



# **FIJIAN CIVIL SERVICE**

## **Job Evaluation and Civil Service Remuneration Setting Guideline**

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**AUGUST 2017**

## **1. Objectives**

- 1.1. Define Position Based pay and remuneration and provide the policy basis for Permanent Secretaries to implement Job Evaluation and remuneration setting;
- 1.2. Confirm that remuneration is based on the requirements of the Position as defined in the Job Description, not the attributes of any particular employee;
- 1.3. Ensure consistency in the remuneration of staff across the Fijian Civil Service.

## **2. Background**

- 2.1. The Fijian Constitution states that Permanent Secretaries, with the agreement of their Minister, have the authority to determine all salaries, benefits and allowances payable, in accordance with its budget as approved by Parliament (S127, (8) (c)).
- 2.2. To ensure consistency across the Fijian Civil Service, this guideline confirms that remuneration for Civil Servants will be position based and provides the policy basis for Permanent Secretaries to implement a system of Job Evaluation to ensure fair and consistent application of remuneration setting across the Civil Service.
- 2.3. This guideline covers the ongoing application of Job Evaluation and Remuneration setting, and establishes the methodology for determining the relevant level and therefore salary range for a position.
- 2.4. The guideline also provides the policy basis for documenting the need for differential pay to attract and retain scarce skills in the Fijian Civil Service.
- 2.5. The key element of position based pay is that the position must be considered separately from the incumbent post holder when setting the level and therefore remuneration for the position.
- 2.6. This guideline applies to all positions in the Fijian Civil Service including established (contract and permanent), General Wage, temporary and project positions.

## **3. Definitions**

- 3.1. Job Evaluation is a human resource tool which establishes the relative value of jobs in order maintain equitable and defensible grade and pay structures.
- 3.2. Proprietary Job Evaluation Methodology is the approved and authorised methodology purchased by the Fijian Government for use by Ministries.
- 3.3. Points Factor is the type of methodology to be applied for Job Evaluation.
- 3.4. A vacant position is any position which does not have a substantive post holder occupying the position, including:

- 3.4.1. Newly created positions;
- 3.4.2. Positions where the post holder has resigned, retired or otherwise left the service;
- 3.4.3. Positions where the contract is expiring and the position is to be advertised.
- 3.5. A substantial change is where the duties / requirements of a post have changed in way/s that would be likely to affect the level of the post.
- 3.6. Gender balance is defined as at least one male and one female.
- 3.7. Trained and Accredited is defined as being assessed as competent after successfully completing the required Job Evaluation Methodology training and maintaining accreditation with the Job Evaluation Methodology provider.
- 3.8. A current staff member is defined as an employee with a valid contract of employment, including permanent employees.

#### **4. Job Evaluation**

- 4.1. The Fijian Civil Service will apply a proprietary points factor methodology of Job Evaluation, the current approved methodology is SP10.
- 4.2. Each Ministry will establish Job Evaluation Committees, effectively to evaluate all:
  - 4.2.1. Vacant positions which have never been evaluated;
  - 4.2.2. Vacant positions where there has been a substantial change to the Job Description since it was last evaluated;
  - 4.2.3. Positions where the supervisor / manager / Permanent Secretary identifies that the work required of the post has substantially changed since the last evaluation;
  - 4.2.4. Positions where the job holder requests a review of the level of the job and can demonstrate that the job has substantially changed or that the level of the job is not comparable to similar jobs in their or other Ministries;
  - 4.2.5. The Permanent Secretary will determine whether a job is to be evaluated or not.
- 4.3. The Job Evaluation Leadership Team (JELT, refer Section 6 of this Guideline) will maintain a Service Wide list of all trained and accredited Job Evaluators, Permanent Secretaries may approve their internal Job Evaluation Committee from the Service Wide list:
  - 4.3.1. Where a Job Evaluator is currently an employee of the Fijian Civil Service, participating in job evaluations is considered to be a corporate duty and no additional allowance is payable;

- 4.3.2. Potential Job Evaluators from outside the Civil Service may be paid a daily allowance to attend the required training for accreditation purposes. Such allowance will be determined by the Permanent Secretary, based on the daily rate for the likely positions to be evaluated and will be paid from the Ministry budget.
- 4.4. The internal Job Evaluation Committee will consist of a minimum of three members with the following representation:
  - 4.4.1. Gender balance, with all members trained and accredited in the Job Evaluation methodology and approved by the Permanent Secretary to undertake Job Evaluations for the Ministry;
  - 4.4.2. HR representative/s with knowledge of job relativities across the civil service;
  - 4.4.3. Technical representative/s with detailed understanding of the job to be evaluated;
  - 4.4.4. Management representative/s with an understanding of the context of the ministry and work requirements;
  - 4.4.5. Observers may be included at the discretion of the Permanent Secretary. Observers may include Staff Representatives, and should have an understanding of the relativities of the job being evaluated, but may not be the current job holder.
- 4.5. To ensure consistency of evaluations across the Civil Service, a central “Job Evaluation Leadership Team” (JELT) will be established (in accordance with Section 7 of this Guideline) to moderate evaluations.
  - 4.5.1. The Job Evaluation Leadership Team will moderate a sample of jobs evaluated, the minimum sample will be 10% of jobs evaluated each quarter.

