Review board	Federal Entities	Local Job Review board	HR department	Line Manager
Categorize the newly graded job into existing job family		S	A	R	P	
Assign appropriate career path and band for new job		S	A	R	P	
Revalidates the job evaluation results w.r.t band, grading and job title		S	A	R	P	
Any amendments (new, merger or split) to existing masters viz. jobs family / categories, career path, band etc.	A	S		P	I	

- A – Accountable* *responsible for success / failure of this activity*
- P – Participant* *actively participates in this activity*
- R – Reviewer* *this person must review the output of the activity*
- I – Input* *require input from this person for the activity*
- S – Sign-off* *approval required for appropriate documents*

Guidelines for Job Banding

Each job needs to be classified into 'right' career path & band based on its primary characteristics. The logical questioning of the job will help us categorizing it in right band as shown in the following diagram:

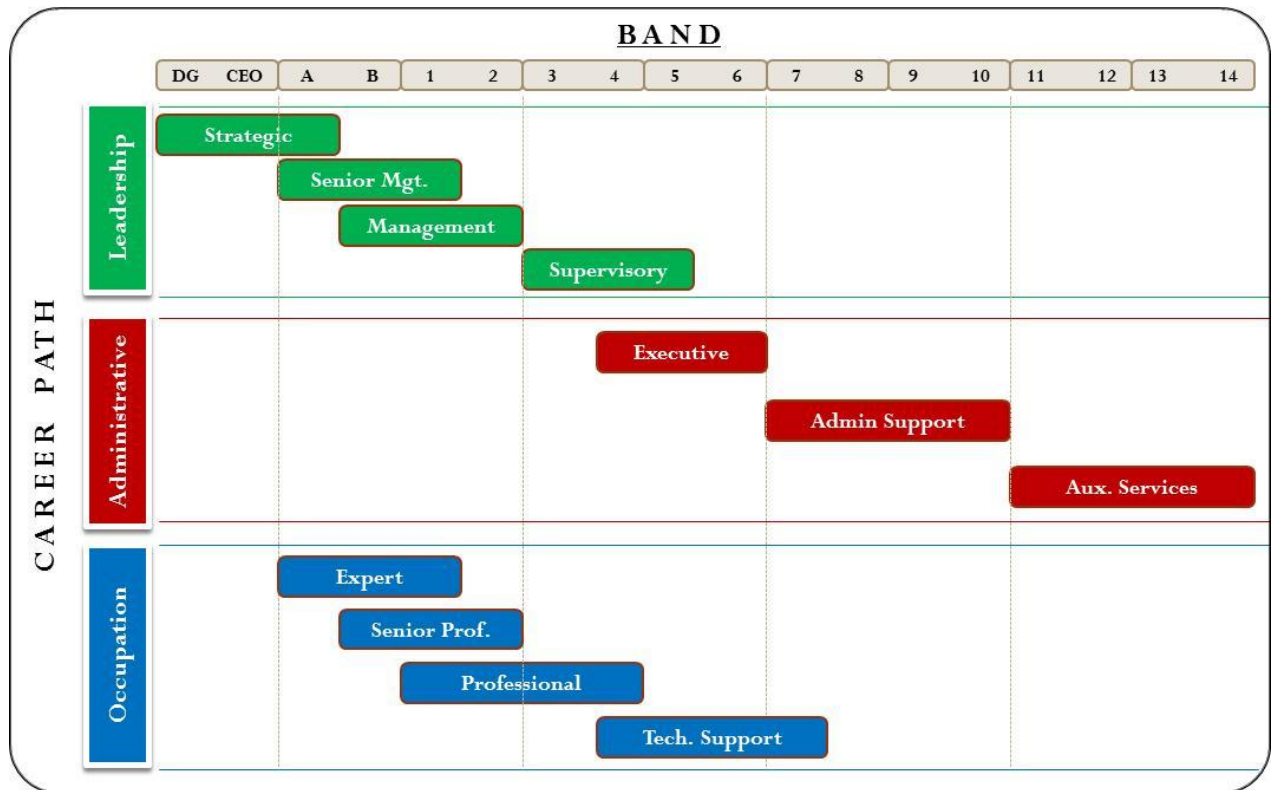


Each band has got unique characteristics which need to be validated while banding of any job. Following table will provide guidelines on 'Band Characteristics' and probable 'Generic' Job Titles.

