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Report:

Review of Job Classification and
Grading system.
Pay and Remuneration philosophy

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Prepared for:
Maldives Civil Service





Preface

This report is submitted to satisfy the final deliverable requirement of the review of the current job classification and pay system in the Maldives Civil Services undertaken by Hay Group as set out in the work agreement between Hay Group and UNDP contract no. MDVI 10-PS/2008/05.

The deliverables according to the contract were:

1. Review of documents and development of work plan.
2. Review the current job classification and pay system and provide broad recommendation for the sectors including how to improve the current job classification and pay system
3. Broad pay philosophy and strategy to guide the design of pay framework of the Civil Service.
4. **Submission and approval of final report.**



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1. Introduction

The purpose of this study was to set up foundation for the design and implementation of job classification and grading system, and also for pay and remuneration system that could enable Maldives Civil Service to best support the implementation of the Government's strategy and the achievement of the Government's objectives.

The work plan for this project is shown in Table 1 on the appendix. All steps were successfully carried on except for step 2.2 and 2.4. The following are the reasons for the failures:

- Difficulty to find the suitable time for the interview amidst the situations created by change in the Government.
- Insufficient information found in the job descriptions led to inability to do know-how based job evaluation. The purpose of this evaluation was to create a broad framework for job classification and grading system.

However, alternative steps were taken to get to the same result. The information gathered during the job classification and grading workshop has enable Hay Group to produce the same outcomes expected from step 2.2 and 2.4.

The following sections discuss the result of Hay Group study.

2. Job classification and grading framework

There are two commonly used systems for classifying and grading positions within an organization; a job-based system and a person-based system.

A job-based system classifies and grades positions based on the accountability levels of the positions which are represented by job sizes. People that occupy positions with significantly different job sizes will occupy different job classifications and grades. Promotion to the higher job classification and grade in a job-based system is followed by significant increment in the job size. Performance of a person in the current job grade is used to gauge his or her capacity and capability to take on a position with a higher job grade which has a significantly bigger job size. Therefore performance in the current job grade is used as promotion criteria. Salary level is determined by the job size.

A person-based system classifies and grades jobs based on the qualification of the current incumbent, typically educational qualification and length of service. The job size of a position does not have any influence on determining the job classification and grade of that position. Therefore people occupying positions that have significantly different job sizes may still have the same job classification and grade. Promotion to a higher job classification and grade in a person-based system is dependent upon progression in the incumbent qualification and may not be followed by increment in the job size. Therefore a person can be promoted to a higher job classification and grade but still be occupying a position that has the same job size. Also since promotion is determined by progression in incumbent's qualification, performance typically has no impact in determining promotion. Salary level is determined by incumbent qualification.



Combination of the two systems is also widely used because combining the two systems will enable organizations to provide the right level of pay for the right people at the right accountability level and performance level. In common practices of combining the job-based and person-based systems, organizations relate the job sizes to the job classifications and grades, and relate the incumbent qualifications to the personal grades. The personal grades are used as the requirement to enter a particular job grade. Since promotion to a higher job grade is followed by significant increment in job size, therefore to qualify for a promotion to a position with higher job grade someone needs to show his or her capacity and capability to take on a position with a bigger job size and therefore a higher job grade through the performance in his or her current job grade, and at the same time reach the required personal grade. Although the combined system can be very beneficial for an organization, administering this type of system is found to be difficult even for a very stable and mature organization. Therefore most organizations that have tried implementing the combined system, end up with only one system running properly and that is the job-based system.

The followings are discussions about the current job classification and grading system in Maldives Civil Service, and also recommendations on how to improve the current system.

2.1. Findings and discussion on the existing job classification and grading system

The existing job classification and grading system in the Maldives Civil Service uses the incumbent qualification (educational qualification and length of service) as the basis for classifying and grading jobs. The salary is determined by the job classification and grade. The job size of a position has no impact in determining the position's job classification and grade, hence has no effect on salary. Therefore people can be moved to positions of any job size without affecting their job classification and grade. Another way of looking at it is that a person can still be in the same job classification and grade even after he or she has been moved to a position with a significantly different job size than the previous one. This condition creates flexibility and ease in moving and exposing people to many positions of different job sizes within the Maldives Civil Service.

However, the fact that the job classification and grade of a position in the Maldives Civil Service is determined by the qualification of the incumbent and not by the job size results in positions with different job sizes to be placed in the same job classification and grade, and therefore have the same salary, merely because the incumbents have the same qualification. This condition might create a sense of unfairness within the organization. Not taking job size into consideration may also result in the job classification and grade of a position to be constantly changing, depending upon the incumbent's classification. This condition makes people within the organization feel unclear about the job classification and the grade of positions in the organization. A sense of unfairness and a low level of clarity caused by the current job classification and grading system might eventually create a non-conducive and therefore a non-motivating working environment.



Aside from the non-conducive working environment, the fact that the job classification and grade, and therefore the salary, of a position in the Maldives Civil Service is determined by the qualification of the incumbent and not by the job size results in people qualifications not matching their job sizes, in other word meritocracy; putting the right people with right skill in the right job, is not working properly. This will result in either people being unable to perform well because their job sizes exceed their qualification or people being overpaid because their job sizes are too small for their qualifications.

Another characteristic of the current job classification and grade in the Maldives Civil Service is that progression to next job classification and grade is dependent upon progression in the incumbent qualification and is totally independent of progression in the job size. An incumbent can get a promotion, therefore have a higher job classification and grade, however is still occupying position with the same job size. A positive impact of this characteristic is that it motivates people in Maldives Civil Servant to improve their qualifications. However, the fact that promotions are resultants of progression in incumbents qualification has led to the creation of positions not based on the needs of the organization but merely to accommodate people who have obtained higher qualification, which will then result in a crowded and therefore inefficient organization.