## **5. Setting the Remuneration Rate for a Position**

- 5.1. The Ministry Job Evaluation Committee will recommend to the Permanent Secretary the appropriate level for the position, based on application of the Job Evaluation methodology.
- 5.2. The Permanent Secretary will approve / not approve the recommendation and will confirm the remuneration rate based on the Cabinet approved salary bands. The current bands are included as Annex A.
  - 5.2.1. If the evaluation is not approved, the Permanent Secretary will reconvene a new Job Evaluation Committee to review the Job Evaluation for the post;
  - 5.2.2. Where the evaluation is approved, the Permanent Secretary will advise the JELT within 5 working days that an evaluation has been completed;

- 5.2.3. JELT will confirm whether it intends to moderate the evaluation within 5 working days of the above advice;
- 5.2.4. JELT will complete its moderation within 20 working days of its decision to moderate the Evaluation.
- 5.2.5. Where the evaluation is to be moderated, the level is not final until it has been considered by the JELT, with those results approved by the Permanent Secretary in agreement with the Minister.
- 5.2.6. Where the position is not to be moderated, the level is final after approval by the Permanent Secretary in agreement with the Minister.
- 5.3. Where the Permanent Secretary, with the support of their Minister, believes that the evaluated Level for the position will not attract or retain an appropriately qualified person to for the post, the Permanent Secretary may make a submission to the Minister for Civil Service for payment of a “scarce skills” compensation rate. Submissions will document the reasons for the application, including:
  - 5.3.1. The completed Job Evaluation and results,
  - 5.3.2. Confirmation of scarce skills (recruitment evidence),
  - 5.3.3. Documented market rates for similar skills,
  - 5.3.4. Confirmation of available budget to pay the identified market rate for the position and
  - 5.3.5. Review date for the market rate of the position.
- 5.4. Any approval for special compensation rates will require that the position is appropriately advertised and that merit selection is used to appoint the most suitable person to the post.
- 5.5. Where the job evaluation recommends a change to the level of the position, in accordance with the Open Merit Recruitment and Selection Guideline, the position must be advertised.
  - 5.5.1. Where a job is to be advertised in accordance with a change to its level, and it is occupied, the Ministry will make every effort to transfer / redeploy the incumbent to a position at their current substantive level, either within the Ministry or across the Civil Service.

## **6. Assigning a New Employee to the Appropriate Step on the Band**

- 6.1. In accordance with Section 5 of this guideline, all appointments must be to the Salary Band assigned for the position.
- 6.2. The salary bands overlap, therefore it is not always appropriate to start a new employee on Step 1.

- 6.3. The Salary Bands are benchmarked to the Private Sector at Step 4 – this is the fully competent step, and should only be provided to employees following a performance assessment in accordance with the Performance Assessment Guideline.
- 6.4. Steps 1 to 3 are for employees “developing into their roles”, and new appointees should therefore be assigned the appropriate step in this range, based on their performance during the selection process. As a guide:
  - 6.4.1. Step 3 for performance above 85%,
  - 6.4.2. Step 2 for performance between 70 and 84% and
  - 6.4.3. Step 1 for performance below 70%.
- 6.5. In transition, the current step of most officers in the Ministry performing similar duties should also be considered – it would not be fair to appoint a new person to a higher step than those already performing in the role, when performance assessment has not been introduced.
- 6.6. The previous salary of the person being appointed to the role is NOT a consideration when assigning the appropriate step, unless a market rate has already been approved and is being implemented above the approved Salary Bands.
- 6.7. The recommendation on the appropriate step should be made by the Selection Panel, with final approval by the Permanent Secretary in agreement with the Minister.

## **7. Moderating Job Evaluations – the Job Evaluation Leadership Team**

- 7.1. The Job Evaluation Leadership Team will review the Job Evaluations of a minimum of 10% of evaluations conducted across all Ministries, on a quarterly basis.
- 7.2. The purpose of moderation is to ensure consistency of position levels across the Civil Service.
- 7.3. The JELT will provide advice to Permanent Secretaries on all moderations conducted.
  - 7.3.1. Where JELT moderation advises a different level for a position, the Permanent Secretary will be advised of the different level and will review all documentation with regard to the position;
  - 7.3.2. Where the Permanent Secretary does not agree with the JELT moderated level for the position, they may review / update/ amend the job analysis documentation and convene another Job Evaluation Committee to evaluate the position further, taking account of comments and advice from the JELT.
- 7.4. The JELT will comprise the Chair, and at least 2 Permanent Secretaries, nominated by the PSC.

7.4.1. All JELT members must be trained and accredited in the approved Job Evaluation methodology;

7.4.2. The JELT may be supported by technical advisers / observers who are job evaluation specialists, trained and accredited in the approved Job Evaluation methodology. The Chair will appoint / convene such advisers / observers as are required.

7.5. During implementation and transition, the JELT will be chaired and convened by the Director, CSRMU;

7.5.1. Following completion of the transition phase, the JELT will be chaired and convened by a remuneration specialist approved by the PS Ministry of Economy.

## **8. Review of Results**

8.1. There is no further review of results of a Job Evaluation.

8.2. Where an employee does not agree with the evaluated level for a position, they can request an Evaluation in accordance with Section 4.2.4 of this Guideline.

## **9. Transition**

9.1. CSRMU will coordinate implement the transition in accordance with the separate Job Evaluation Transition Procedures.

9.1.1. Transition arrangements will conclude following the review in accordance with Section 10 of this Guideline.

## **10. Review of this Guideline:**

10.1. The guideline will be reviewed by the CSRMU commencing in January 2018, with a report submitted to the Public Service Commission and the Permanent Secretary, Ministry of Economy for consideration within one month of conclusion of the review.