Each Job within UAE Federal Government belongs to a particular career path, band and job family. There are THREE distinct '**Career Paths**' defined for UAE Federal Government employees.

- Leadership
- Administrative
- Occupation

The following chart illustrates the three career paths Leadership, Administrative and Occupation should belong to every job in the federal government:



Each career path has multiple 'Bands' spread across federal grading structure. These bands are interlinked thus reflecting progressively higher levels of expertise and responsibility within each career path. 'Job Families' are defined typically based on distinct occupation or functional groups. Each job family can consist of multiple bands from three career paths.

Chapter 3: Job Evaluation

Job Analysis & Evaluation Framework

The purpose of developing this framework is to ensure UAE federal government achieves its goals. The framework will enable federal entities to maintain consistency in managing jobs & positions. It provides explanations on how job should be managed within federal government and what is required before hiring a new employee w.r.t job, grade, position etc. The framework encompasses standard job management processes viz. analysis, evaluation, creation and budgeting. The standard operating procedure (SOP) for job management within UAE Federal govt. is as follows –

- i. Job Analysis

This process of job analysis is primarily driven by HR department with input from line management

- Collate relevant job information and document initial list of job responsibilities, competencies, pre-requisites etc...
- Critically examine the components of the job and its relationship with other components or jobs
- Develop the Job Description (JD) and update the repository or master documents as required

ii. Job Evaluation

The evaluation process is governed by 'Job Review Boards' formed at two levels

- Evaluate the job using standard JE method and Calculate the total job size, often called as JE Score
- Identify reference level for the job
- Streamline the grades and relevant job titles based on reference level mapping with federal grade structure
- Categories the job in appropriate job family

iii. Creation of the job

This process step will be managed centrally at FAHR level

- Create the new Job or amend existing job in HRMIS
- Assign the right grade to the job and/or positions if already exists
- Maintain the master documents as applicable viz. job master, job family, grade master, JD library, standard job titles etc...

iv. Budgeting of job

Individual federal entities oversee this step with the help of HR department

- Budget new positions as required of newly created or updated job
- On budget approval, create new positions or update existing ones as applicable
- Kick-off recruitment activities viz. vacancy, advert, selection etc...
- Finalize the allocation or assignment of suitable candidate / employee to right position

The successful implementation of framework depends on the compliance to the above SOP by various stakeholders. Although key responsibilities of stakeholders are explained in section 2.4, but Authority Matrix will provide quick insight.

Current Jobs : Job Analysis

Job Analysis (JA) is systematic way of gathering and analysing job information. Job analysis describes the contributions of job towards organization's top goal / strategy. Job analysis aims to answer questions such as –

- Why does the job exist?
- What physical and mental activities does the job holder undertake?
- When, Where and How is the job to be performed?
- What qualifications are needed to perform the job?
- What are the working conditions (such as levels of temperature, noise, offensive fumes, light)
- What machinery or equipment or system is used in the job?
- What constitutes successful performance?

Job analysis is the process of critically examining the components of job and presenting this information in a format which will enable others to understand the job. One of the main purposes of conducting job analysis is to prepare job specification which in turn helps management to hire the right quality of workforce into the organization.