A clear connection between progression within the current job classification and grade system with the performance in the current job size is not visible. Therefore it is difficult to inculcate a performance based culture in the current system. This characteristic is typical in a system which is based on the incumbent qualification.

Looking at all the characteristics existing in the current Maldives Civil Service job classification and grading system, it can be concluded that the current system is a person-based system.

2.2. Rationale for the reform of the job classification and grading system

As discussed in the previous section, the current job classification has resulted in the followings:

- Creation of a non-conducive and therefore a non-motivating working environment.
- People being unable to perform well because their job sizes exceed their qualifications.
- People being overpaid because their job sizes are too small for their qualifications, in other word paying for accountability can not be applied.
- A crowded and an inefficient organization.
- Great difficulty to inculcate performance-based culture.

All of the above conditions have weakened the ability of Maldives Civil Service to give their best in supporting the implementation of the Government's strategy and the achievement of the Government's objectives.

Therefore the current job classification and grading system needs to be transformed into a system that can improve the efficiency and the



performance of Maldives Civil Service in supporting the implementation of the Government's strategy and the achievement of the Government's objectives.

2.3. Proposed job classification and grading methodology for the Civil Service

One system that could help improve Maldives Civil Service efficiency and performance is a job-based system. As mentioned earlier, a job-based system classifies and grades positions based on their accountability levels which are represented by job sizes. Classifying and grading positions by their job size will enable Maldives Civil Service to provide the right pay level for the right accountability level. Classifying and grading jobs based on the job size will also enable paying for performance because, as mentioned in the previous discussion about job-based system, a progression to higher classification and grade can only happen if an incumbent excels in his or her current job grade. Since the pay level is determined by the job grade, hence progression in salary level is also determined by performance in the current job grade. Therefore using a job-based classification and grading system can enable Maldives Civil Service to improve its efficiency and performance.

One method used to determine job sizes of positions in the organization which are needed to build a job-based classification and grading system is Hay Guide Chart®-Profile Method of Job Evaluation. In the Hay Guide Chart®-Profile Method of Job Evaluation the following factors are considered when determining the job sizes:

- Know-how requires by the job, which comprised of the followings:
 - Technical knowledge.
 - The complexity of the management task.
 - Human relation and management skill.
- Problem solving, which comprised of the followings:
 - Level of direction given when solving the problem.
 - Difficulty level of the problem faced by the job.
- Accountability
 - Level of freedom given to a job when making a decision
 - Nature and magnitude of his contribution

Considering the above factors when determining the job sizes will result in a job classification and grading system that truly reflects levels of accountability of all jobs in the organization.

Although building the job-based classification and grading system by evaluating all positions in Maldives Civil Service using all three factors used in the Hay Guide Chart®-Profile Method of Job Evaluation (know-how, problem solving and accountability) will be the most ideal, yet the degree of changes resulting from the process will also pose challenges that might be too big to overcome. Therefore to alleviate the change management process, Hay Group recommends for Maldives Civil Service to build a job-based classification and grading system in two stages.

The first stage is to build the system only based on the know-how factor (know-how driven system) in order to provide Maldives Civil Service with



short-to-medium term improvement. In this stage, jobs are classified and graded based on the know-how points instead of job sizes. A know-how point can be used to represent a job size because a know-how point represents the required know-how level to match the accountability level or job size of a position. Since know-how points can be used to represent job sizes and that, as previously discussed, using job size to classify jobs can enable Maldives Civil Service to improve its efficiency and performance, therefore although not ideal, using the know-how factor only to build a job-based classification and grading system can still enable Maldives Civil Service to improve its efficiency and performance.

The second stage is aimed to provide Maldives Civil Service with long-term improvement by improving the know-how based system. This is done by doing the full job evaluation by using Hay Guide Chart®-Profile Method of Job Evaluation to incorporate the problem solving and accountability aspects of the jobs in Maldives Civil Service. Doing a full job evaluation will result in a job classification and grading system that can accurately represent levels of accountability in Maldives Civil Service. This kind of system will provide Maldives Civil Service with the ability to manage a sophisticated and competitive system that can better support government strategy and objectives.

Table 2 shown in the appendix shows the framework of Hay Group recommendation for the Maldives Civil Service know-how driven job classification and grading system that can be applied throughout the sectors. The followings are the guideline to be used when classifying and grading jobs using this framework:

- Jobs with the same know-how point are put in the same grade.
- Jobs that have been assigned to grades will be given the same level of title if they are expected to produce similar contribution.
- Jobs that have been assigned to grades and title will be classified under the same job band if they have common expected job contribution.
- Different level of job contribution is expressed in the level descriptor.

