



NATIONAL PAY COMMISSION



MALDIVES PUBLIC SERVICE JOB EVALUATION GUIDELINES

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Ministry of Finance
Republic of Maldives

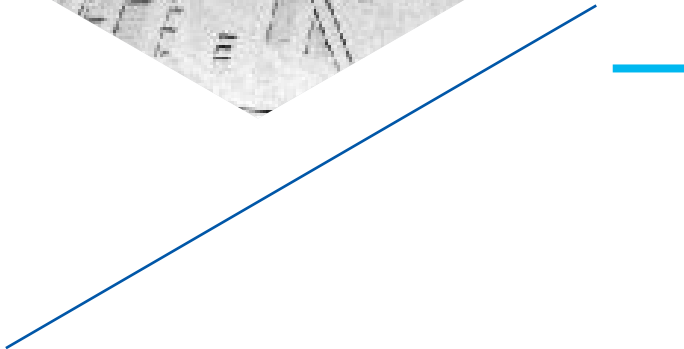
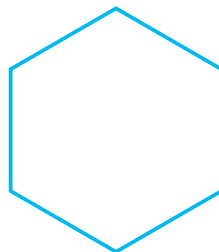


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INTRODUCTION

This guideline outlines the concept and process of job evaluation that will be undertaken by the National Pay Commission for the requirements of operationalizing the National Pay Policy Act.



WHAT IS JOB EVALUATION ?

Job evaluation is a method of comparing different jobs to ensure that all staff are graded fairly and equitably – when considering each job in relation to others in the organization – and equally with other staff undertaking similar jobs or jobs of equal value. Only the job is evaluated, not the person doing the job.

It is a process that seeks to measure objectively the different elements of a job. The jobs are placed in a rank order according to their size, thereby producing a hierarchy of jobs/grades – providing a basis for a fair pay and grading structure – though job evaluation itself is not directly about pay. The aim is to reflect the demands made upon the job as well as the value of the job in the organization.

A job evaluation scheme can ensure:

- A fair, equitable and transparent process for comparing the relative size of jobs;
- Consistency and parity across an organization;
- A demonstration of the principle of equal pay for work of equal value;
- A general concept of fairness and equality in compensation.

WHO CONDUCTS THE JOB EVALUATION?

Job evaluation will be conducted by a team of specialized professionals selected by the National Pay Commission (NPC). This approach brings together greater objectivity and commonality across the public service, not the person doing the job.

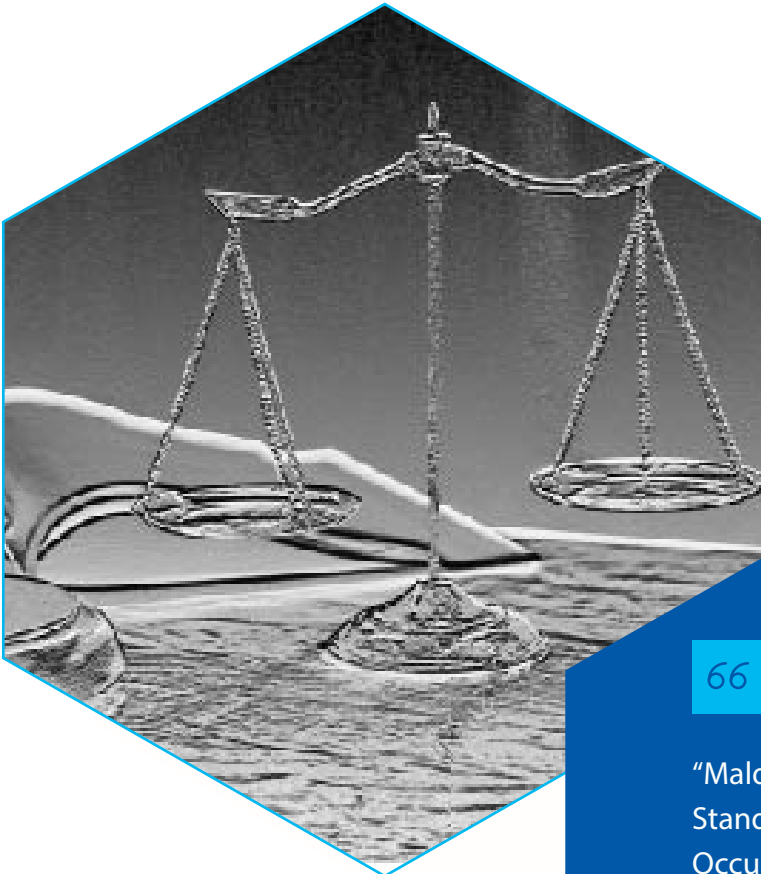


DO ALL JOBS NEED TO BE EVALUATED?