This process of job analysis is primarily driven by HR department with input from line management. Each minister and director general is accountable for success or failure of this activity within their federal entity. Job analysis process normally comprise of the following three stages:

1.1.1. Information gathering

Line manager need to collate detail information about job content and relationship between relevant jobs and document the initial list of job responsibilities, competencies, pre-requisites etc. HR department team will provide necessary advice and guidance during this information gathering process. This information may be obtained by using widely popular methods such as

- interviews with managers or a group of supervisors
- interviews with incumbents or job holders,
- questionnaires (structured, open-ended, or both)
- observations or critical incident investigations
- background information such as duty statements, classification specifications, statistical or financial data, organisation charts etc.
- from existing job descriptions

Line manager is primarily responsible to initiate this activity for new jobs as well as for revisiting the existing old jobs.

1.1.2. Information analysis

HR department need to critically examine the components of the job and its relationship with other components or jobs. The skill of job analysis is about really understanding the job in order to break it down into its key components. There are four key principles which should be followed while analysing this –

- Analysis Not Task Lists - Analyse and describe the main parts of the job; avoid simply listing the detailed tasks
- Jobs Not People - Concentrate on the job and not the personal characteristics of the present Job Holder
- Facts Not Judgments - Give factual information rather than making general / vague judgments about the job

- The Job As It Is Now - The job description should not be distorted by references to old functions/titles/roles or blown up on the basis of future aspirations. It should describe the currently envisaged role, but allow for some features to be included in the near future, i.e., not more than one year hence.

This process of examination is very vital and would require line managers' participation and necessary input, from time to time.

1.1.3. Information presentation – Job Description (JD)

Job Description (JD) is the standard method to document and present the job information in a concise and systematic manner. Job Description (JD) is a document that refers to general tasks or functions, and responsibilities of a role. JD should communicate three things –

- What Job holders are required to do
- How they are required to do it
- Why they are required to do it

HR department need to develop the Job Description (JD) and update the repository or master documents as required. The finalized job description need to be signed off by Line Manager and HR Department and documented in JD Library maintained at FAHR level.

The Job Description can be divided into two main areas, the Role including Accountabilities, and the Competencies of the job. Always ensure that the particular job description does not overlap with its manager's or a subordinates' job description. Each Job will have unique 'JD' covering all aspects of the given Job (*refer to standard JD template*).

3.1. Job Evaluation

Job Evaluation (JE) is a systematic process for ranking jobs logically and fairly by comparing job against job or against a pre-determined scale to determine the relative importance of jobs to an

organisation. Job evaluation features enable HR to assess how all employees are aligning with the goals of the organization.

The elements of Job Size govern the overall evaluation process and its quality. The *THREE* main dimensions need to be considered –

- **Accountability** - The sum of every kind of knowledge, skill and experience required for standard acceptable job performance
- **Problem Solving** - The 'self-starting' thinking required by the job for analyzing, evaluating, creating, reasoning, arriving at and drawing conclusions
- **Know-How** - The answerability for action and for the consequences of that action & the measured effect of the job on the end results

To determine the score for each of the above factors, the 'Local Job Review Board' should exercise judgment to select the adequate number or letter rating for each of the sub-factors, based on the understanding and requirements of the job being evaluated.

This process of job evaluation is primarily driven by 'Local Job Review Board' with input from line management and HR department. Each minister and director general is accountable for success or failure of this activity within their federal entity. Job evaluation process normally comprise of the following four stages:

3.2.1. Evaluate the total job size

'Local Job Review Board' need to evaluate the jobs using standard method as explained above. There are important guidelines one has to remember and follow while evaluating the Jobs –

- Evaluate the Job and not the person
- Evaluate the job as it is now
- Disregard current pay and status
- Evaluate the job according to its current situation in a method that the job description will not expose to distortion in the tasks, job titles, old roles or expand it based on what the situation will be in the future

Job evaluation requires an understanding of both the **Context** (company purpose, financial structure, structure, ownership and organizational culture and sector) and the **Job** (job purpose, dimensions, accountabilities, skills, knowledge, experience, main challenges and organization structure).