2.4. Recommendation and inputs for improving the existing job classification and grading system

To implement the recommended know-how driven job classification and grading system, the followings need to be considered:

- Organization structure needs to reflect the a logical reporting line, delegation of authority, delegation of accountability and clarity about the qualifications needed to deliver the expected contribution as shown in Figure 1 on the appendix. Figure 2 on the appendix shows how does the same organization look when all positions are being put in grades. As shown in Figure 2, a proper organization structure should have positions with the same level of accountability within the same range of job grade. Positions with different levels of accountability, their job grades should not overlap. The difference in job grades and therefore the difference in know-how points, between the superior and its direct subordinates should be minimum 1 step and maximum 3 step (ex: there is a one step difference between job grade 22 with job grade 23, and there are three steps



difference between job grade 22 with job grade 25). One step is equal to 15% increment in the know-how point. Promotion to a position that requires a know-how point of one step higher is considered logical. Promotion to position that requires know-how point of two steps higher is considered challenging. Promotion to position that requires know-how point of three steps higher is considered extremely challenging

- Job titles needed to be standardized for jobs that have the same level of accountability (Figure 2.)
- Job descriptions need to reflect the required know-how to match the level of accountability. Therefore a job description needs to have the following components:
 - Job identification (Title, incumbent name, report to, division, location, etc.)
 - A purpose statement and also principal accountabilities statements that are focused on the expected outcomes of the jobs. Both statements need to tell the “what (outcomes)” and the broad indication of the “how.” The difference is that the job purpose statement should tell about the overall purpose of a job while the principal accountabilities statements should tell about outputs expected from a job in each area where the job needs to contribute in order to achieve the job purpose.
 - The job description also needs to document the direct reporting relationships that a job has (superior and direct subordinate(s)).
 - Job dimension that tells about how much of the job. Job dimension contains information about everything that is under direct control of a job that can be quantified.
 - Nature and scope that describes the big picture of the job, the competitions in the industry that are directly impacting the job and also about major challenges that a job is facing in achieving its job purpose.
 - Job qualification that states the minimum requirement to do the job. An important reminder is that the minimum job requirement does not necessary become the only factor that affect the know-how point.
- Job grade is assigned to a job not a person (Figure 3.)
- Personal titles need to be abolished (Figure 3.)

2.5. Limitations and issues

The following are limitations and issues in implementing the recommended job classification and grading system:

- Shifting the perspective from the person to the job.
- Current organization structure does not reflect the proper reporting line, delegation of authority, delegation of accountability and clarity about the qualifications needed to deliver the expected contribution (Figure 4-6.)
- Job title frequently overstates the job position within the organization.
- Rationalizing the title system to give greater clarity about the job’s level of accountability.
- Job descriptions do not reflect the required know-how to match the level of accountability.
- Perceived status of personal title.



2.6. Implementation plan for the proposed changes

Fundamental changes are needed to be taken. The likely elapsed time for the implementation cycle is 3-5 years from commencement. Therefore the implementation plan is divided into the short term and long term plan.

The short term plan should be done during the 1st year in the following order:

1. Improve the current job description by following the guideline mentioned in the previous discussion about job description. The improved job description should describe the current situation.
2. Evaluate all positions in the current Maldives Civil Service organization structure based on the improved job description to determine the know-how points of all positions. **(Guidelines to evaluate the job are provided separately.)**
3. Assigned a grade to each evaluated position based on the know-how points and fit this position to the know-how driven job classification and grading framework.
4. Review the current organization structure and redesign the organization structure in a way that can best support the implementation of the Government strategy. The purpose of this exercise is to provide Maldives Civil Service especially people at the top with the vision for the future structure. Use the general guideline on how an organization structure should look like mentioned in the previous section.
5. Develop a new job descriptions based on the new organization structure.
6. Evaluate all positions in the new Maldives Civil Service organization structure.
7. Assigned a grade to each evaluated new position based on the know-how points and fit this position to the know-how driven job classification and grading framework.
8. Plan migration strategy based on the current and future structure and also based on the evaluation result of the current and future organization structure.
 - a. Match people qualifications with the know-how points of positions in the new structure.
 - b. Map the current job classification and grading into the know-how driven job classification and grading.
 - c. Gradually moves toward the ideal structure:
 - i. Merging positions that are similar in nature to create a position with bigger know-how point.
 - ii. Stop inducing people to the current job classification and grading system.

The long term implementation plan is as the following:

1. Communicate the change.
2. Manage the change in title and job content (year 1 to year 3)
 - a. Where there is no perceived loss of seniority, the change in title can be applied immediately.
 - b. When moving people to another job which is higher in perceived status, job title can be used.
 - c. When moving people to another job which is lower or equal in perceived status, personal title can still be used.
3. Improve the job classification and grading system by doing the full job evaluation for all positions using Hay Guide Chart®-Profile Method of Job

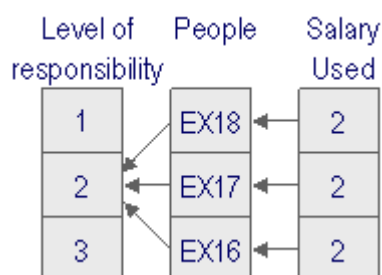


- Evaluation to incorporate the problem solving and accountability aspects of the jobs in Maldives Civil Service. (year 3)
- 4. Manage the change due to job classification and grading system improvement (year 3-5)

3. Pay and remuneration philosophy

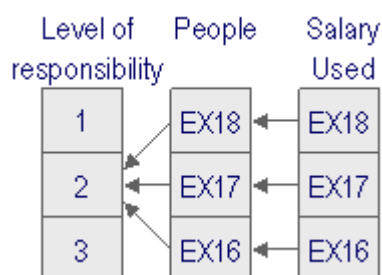
Job classification and grading systems are the basis for pay and remuneration system. Therefore just like job classification and grading system, there are two types of pay and remuneration system. These are pay-for-job system and pay-for-person system.

Pay-for-job system uses job-based classification and grading system. The pay level is determined by the job's classification and grade which as mentioned before is a function of the job's level of responsibility represented by job size.



Progression in the salary level in the pay-for-job system is determined by progression of job size which as mentioned before is determined by performance. Therefore salary progression is determined by performance. The fact that level of pay is linked to the level or responsibility and that progression within the salary range is determined by performance make the pay for job system very cost effective.