Not necessarily. However, NPC will select a number of representative, benchmark jobs in each job family – grade them based on the evaluation – and slot in other jobs in the job matrices into the public service ranking system. Through this process each job in each job matrix will be allocated a job evaluation point.

HOW DOES THE EVALUATION SYSTEM WORK?

Jobs are measured by using four job evaluation factors: (1) skill and knowledge; (2) responsibility; (3) physical effort; and (4) environmental working conditions. Each factor is assigned a “weight” based on a number of quantitative and qualitative considerations that primarily reflects: the organizational culture across the Maldivian public service; generates an acceptable hierarchy of jobs; and reflects the parameters of the National Pay Policy Act.



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“Maldives Public Service
Standard Classification of
Occupations (MISSCO)”

Job evaluation is undertaken for the job matrices of the eight job families specified below. Variations are made to the weightage, firstly across the job families, and secondly across the major job groups specified in the “Maldives Public Service Standard Classification of Occupations (MISSCO)” - in relation to the quantitative and qualitative considerations specified above. Subsequently job evaluation points are derived for each of the job evaluation factors across all job families.

JOB FAMILIES

Business and
Administrative
Service



Educational
Service



Elementary,
Secretarial and
Skilled Service



Health Service



Information and
Communications
Technology Service



Legal, Cultural and
Social Service



Protective
Service

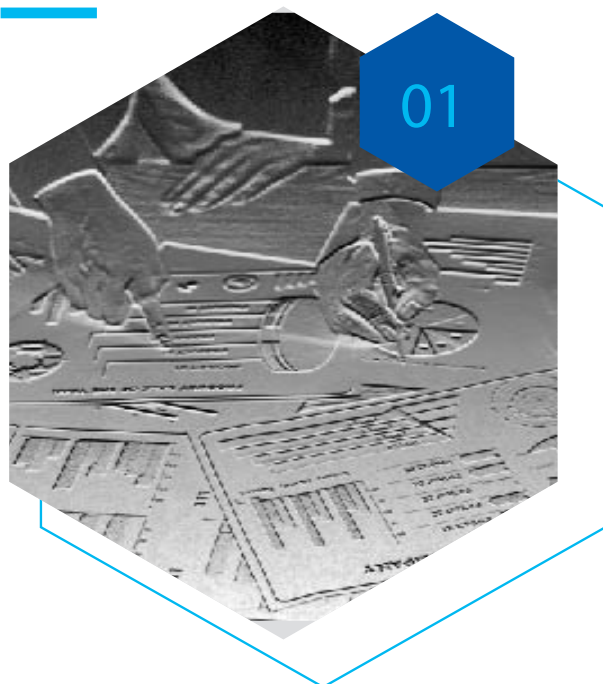


Science
and Built
Environment Service



JOB EVALUATION WEIGHTAGE FOR JOB FAMILIES

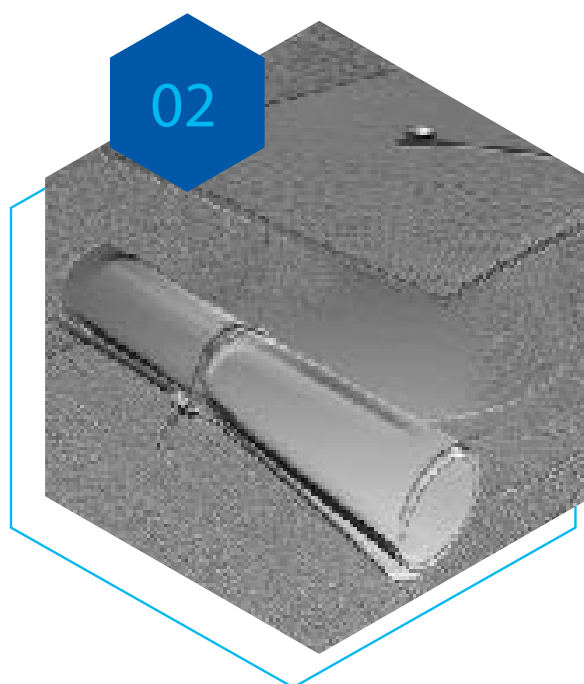
Business and Administrative Service



Managers	%
Skill and Knowledge	40%
Responsibility	40%
Physical Effort	10%
Environmental Working Conditions	10%
Professionals	%
Skill and Knowledge	50%
Responsibility	30%
Physical Effort	10%
Environmental Working Conditions	10%
Associate Professionals	%
Skill and Knowledge	60%
Responsibility	20%
Physical Effort	10%
Environmental Working Conditions	10%

Educational Service

Managers	%
Skill and Knowledge	40%
Responsibility	40%
Physical Effort	10%
Environmental Working Conditions	10%
Professionals	%
Skill and Knowledge	50%
Responsibility	30%
Physical Effort	10%
Environmental Working Conditions	10%
Associate Professionals	%
Skill and Knowledge	60%
Responsibility	20%
Physical Effort	10%
Environmental Working Conditions	10%



Elementary, Secretarial and Skilled Service



Elementary Workers	%
Skill and Knowledge	35%
Responsibility	15%
Physical Effort	25%
Environmental Working Conditions	25%

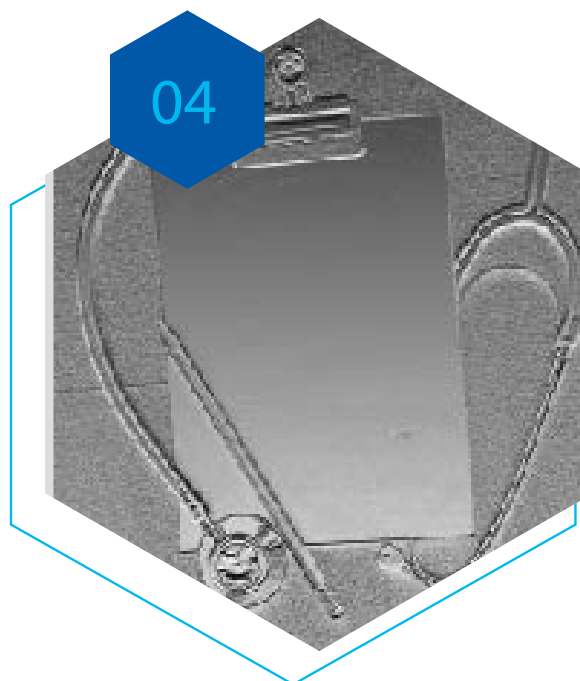
Secretarial Staff & Skilled Workers	%
Skill and Knowledge	50%
Responsibility	15%
Physical Effort	15%
Environmental Working Conditions	20%

Health Service

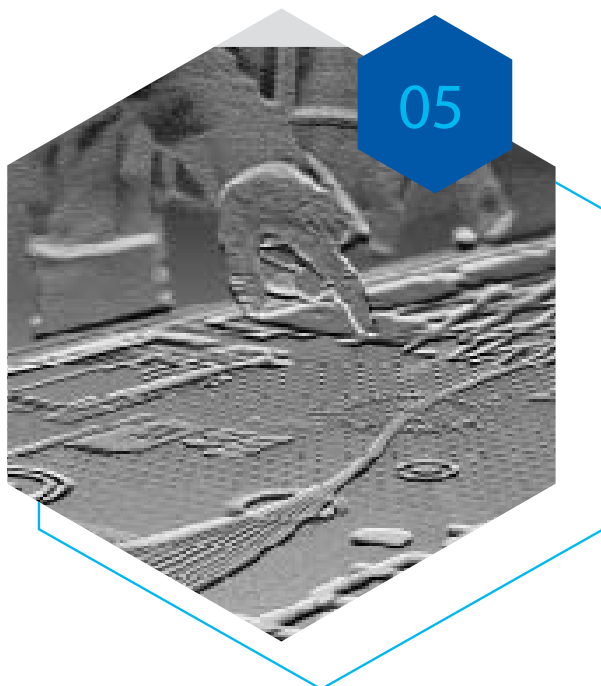
Managers	%
Skill and Knowledge	40%
Responsibility	40%
Physical Effort	10%
Environmental Working Conditions	10%