During the process inputs from HR department or line managers might be required. 'Central Job Review Board' can act as advisory but overall accountability lies with individual federal entity management. The finalized job evaluation results (JE score) need to be approved by 'Central Job Review Board', who has authority and can decide to relinquish the approval authority fully or partially to 'Local Job Review Board', if felt necessary in future.

3.2.2. Identify the reference level

After evaluating the total job size, 'Local Job Review Board' need to identify the reference level for Job grading.

3.2.3. Streamline the grade and relevant job title based on mapping

The standard mapping of reference levels with federal grade structure is approved by FAHR. This mapping table will be used by 'Local Job Review Board' to arrive at a grade for particular evaluated job.

3.2.4. Categorize into job family

The job group interlinks jobs of a similar nature together in one group, often called as Job Family. Each job belongs to a particular job family or category. Job family covers jobs from entry level to advanced but of similar in nature based on family name.

'Local Job Review Board' will categorize the newly graded job into appropriate job family. Job family definition enables management to design the career planning, Training progression, Strategic Work Force Planning for set of Jobs. The formal approval of 'Central Job Review Board' is required for grading, job title and job family categorization. Any amendment (new, merger or split) to existing grades, job titles and job family / categories need 'Central Job Review Board' approval.

3.2. Creation of the Job

Based on the evaluation approval, new jobs will be created or existing jobs will be amended in HRMIS system by FAHR team. AS part the process all the key parameters of job definition like grade, title, family, category etc... will be entered or modified centrally. In case of existing job, not only jobs info gets updated but the corresponding positions will also be amended. All the master lists within HRMIS such as jobs, grade, family, category, titles etc. will be managed by FAHR centrally. More details about this activity can be learned from *HRMIS SOP* document. FAHR is entrusted to produce '*Standard Operating Procedure (SOP)*' as part of HRMIS implementation project.

3.3. Budgeting of the Job

Federal government entities need to manage this process in accordance with guideline of Ministry of Finance. New positions need to be budgeted for those newly created or amended jobs. All approved positions will be created in HRMIS system as per budget. More details about this activity can be learned from *HRMIS SOP* document as mentioned earlier. After position creation, HR department will start recruitment activities like vacancy, advert, shortlist,

interview, selection etc. Line management need to participate in the recruitment process as deemed necessary. HR department will finalize the allocation or assignment of suitable candidate / employee to right position. There is always one-to-one relationship between position and employee and reverse is also true. This means one position can be assigned to only one employee and an employee can occupy only one position at any given time. Occasionally positions can be shared by multiple employees e.g. during notice period etc...

2. Guidelines for Managing Existing Jobs

4.1. Revising Job Descriptions of Old Jobs

Job descriptions (JD) need to be kept current and accurate to be useful. Line manager is primarily responsible to initiate this activity for new jobs as well as for **revising the existing old jobs**. Job Descriptions are affected by time, structure, and title changes –

Time - Job descriptions need to be reviewed every 3 to 5 years. As the company evolves, the accountabilities of the jobs will change. Line managers have the responsibility to ensure that the job descriptions for the unit are kept updated

Structural changes - A department's structure changes with time. Consequently, this will affect the various reporting lines within the department. These changes need to be incorporated into the amended job descriptions, and new organisation charts attached.

A copy of the revised job description must then be given to 'Central Job Review Board' by HR department, in order for it to be centrally logged in the Job Description library

Title changes - Job titles are often altered in order to become more appropriate for the department. These new titles need to be reflected in the current job descriptions and should be aligned with the FAHR master document on Job Titles. It is important to notify 'Central Job Review Board' of any job title changes in order to effect the change in the system, i.e., it will affect more than just the Job Description library

HR department need to ensure all the jobs and their JDs are rightly evaluated and updated regularly to maintain the consistency within the federal entity and the government as a whole.