The other system is pay-for-person system which uses person-based classification and grading system. The pay level in this system is determined by qualification level of the incumbent. Each job classification and grade has one salary point.



Progression to a higher job classification and grade which is determined by progression in the incumbent's qualification is consequently followed by



increment in salary level. This type of pay and remuneration system motivates people to keep improving their qualification.

The followings are discussions about the current pay and remuneration system in Maldives Civil Service, and also recommendations on how to improve the current system.

3.1. Findings and discussion on the existing pay and remuneration system

The current pay and remuneration system in the Maldives Civil Service consist of salary and allowances. The current system links salary to job classification and grades determined by levels of qualification of the incumbents (educational level and length of service.) Each job classification and grade is link to a salary point. There are many allowances which are provided to achieve various objectives, and this is seemed to make the system difficult to administer. Progression to the next salary level is determined by progression to the next job classification and grade which is a function of increment in the incumbent's qualification, typically length of service. The salary level in each job classification and grade is approximately differed by 7%. There is typically an automatic promotion to next job classification and grade every four years. Link between promotion and performance is not visible in the current pay and remuneration system.

The current pay and remuneration system enables Maldives Civil Service to encourage its people to improve their qualification either through obtaining higher educational or professional qualification or through increasing length of service because, as mentioned above, promotion is highly affected by either an increase in educational qualification or length of service. The encouragement to improve the qualification is even bolstered by provision of allowances such as professional and technical allowances that encourage people to improve their educational qualifications, and long-term allowance that encourage people to increase their length of service. This type of system is typically good for professional or specialist positions, such as doctor, lawyer, engineer, technician etc., where there is a strong correlation between an increase in an incumbent's qualification with his or her performance, or with his or her ability to take on a job with higher responsibility level. However, applying this system to the entire Maldives Civil Service, especially with no performance management system, could cause unwanted results, such as accumulation of incompetent people. Also the fact that educational level and length of service are rewarded with increase in salary and also allowances has made the current pay and remuneration system to be ineffective and inefficient. Best practice shows that the most effective and efficient pay and remuneration systems are the one that utilize different elements of the system to achieve different objectives.

As mentioned above, the current pay and remuneration system is only dependent upon the incumbent's qualification. The system is totally independent of performance and job size or level of contribution. Therefore the link between pay and the quality of contribution to the organization is miniscule. This made the current system to be inefficient because the possibility of overpaying people with small job size and low performance is



high. In other word the system has made the organization to be not cost effective. Another effect to this particular characteristic of the system is the creation of a sense of unfairness among people in the Maldives Civil Service.

Another observed downturn to the current system is lack of consistency in pay and remuneration practice within a ministry and across the civil service. This has caused speculation and discomfort among people in the Maldives Civil Service.

3.2. Rationale for the reform of the pay and remuneration system

As discussed in the previous section, the current pay and remuneration system in the Maldives Civil Service has caused the followings to occur:

- Creation of a sense of unfairness among people in the Maldives Civil Service which might lead to non-motivating working environment.
- Organization is not cost effective.
- Accumulation of incompetent people within the Maldives Civil Service.
- Great difficulty to inculcate performance-based culture.

Maldives Civil Service agree that pay and remuneration should be a motivating factor for the people to deliver their best effort in supporting the implementation of the Government strategy and the achievement of the Government objectives, however this goal is not supported by the conditions mentioned above which are the resultant of current pay and remuneration system implementation.

A common practice in the government sectors indicate that in the civil service pay and remuneration there should be a managed balance between the legitimate needs of the civil service and those of the tax payer. However the inefficiency in the current pay and remuneration system has not enabled the Maldives Civil Service to manage this balance.

Therefore the current pay and implementation system needs to be transform into a system that can motivate people in Maldives Civil Service in delivering their best effort to support the implementation of the Government strategy and the achievement of the Government objectives, and at the same time manage balance between the legitimate needs of the civil service and those of the tax payer.

3.3. Proposed pay and remuneration philosophy for the Civil Service

The first step in designing a pay and remuneration system is determining the pay and remuneration philosophy. The following pay and remuneration philosophy is Hay Group recommendation for Maldives Civil Service:

- Support the development of skills and talents of the civil servants to enable the Government to consistently and fairly deliver its strategies and goals across the nation.
- Keeping the balance between the equity of impact of civil service reward on the people of Maldives (tax payer) and members of the civil service.



3.4. Recommendation and inputs for improving the pay and remuneration system

After determining the pay and remuneration philosophy, the next step is to align the pay and remuneration system to the philosophy. When aligning the pay and remuneration system to the philosophy, the followings need to be considered:

- Develop a system that will enable a comparison of pay and remuneration practice between the public sector and the private sector.
- Streamline the existing pay and remuneration elements.
- Create a strong link between performance and reward.
- Create a strong link between contributions to the organization with reward.
- Create a strong link between the developments of skills required to deliver the expected contribution from the job with pay.
- Capitalize different elements of reward, especially the non financial reward, to increase the value of total remuneration and to foster different desired behaviors.

3.5. Limitations and issues

The following are limitations and issues found in aligning pay and remuneration system to the philosophy:

- The demands on the Government revenue are far greater than their ability to fund the demands, including demand for Civil Service pay.
- Geographically Maldives is a nation comprising of hundreds of small islands, many of which require their own basic services from the Government (electricity, roads, wharf, health facilities and doctors, etc.) and all of these place huge demands upon the Government for funding. Supplying these needs competes with the need to invest in civil service pay.
- Ingrained non-performance based culture.
- Too many allowances.
- Shifting the paradigm from paying for qualification (person) to paying for job (level of responsibility.)