Professionals	%
Skill and Knowledge	50%
Responsibility	20%
Physical Effort	10%
Environmental Working Conditions	20%

Associate Professionals	%
Skill and Knowledge	55%
Responsibility	15%
Physical Effort	10%
Environmental Working Conditions	20%



Information and Communications Technology Service

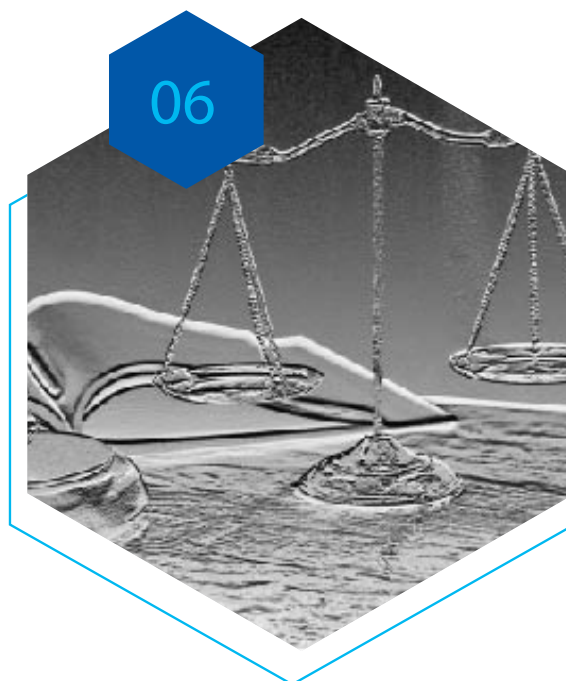


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Managers	%
Skill and Knowledge	40%
Responsibility	40%
Physical Effort	10%
Environmental Working Conditions	10%
Professionals	%
Skill and Knowledge	50%
Responsibility	30%
Physical Effort	10%
Environmental Working Conditions	10%
Associate Professionals	%
Skill and Knowledge	60%
Responsibility	20%
Physical Effort	10%
Environmental Working Conditions	10%

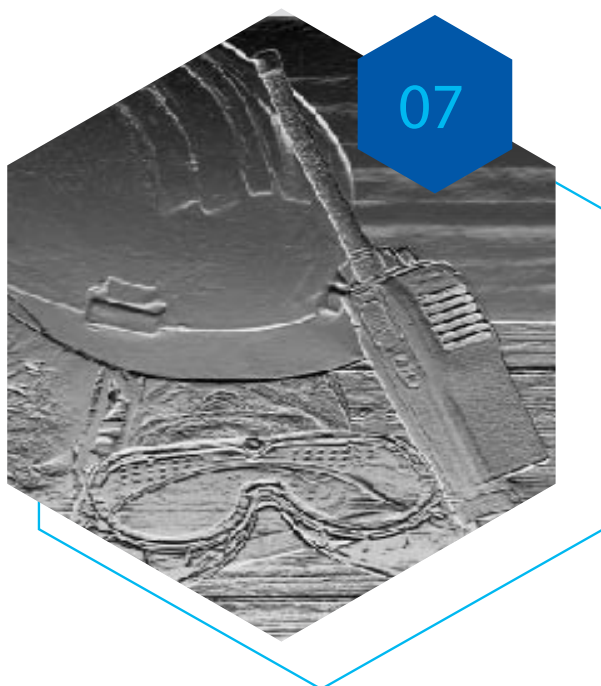
Legal, Cultural and Social Service

Managers	%
Skill and Knowledge	40%
Responsibility	40%
Physical Effort	10%
Environmental Working Conditions	10%
Professionals	%
Skill and Knowledge	50%
Responsibility	30%
Physical Effort	10%
Environmental Working Conditions	10%
Associate Professionals	%
Skill and Knowledge	60%
Responsibility	20%
Physical Effort	10%
Environmental Working Conditions	10%