4.2. Re-evaluation of Existing Jobs

Every time job description (JD) is amended, there might be requirement to evaluate the job and determine the new grade & title for the same. If there is no significant change in job responsibilities and that doesn't warrant grade change then evaluation is not required.

HR department has the authority to decide whether to go for full blown evaluation process with 'Local Job Review Board' or just update the JD and file it in master document of JD library. The

process of **re-evaluation of existing jobs** is exactly the same as explained earlier in *section 3.2*. This revised evaluation might result in new grades for those jobs. This means, it will result into re-grading of the job and in turn all corresponding positions. Jobs grades will be amended centrally but positions will be managed at local level. Jobs & Position grades will be changed without changing the employee grade and the payroll will continue to work on employee grade. This might generate Grade Differential (GD) scenarios

4.3. Grade Differential (GD)

Because of the re-grading of jobs and positions, the employee grade might differ from the position grade occupied by that employee. This might generate **Grade Differential (GD)** scenarios, often called as GD plus or minus scenario (GD +/-). The difference between employee grade and position or job grade is called as *Grade Differential*. The difference can be positive as well as negative. Positive grade differential e.g. GD of plus two (GD +2) means employee is on TWO grades higher than the occupied position/job. Negative grade differential e.g. GD of minus three (GD -3) means employee is on THREE grades lower than the occupied position/job.

Although the payroll will continue to work on employee grade, line management of the concerned federal entities need to take appropriate measures to minimize such cases. There are varied approaches federal entities can take such as

- Identify appropriate position based on employee grade and transfer the employee
- Create 'Individual development plan (IDP)' to plug the gap and develop employee to resume new position in accordance to grade based on Training & Development policy
- Allocate right position to employee based on his/her grade through promotion or demotion etc... based on Employee Performance Management Policy

In long run, all employees, positions and job grades must be regularized and maintained in consistent manner as per standards put forward by FAHR. Each minister and director general of individual federal authority holds complete accountability for achieving and maintaining this status.

3. Benefits of Job Management for Federal Government

In the field of Human Resources, there are various applications of Job Evaluation. Describing a job and its domain provides excellent foundation for most of the HR interactions viz. developing performance appraisals, selection systems, promotion criteria, training needs assessment, and compensation plans. Implementing Job Management concepts in correct & consistent manner

is very vital in order to achieve the objectives of Federal Government of establishing building block for all future HR programs.

Following are the Top 10 key areas where Job evaluation will enhance management capability in –

8. Grading – underpin the framework
9. Organisation Analysis – identifying 'gaps' in the structure
10. Performance Management – setting right appraisal criteria
11. Recruitment – suitability matching to source 'right' candidate
12. Remuneration – designing compensation plans
13. Learning & Development – focus on bridging the performance gap
14. Career Development – understanding possible career paths
15. Rewards – linking with market data
16. Succession Planning – establish relationship between roles
17. Work Force Planning – identifying overlaps and potential job differences

Chapter 4 Job A & E Review Board Committees

Central Job Review Board (JRB - C)

Key responsibilities include:

- Formulate the local job review board at each federal entity as deemed necessary
- Ensure evaluation & grading process is streamlined & well maintained throughout Federal Govt. Entities
- Audit and/or approve the job evaluation results of local board in each federal entity
- Responsible for introduction of new grade, Job family or Job Title
- Ensure jobs are grouped in a logical, transparent and fair manner recognizing the accountabilities of each
- Maintain master documents viz. Job, Job Family, Grade, JD Library, Standard job titles etc... for the entire Federal Government
- Annual stock taking and reporting to Cabinet and/or FAHR management
- Training & mentoring the local job review board members
- Address the unresolved cases from local job review board or escalation, if any
- Calibrate the point scale mapping on regular basis viz. every 03 to 05 years

- Engage external consultants as and when felt necessary

Local Job Review Board (JRB - L)

Key responsibilities include:

- Evaluate all the jobs within particular federal entity and ensure job to grade mapping is consistent
- Ensure jobs are grouped in a logical, transparent and fair manner recognizing the accountabilities of each
- Responsible for evaluation of new jobs within existing grades or Job family
- Responsible for effective communication of decision coming from the central job review board
- Annual stock taking and reporting to central job review board and/or
- Engage central job review board as and when felt necessary

General Rules

- Federal entities identify jobs to be consistent with families and paths adopted in this system.
- FAHR may add families and new categories to the families in this system may also incorporate some families adopted subject to the homogeneity of its nature.
- Federal entities may propose new families to approved by FAHR prior to implementation.
- The Authority is responsible for ensure harmony grades and Job Titles and families at the federal government level .
- Job descriptions is updated and reviewed once every 3-5 years and that with the development , and it's the line manager responsibility to inform human resources dept. , including needs of the functions so that HR work required towards the amendment submitted to the LJRB to assess the internal functions in the same side if necessary.
- Adoption of job grades in this system before the adoption of any new organisational structure to any federal party.
- updating on the approval of organizational structure only after the adoption of the Federal grades and jobs.
- The local job review board evaluation committee on the federal side and human resources department to provide FAHR approved amendments that occur on the job , whether merge or change the name or modify or cancel the job , so to be included in the database of job descriptions and HRMIS (Bayanati).
- All entities subject to the provisions of this Regulation to adhere to the time frame

determined by FAHR for the purposes of implementing this system.

- FAHR may update models and appendices attached to this system as required.

Appendix

Job Description (JD) template

1. Role Detail	
Position Title	
Code	
Band	
Grade	
Reports To	
Department	

2. Role Purpose

3. Role Dimensions		
Total Number of Employees Reports to:	Direct:	
	Indirect:	

4. Key Accountabilities	
Description	KPI's

5. Qualifications

6. Experience

7. Competencies	
Competency	Proficiency Level

8. Skills

9. Approvals	
Preparation (Line Manager):	Date:
Review (Line Manager):	Date:
Approval (CEO if needed):	Date:
HR Director	
Signature	Date

Reference Level

Streamlining of Job Titles (Sample list)	Category	Master Scale Mapping	
		Federal Grades	Reference level
Department Director, Snr. Advisor, Consultant		Management Roles	Special A
	21		
	Special B		20
	1		19
	2		18
Director, Advisor, Consultant	Management Roles	3	17
			16
		4	15
		5	14
Asst. Director, Manager, Head of Section, Expert	Management Roles	6	13
			12
Asst. Manager, Specialist	Management Roles	7	11
			10
Snr. Officer, Controller	Supervisory Roles	8	9
			8
		9	9
			10
Officer, Snr. Supervisor, Executive	Supervisory Roles	10	7
			6
Supervisor, Exe. Assistant, Exe. Secretary	Supervisory Roles	11	5
			4
Co-coordinator, Snr. Secretary	Supervisory Roles	12	4
			3
Admin Secretary, Snr. Admin	Support Roles	13	3
			2
Administrator	Support Roles	14	2
			1
Admin Assistant	Support Roles	15	1
			0
	Auxiliary Roles		7
			6
			5
			4