3.6. Implementation plan for the proposed changes

To implement Hay Group's recommendation on aligning the pay and reward system to the philosophy, the following is the short-term implementation plan (1st year):

- Create a link between level of responsibility or job size with pay level
 - Generate a salary range for each job grade by using the current salary points and implement these salary ranges.
 - For example: after all positions in the current organization structure are evaluated by using the know-how point, job grade 17 in the new job classification and grading system is occupied by positions whose old job grades are EX16-EX18. The salary point attached to EX16-EX18 can be use to generate salary range for job grade 17.



Job grade	Salary Range
	EX18
17	EX17
	EX16

- Create a link between performance and pay by relating progression within each salary range with performance. The following alternatives can be used to create this link:
 - Use a line formula to create the link between the individual performance level with salary increment.
 - Divide the salary range into several salary points and relate the progression to each salary points with the individual performance level.
- Create the link between the developments of skills required to deliver the expected contribution from the job with pay
 - Determine one reward element that can be used to achieve this objective.
- Design a performance management system to support the creation of a link between pay with performance.
- Identify the objective for each allowance.
- Conduct pay and remuneration survey to enable Maldives Civil Service to do a comparison of pay and remuneration practice between the public sector and the private sector.
- Design the new pay and remuneration system.
 - Determine the market positioning.
 - Create a new salary range for each job grade.
 - Determine the mix of pay and remuneration components that are align with the philosophy. Use different pay and remuneration elements to achieve different objectives.
 - Put more emphasize in utilizing training and higher education opportunities to encourage talent in improving their qualification.
- Create a plan to transform the modified current pay and remuneration system to the newly design reward system.

The long term implementation plan is as the following (1st to 3rd year):

- Communicate the plan to change.
- Manage the transformation to the new system:
 - Overpaid positions can be handled by either freezing the salary or increase the responsibility level to increase the job size.
 - Merge allowances that have the same objective or pick the one the most effective one.
 - Remove allowances whose objectives are not in line with the pay and remuneration philosophy.
 - Implement performance management system with discipline.



4. Appendix

Table 1. Work plan for the review of the current job classification and pay system.

No.	Activities	Expected Deadline	Deliverables	Weeks			
				1	2	3	4
Module 1: Project management							
1	Hay Group, UNDP and Project Team will conduct coordination meeting to get preliminary briefing on the background and the expected project outcomes	Oct 27th	Detail project work plan	■			
2	Hay Group will conduct a meeting with Commissioners and Project Team to discuss detail project plan, schedule and the expected project outcomes			■			
3	Hay Group and Project team will identify and review necessary documents			■			
4	Hay Group and project team will identify key stakeholders			■			
5	Hay Group and Project team will develop a detail project work plan			■			
Module 2: Review of job classification and pay system and defining reward philosophy							
1	Hay Group will review documents related to existing job classification and pay system	Nov 4th	- Comments and improvement recommendation related to current job classification - Reward philosophy and strategy	■	■		
2	Hay Group will meet with PSD, Ministry of Higher Education and Ministry of Finance			■	■		
3	Hay Group will conduct a workshop with the Commissioners and Project Team to understand the underpinning principles of existing job classification and pay system, and how effectively they are working			■	■		
4	Hay Group and Project team will evaluate all civil service job by using know-how definition used in the Hay Group job evaluation methodology			■	■		
5	Hay Group will conduct a workshop with the Commissioners to clarify broad pay philosophy and strategy			■	■		
6	Hay Group will develop a broad recommendation on how the existing job classification and pay system can be improved based on the findings and the desired pay philosophy and strategy	Nov 9th	- Comments and improvement recommendation related to current Reward system			■	■
Module 3: Reporting							
1	Hay Group will conduct a final presentation on the findings and recommendation to the Commissioners	Nov 10th	Final report on the finding and recommendation				■
2	Hay Group will submit a final report of the above items	Nov 15th					■



Table 2. Know-how driven job classification and grading system framework.

Job Bands	Job Grade	Managerial / Administrative Job			Specialist / Professional Job				Know-How	Level Descriptors					
		Job Title	TKH	MB	HRS	Job Title	TKH	MB			HRS				
Senior Management	19	Permanent Secretary/ Department Head/ Division Head	G	III-	3					608	Provide leadership and guidance in planning the implementation of the organization's overall policy and strategy within the boundary of allocated resources.				
	18		G	II	3					528					
	17		G-	II	3					460					
	16	Director	F+	II-	3					400		Provide leadership for implementing operational or functional group strategy to achieve functional group objectives			
	15		F	II-	3					350					
Junior Management	14	Section Head	E+	II-	3	Doctor/ Lawyer/ Engineer	F	II-	2	304	Implement clearly defined operational or functional unit objectives within established policy framework				
	13		E	II-	3		F-	I+	2	264					
	12		E	I	3		E+	I	2	230					
Staff	11	Supervisor/ Senior Secretary	D+	I	3	Technician/ Paralegal/ Nurse	E	I	2	200	Provide administrative or professional support and/or supervise ancillary workers				
	10		D	I	3		E-	I	2	175					
	9	Admin Staff/ Junior Secretary	D	I	2					152					
	8		D-	I	2					132					
	7		C	I	2					115					
	6		C-	I	2					100					
Ancillary staff	5		B	I	2									87	Provide ancillary services
	4		B	I	1									76	
	3		B-	I	1	66									
	2		A+	I-	1	57									
	1		A+	0	1	50									