Guidelines on 'Band Characteristics' and probable 'Generic' Job Titles

Career path	Band	Grade Group	Generic Job Titles	Guiding Indicators (Band Characteristics)
Leadership				
	Senior Management	Special A to Grade 1	<ul style="list-style-type: none"> • Department Director • Director • Assistant Director, Head of Section, Manager 	<ul style="list-style-type: none"> • Set or significantly influence business or functional strategy • Determining general results, setting major functional policies, consequences apparent in 6-12 months • Diverse operational or conceptual integration and leadership of important business operations or strategic function within or across organisation, critical to business goals • Area of impact – Large complex function or Division • Planning window around ONE to THREE years • Change Behavior – Interaction with others is primarily concerned with influencing, developing & motivating people and changing behavior. It often involves inspiration and the creation of right working climate • Persuasion, assertiveness – based on facts or evidence, empathy to the other's point of view • Thinking within general policies, principles and goals of the organisation • 'What' and 'how' to be defined • Subject to only overall guidance on broad organizational objectives and orientation of strategic policy
	Management	Special B to Grade 2	<ul style="list-style-type: none"> • Assistant Director, Head of Section, Manager • Assistant Manager 	<ul style="list-style-type: none"> • Managing professionals or managers • Freedom to decide how to achieve the end results, significant decision making latitude, consequences apparent in months • Related integration of operations or services with associated functions, services or programs to achieve

				<p>functional goals</p> <ul style="list-style-type: none"> • Area of impact – Department function or service area • Planning window around ONE year • Managing internal / external relationship • Interaction with others requires understanding, influencing and supporting people, through applying technical knowledge or rational arguments, aimed at causing action or acceptance by others • Problems not clearly defined, Operating within broad functional guidelines • Thinking within broadly defined policies and objectives • Subject to broad practices and procedures covered by functional precedents and policies and managerial direction • Subject to general direction and broadly defined policy objectives
	Supervisory	Grade 3 to Grade 5	<ul style="list-style-type: none"> • Senior Officer, Controller • Officer, Senior Supervisor • Supervisor 	<ul style="list-style-type: none"> • Specific performance or supervision of multiple activities which are specific as to objective and content. There is a requirement to interact with co-workers and maintain an awareness of related activities • Latitude of discretion within established precedent / defined policies, consequences apparent in weeks • Area of impact – Section or small department • Planning window less than a ONE year • Supervisors of subordinates whose tasks are broadly similar • Dealing with others is primarily concerned with requesting and providing information. Courtesy, tact and effectiveness are required • May need to develop new procedures within existing policies • Thinking within clearly defined policies, principles and specific objectives

				<ul style="list-style-type: none"> • Subject to broad practices and procedures covered by functional precedents and policies and managerial direction • Operating within practices and procedures covered by precedents or well defined policies and review of end results
--	--	--	--	--

Administrative

	Executive	Grade 4 to Grade 6	<ul style="list-style-type: none"> • Executive, • Executive assistant, • Executive Secretary • Coordinator, • Senior Secretary 	<ul style="list-style-type: none"> • Knowledge is required for the application of practical methods and techniques, work procedures and processes and/or proficiency in the specialized use of materials equipment and tools. This knowledge is acquired through some specialized training • Practical understanding of methods, systems and processes • Interpretation of established precedents. Nature of problem and how to solve fairly clearly defined • Multiple choice based on experience, result can be readily checked for correctness, choose from available answers • Operating within standardized practices and procedures, general work instructions and supervision of progress and results • Established precedents, some scope for flexibility/initiative, consequences apparent in days • Understand cross functional impact • Individual contributor who plan and organize their own work • Planning and Co-coordinating activities for short timescales • Information exchange, asking questions, exercising tact • Thinking within well-defined, somewhat diversified, procedures with many precedents covering most situations and/or readily available assistance
--	------------------	--------------------	--	---

	Admin Support	Grade 7 to Grade 10	<ul style="list-style-type: none"> • Senior Administrator, Admin Secretary • Administrator • Admin Assistant 	<ul style="list-style-type: none"> • Knowledge of standardized work routines and methods, general facts and information and/or the use of simple equipment, machine and materials. Knowledge is usually acquired thru training on the job • Sound understanding of straight forward procedures • Focused performance of a task or tasks which are highly specific as to objective and content with limited awareness or surrounding circumstances and events • Reactive nature of work and Not related to other tasks • Selection from well-defined set of action steps based on previous experience • Subject to instructions and established work routines, under close supervision • Some re-arrangement of work routines permitted, consequences apparent in hours • Thinking within detailed standard practices and instructions and/or with immediate available assistance or examples • Stable and repetitive situations
	Auxiliary Services	Grade 11 to Grade 14	<ul style="list-style-type: none"> • Driver, Porter, Loader, Messenger • Office boy, Mail room asst., • labor 	<ul style="list-style-type: none"> • Simple work assignments, often repetitive simple tasks • Unskilled job that can be learnt in quick time (2-3 months) • Basic numeracy, literacy and knowledge of simple instruction and routines generally acquired through a short explanation • Operating within direct and detailed instructions with very close and continuous supervision, immediate consequences • Sequence and timing of action steps defined – 'do it this way' • Thinking within very detailed and precisely defined rules and instructions and/or continually present assistance