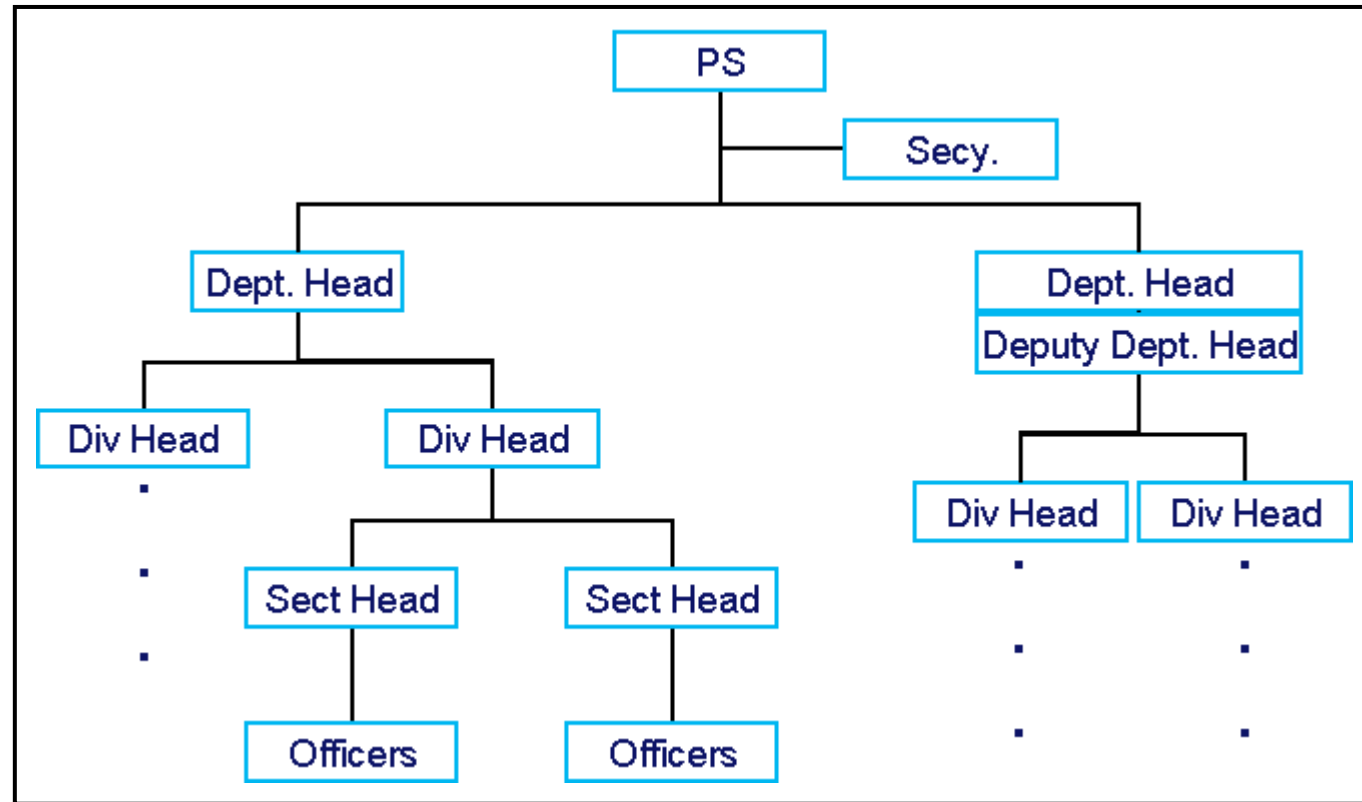


Figure 1. Sample of an organization structure that clearly depicts the reporting line, delegation of accountability and clarity about the qualifications needed to deliver the expected contribution.