Occupational

	Expert	Special A to Grade 1	<ul style="list-style-type: none"> Senior Advisor, Senior Consultant Advisor, Consultant Expert 	<ul style="list-style-type: none"> Mastery of concepts, principles with diverse knowledge & experience The job requires pre-eminent knowledge and command of principles, theories and applications in a scientific field or other learned discipline. The level would normally be associated with on-going ground breaking work Diverse, cumulative knowledge and/or fundamental understanding of concepts, principles and practices. This knowledge is acquired through comprehensive business experience or very deep development in a highly specialized field Uncharted – Novel and path finding situations requiring the development of new concepts and imaginative solutions for which there are no precedents Speculative judgment, really stretching the bounds of knowledge Job impact on Organizational end results – Critical, advisory / diagnostic
	Senior Professional	Special B to Grade 2	<ul style="list-style-type: none"> Advisor, Consultant Expert Specialist 	<ul style="list-style-type: none"> In-depth specialization and broad experience Broad and/or deep knowledge in the field of expertise requiring a command of diverse practices and precedents and/or sophisticated concepts and principles. This knowledge is acquired through very deep and/or broad experience typically combined with an professional or academic qualification Adaptive - Situations constantly requiring adaption or development of new solutions through analytical, interpretative, evaluative, creative and innovative thinking Significant evaluative judgment, no 'right answer', finding the problem before fixing it Job impact on Organizational end results – Important, Facilitating / Interpretative possibly across departments

	Professional	Grade 1 to Grade 4	<ul style="list-style-type: none"> • Expert • Specialist • Qualified professionals like Doctor, Engineer 	<ul style="list-style-type: none"> • Conceptual understanding of governing principles • Sufficient knowledge in a technical, scientific or specialized field built on understanding of theoretical concepts and principles and their context. This knowledge is acquired through professional or academic qualification or through extensive practical experience • Variable – Differing situations requiring the identification of issues, the application of judgment and the selection of solutions within the area of expertise and acquired knowledge • Alternative solutions but a 'right answer' exists, may need analysis to identify, use judgment for right answer • Job impact on Organizational end results – Limited, Informational / recording within a department
	Technical Support	Grade 4 to Grade 7	<ul style="list-style-type: none"> • Qualified assistants for a specific technical field, working under guidance and helping professionals 	<ul style="list-style-type: none"> • Specific functional or occupational knowledge • Practical understanding of methods, systems and processes • Broad or specialized knowledge of methods, techniques and processes with some knowledge of basic theoretical background. This knowledge is typically acquired thru advanced specialized training and broad practical work experience • Knowledge is required for the application of practical methods and techniques, work procedures and processes and/or proficiency in the specialized use of materials equipment and tools. This knowledge is acquired through some specialized training • Patterned – Similar situations requiring solutions by the discriminating choice between known alternatives • Choose from a number of procedures in response to different work situations • Thinking within multiple, substantially different procedures, standards and

				<p>precedents and/or access to assistance</p> <ul style="list-style-type: none">• Multiple choice based on experience, result can be readily checked for correctness, choose from available answers• Job impact on Organizational end results – Minimal, Incidental support
--	--	--	--	--