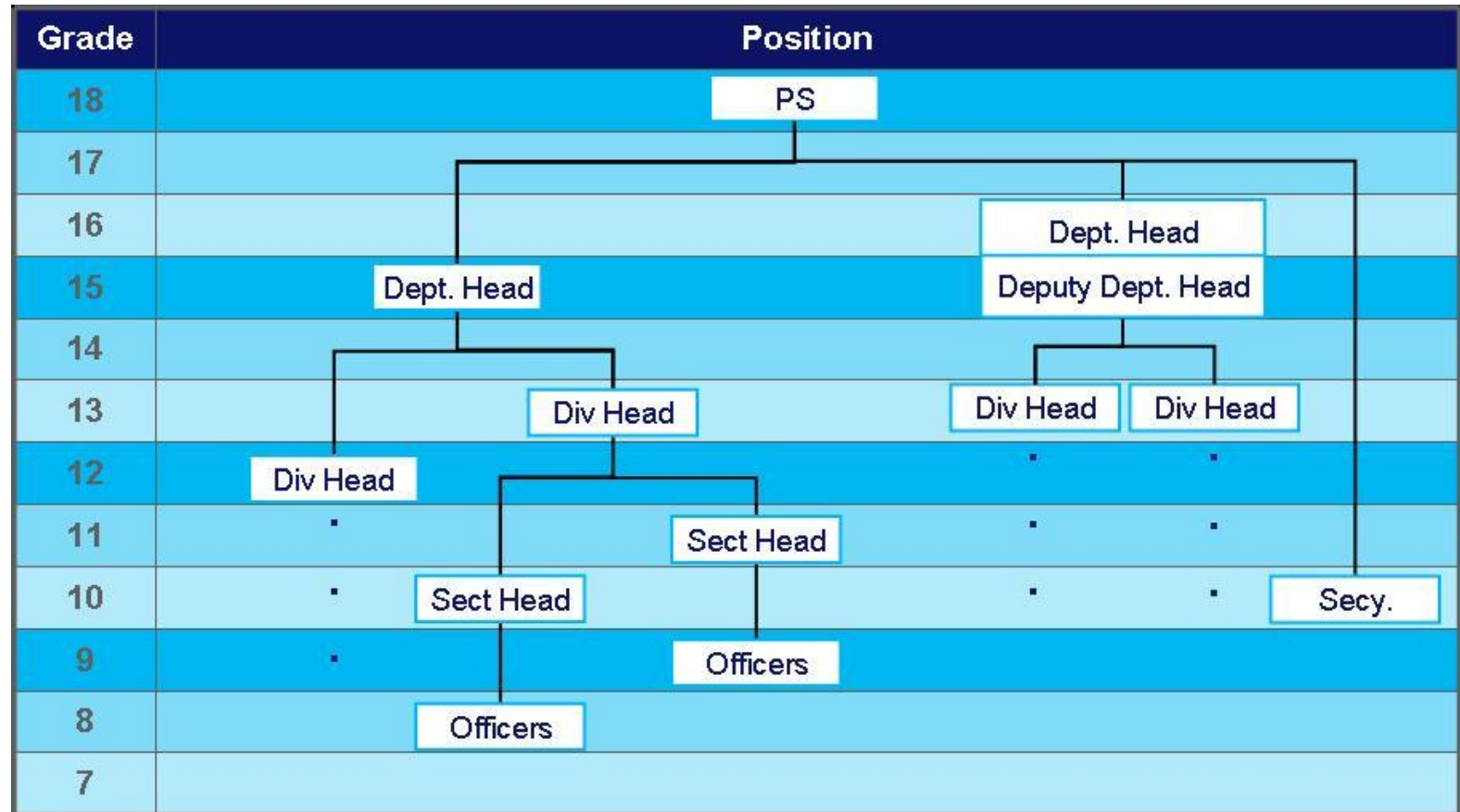


Figure 2. Sample of an organization structure that clearly depicts the reporting line, delegation of accountability and clarity about the qualifications needed to deliver the expected contribution put in grades.



Current system:
Job grade is the same as personal grade. When the incumbent moves, the job grade may change.

- Unit: Section
- Position Name: Head of Section
- Job Title: Personal Title
- Job Band: Personal Band
- Job Grade: Personal Grade
- Job Grade Qualification: Personal Grade Qualification
- Personal Band: Senior Management
- Personal Position: Executive
- Personal Grade: EX7
- Personal Title: Director
- Personal Grade Qualification:
 - Educational Qualification
 - Length of service



Job-Based System:
Job grade is attached to the job. When the incumbent moves, the job grade remains the same.

- Unit: Section
- Position Name: Head of Section
- Job Title: Head of Section
- Job Band: Junior Management
- Job Grade: 12
- Job Grade Qualification: Job size
- Personal Band: N/A
- Personal Position: N/A
- Personal Grade: N/A
- Personal Title: N/A
- Personal Grade Qualification: N/A

Figure 3. Sample of transformation from the existing system to the job-based system.

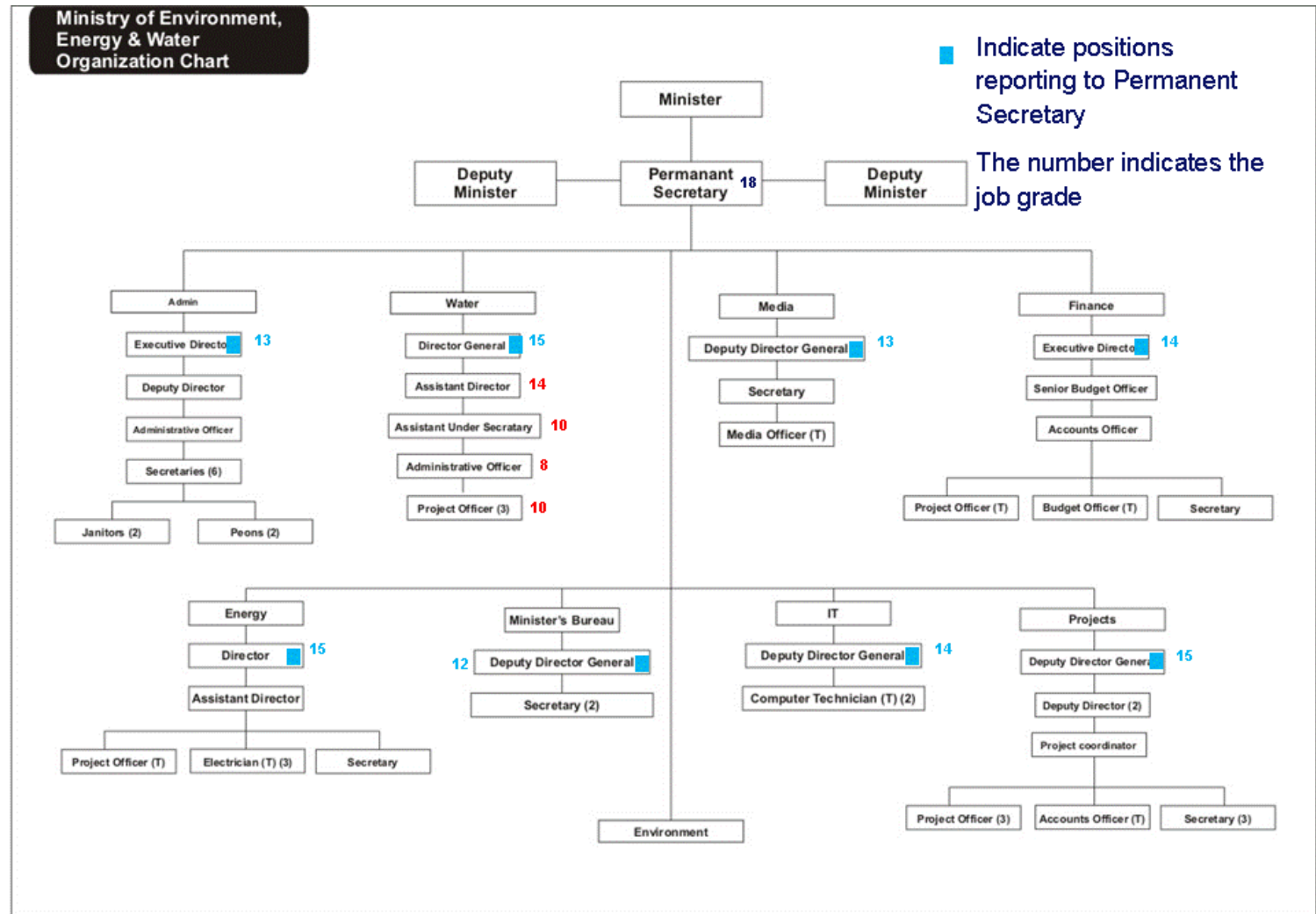


Figure 4. Sample of existing organization structure (1.)

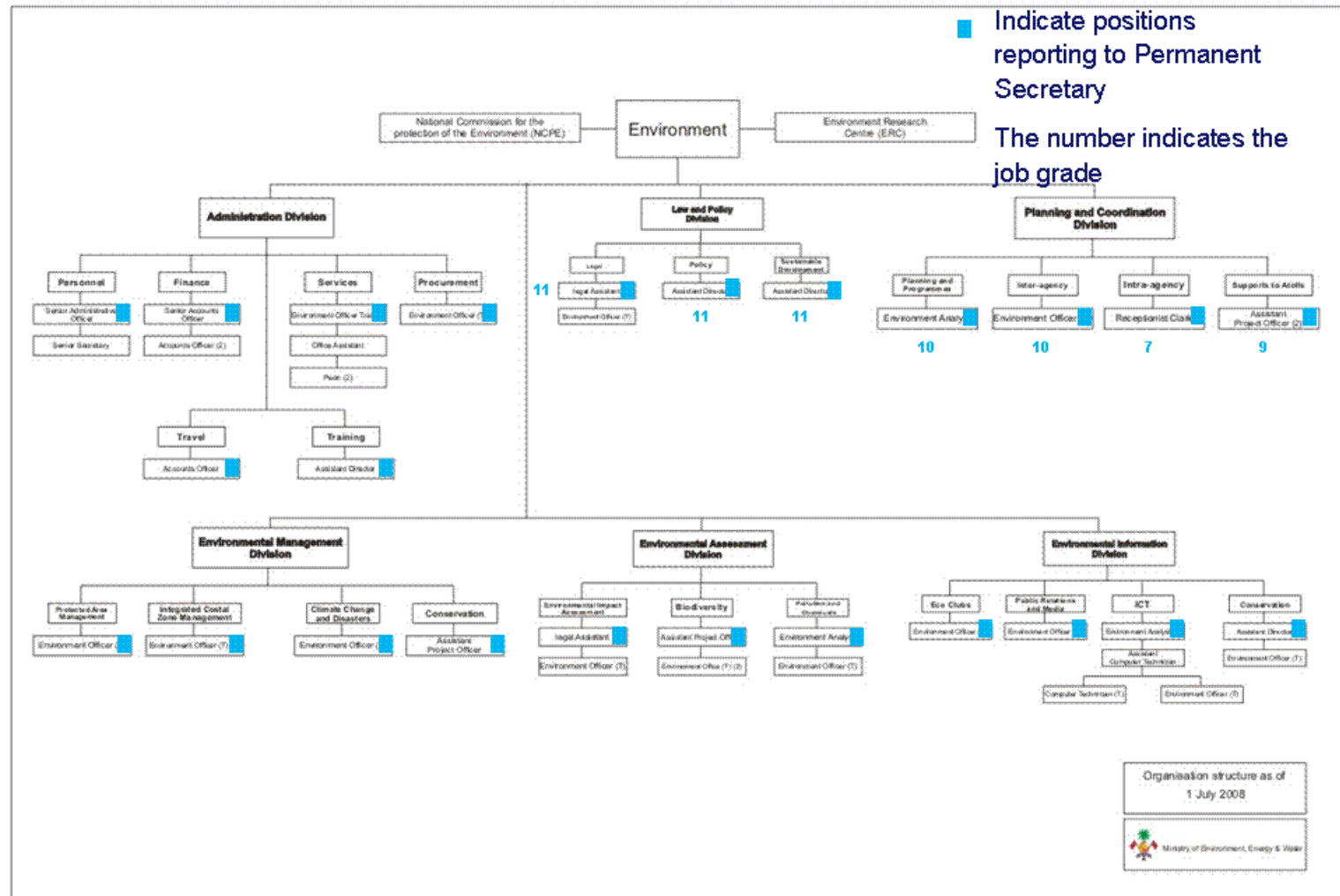


Figure 5. Sample of existing organization structure (2.)



Grade	Position						
18	PS						
17	Water	Finance	Admin	Minister's Bureau	Environment (law & policy Division)	Environment (Planning & coordination Division)	
16							
15	DG						
14	Asst. Dir	ED					
13			ED				
12				DDG			
11					Asst. Dir		
10	Adm. Off	Proj. Off.				Env. Off	
9	Secy.						
8	In the Ministry of Environment, Energy and Water, there are 32 jobs reporting directly to the Permanent Secretary						
7							Clerk

Figure 6. Sample of existing organization structure put in grades.