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Protective Service



Managers	%
Skill and Knowledge	40%
Responsibility	40%
Physical Effort	10%
Environmental Working Conditions	10%
Professionals	%
Skill and Knowledge	50%
Responsibility	20%
Physical Effort	10%
Environmental Working Conditions	20%
Associate Professionals	%
Skill and Knowledge	55%
Responsibility	15%
Physical Effort	10%
Environmental Working Conditions	20%

Science and Built Environment Service

Managers	%
Skill and Knowledge	40%
Responsibility	40%
Physical Effort	10%
Environmental Working Conditions	10%
Professionals	%
Skill and Knowledge	50%
Responsibility	20%
Physical Effort	10%
Environmental Working Conditions	20%
Associate Professionals	%
Skill and Knowledge	55%
Responsibility	15%
Physical Effort	10%
Environmental Working Conditions	20%



JOB EVALUATION FACTORS AND EVALUATION POINTS



Factor 1: Skills and Knowledge

This factor measures the nature and level of skills, knowledge, and mental application required in performing the assigned work. Positions vary in such ways as the kind, amount, and depth of skills and knowledge needed, as well as in the manner, frequency, and extent to which they are used.

Elements covered under this factor include, but are not limited to:

1. Knowledge of work practices, methods, and processes, and their levels of difficulty.
2. Practical knowledge of the principle underlying the work, or other special or technical knowledge (e.g., electricity, electronics, processing characteristics of materials).
3. Knowledge of other trades.
4. Skills in specific trade operations, and the degree of manual dexterity or precision required.
5. Ability to read and write, to interpret blueprints, work instructions, and other technical guides of varying degrees of complexity.
6. Ability to use or operate tools, equipment, or machines of varying difficulty.
7. Mental abilities needed, such as memory, judgment, and ingenuity.
8. Mental application required (e.g., in planning and laying out work, in maintaining alertness and concentrated attention, or because of the nature of muscular and visual coordination needed).

The job evaluation weightage assigned for skills and knowledge are similar for four job families (Business and Administrative Service, Educational Service, Information and Communications Technology Service, and Legal, Cultural and Social Service). The following table provides the work value description for the hierarchy of jobs and the corresponding job evaluation point for each major job group.



**JOB EVALUATION POINTS OF FACTOR “SKILLS & KNOWLEDGE” FOR JOB FAMILIES OF BUSINESS AND ADMINISTRATIVE SERVICE;
EDUCATIONAL SERVICE; INFORMATION AND COMMUNICATIONS TECHNOLOGY SERVICE; AND LEGAL, CULTURAL AND SOCIAL**

Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
1	<p>MISSCO Skill level 1</p> <p>Basic education with minimum literacy and numeracy; OR basic primary education. Skills and knowledge requirements could also be acquired by MNFQ level 1 or 2 certificate; OR An equivalent level of related work experience in lieu of formal education and literacy. Knowledge of a limited number of basic, routine or repetitive tasks and the operation of associated basic tools and equipment and require little or no experience or training.</p>	87	109	131	109	76
2	<p>MISSCO Skill level 2 & 1</p> <p>Skills and knowledge requirements are normally acquired by having completed secondary education; OR Having MNQF level 3 certificate with no or some experience; OR An equivalent level of skill acquired through related training and/or work experience in lieu of basic education. General knowledge of standardized routine work methods, processes and approaches and tasks and the operation of associated tools and equipment. Ability to understand basic instructions and follow simple and structured procedural guidelines.</p>	174	218	261	218	153



Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
3	<p>MISSCO Skill level 3</p> <p>Knowledge and skills are normally acquired by having completed higher secondary education; OR Having MNQF level 4 certificate with no or some experience; OR MNQF level 3 certificate AND up to four years of progressive and relevant work experience; OR An equivalent level of skill acquired through considerable related training and work experience in lieu of basic education to operate and adjust varied equipment for purpose such as performing numerous standardized tests or operations.</p> <p>Specific knowledge of standardized work methods, processes and approaches, and some knowledge and proficiency in an administrative, business or operational technical discipline.</p>	261	327	392	327	229
4	<p>MISSCO Skill level 3</p> <p>Knowledge and expertise is normally acquired by having completed a –MNQF level 4 certificate AND up to four years of progressive and relevant work experience; OR Having MNQF level 6/5 certificate with no or some experience; OR Having an equivalent professional certification/training or equivalent level of related work experience.</p> <p>Specific knowledge in a technical discipline and specialized knowledge of standardized work methods processes and approaches. An ability to apply technical concepts and applications to tasks or activities where known or theoretical precedents exist.</p>	348	436	523	436	305



Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
5	<p>MISSCO Skill level 3</p> <p>Knowledge and expertise is normally acquired by having completed a MNQF level 4 certificate AND up to eight years of progressive and relevant work experience; OR Having MNQF level 6/5 certificate AND up to four years of progressive and relevant work experience; OR Having an equivalent professional certification/training or equivalent level of related work experience.</p> <p>Significant knowledge in a technical or professional discipline and an ability to apply technical/professional concepts and applications to tasks or activities where known or theoretical precedents exist. Based on broad job content, work process and/or industry knowledge, the ability to co-ordinate related work or project specific activities is required.</p>	435	545	654	545	381
6	<p>MISSCO Skill level 4</p> <p>Knowledge is normally acquired by having completed an undergraduate university degree in a recognized and related discipline with no or some experience; OR Having an equivalent professional certification with equivalent level of related work experience.</p> <p>Professional and technical knowledge in a specialized area across a range of activities. Knowledge and ability to interpret and adapt documented textbook concepts and principles to practical situations that involve problem definition and solution development.</p> <p>Practical knowledge of a technical or administrative field, which involves the use of specialized, complex techniques or methodologies. There is a problem solving orientation with a focus on developing expertise to deal with problems anticipated or encountered. The position demands that the incumbent understand the relationships between and across a number of processes and activities and business units and effectively manages those inter-relationships.</p>	523	653	784	653	458



Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
7	<p>MISSCO Skill level 4</p> <p>Knowledge is normally acquired by having completed an undergraduate university degree in a recognized and related discipline, AND up to four years of related experience; OR MNQF level 9 with no or some experience; OR Having an equivalent professional certification or equivalent level of related work experience.</p> <p>Highly developed specialist, professional, technical and/or management knowledge across a broad range of activities. Due to the complex nature (breadth and/or depth) of the job requirements, significant knowledge of a specialized functional area as well as comprehensive knowledge of the discipline is required.</p> <p>Ability to translate this knowledge into the development of new methods, approaches or procedures, as well as the ability to apply logical, evaluative and scientific thinking to define problems, collect information, establish facts and determine optimal courses of action to pursue is required. Ability to provide technically-authoritative, leading-edge advice and direction to a variety of process participants.</p>	610	762	915	762	534



Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
8	<p>MISSCO Skill level 4</p> <p>Knowledge is normally acquired by having completed an undergraduate university degree in a recognized and related field, AND up to eight years of progressive and relevant experience; OR MNQF level 9 certificate in a recognized and related field, AND up to 4 years of progressive and relevant experience; OR Having completed a PhD with no or some experience; OR Having an equivalent professional certification or equivalent level of related work experience in lieu of post-secondary education.</p> <p>Is considered as a specialist in the field with professional, technical and/or management knowledge across a broad range of activities. The job demands handling complex issues, thus requiring significant knowledge of a specialized functional area as well as comprehensive knowledge of the discipline.</p> <p>Ability to apply knowledge into the development of new methods, approaches or procedures, as well as the ability to apply logical, evaluative and scientific thinking to define problems, collect information, establish facts and determine optimal courses of action to pursue is required. Ability to provide technically-authoritative, leading-edge advice and direction to a variety of process participants.</p> <p>Managerial positions require at least two years of related managerial experience, preferably more.</p>	697	871	1046	871	610

Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
9	<p>MISSCO Skill level 4</p> <p>Knowledge is normally acquired by having completed an undergraduate university degree in a recognized and related field, AND up to twelve years of progressive and relevant experience; OR MNQF level 9 certificate in a recognized and related field, AND up to eight years of progressive and relevant experience; OR Having completed a PhD with up to four years of progressive and relevant experience; OR Having an equivalent professional certification with equivalent level of related work experience.</p> <p>Advanced specialist, professional and/or management knowledge and corresponding understanding of related principles, theories, concepts and practices. The position requires the ability to perform in a strategic environment. The job requires the demonstrated achievement of widely recognized competence and mastery in the applicable discipline (i.e. breadth and depth), and possibly extensive study in the area.</p> <p>In addition to extensive discipline, functional and industry expertise, demonstrated knowledge of strategic and tactical problem solving approaches, and ability to convert or translate strategic objectives into tangible action plans and results is required. Demonstrated knowledge of process quality and effective project management is needed. The position requires that the degree of organization knowledge is both broad and deep as the incumbent makes decisions that impact elsewhere in the organization, directly or in an indirect manner.</p> <p>Managerial positions require at least two years of related managerial experience, preferably more.</p>	784	980	1177	980	686

Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
10	<p>MISSCO Skill level 4</p> <p>Knowledge is normally acquired by having completed a postgraduate degree equivalent to MNQF level 9 in a recognized and related field, AND up to twelve years of progressive and relevant experience; OR Having completed a PhD with up to eight years of progressive and relevant experience; OR Having an equivalent professional certification with equivalent level of related work experience.</p> <p>Expert in the field, with pioneering innovative applications of related principles, theories, concepts and practices. The position requires the ability to perform at strategic environments at national or central institutions.</p> <p>Skills and knowledge are required to address complex analysis and reasoning to develop new approaches in order to solve a wide range of problems. Situations may be unique and sometimes require a high degree of mental challenge to deal with job demands of a strategic, managerial or technical/scientific nature, where precedents and/or prescribed solutions do not exist.</p> <p>Managerial positions require at least four years of related managerial experience, preferably more.</p>	871	1089	1307	1089	763

Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
11	<p>MISSCO Skill level 4</p> <p>Knowledge is normally acquired by having completed a postgraduate degree equivalent to MNQF level 9 in a recognized and related field, AND up to sixteen years of progressive and relevant experience; OR Having completed a PhD with up to twelve years of progressive and relevant experience; OR Having an equivalent professional certification with equivalent level of related work experience.</p> <p>Considered as an expert at the highest level. International recognition and contribution in the field considered exemplary and ground-breaking.</p> <p>Managerial positions require at least four years of related managerial experience, preferably more.</p>	958	1198	1438	1198	839

The job evaluation weightage assigned for skills and knowledge are similar for, Health Service, Protective Service and Science and Built Environment Service. The following table provides the work value description for the hierarchy of jobs and the corresponding job evaluation point for each major job group.

JOB EVALUATION POINTS OF FACTOR “SKILL & KNOWLEDGE” FOR JOB FAMILIES OF HEALTH SERVICE; PROTECTIVE SERVICE AND SCIENCE AND BUILT ENVIRONMENT SERVICE

Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
1	<p>MISSCO Skill level 1</p> <p>Basic education with minimum literacy and numeracy; OR basic primary education.</p> <p>Skills and knowledge requirements could also be acquired by MNFQ level 1 or 2 certificate; OR An equivalent level of related work experience in lieu of formal education and literacy.</p> <p>Knowledge of a limited number of basic, routine or repetitive tasks and the operation of associated basic tools and equipment and require little or no experience or training.</p>	87	109	120	109	76
2	<p>MISSCO Skill level 2 & 1</p> <p>Skills and knowledge requirements are normally acquired by having completed secondary education; OR Having MNQF level 3 certificate with no or some experience; OR An equivalent level of skill acquired through related training and/or work experience in lieu of basic education.</p> <p>General knowledge of standardized routine work methods, processes and approaches and tasks and the operation of associated tools and equipment. Ability to understand basic instructions and follow simple and structured procedural guidelines.</p>	174	218	240	218	153

Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
3	<p>MISSCO Skill level 3</p> <p>Knowledge and skills are normally acquired by having completed higher secondary education; OR Having MNQF level 4 certificate with no or some experience; OR MNQF level 3 certificate AND up to four years of progressive and relevant work experience; OR An equivalent level of skill acquired through considerable related training and work experience in lieu of basic education to operate and adjust varied equipment for purpose such as performing numerous standardized tests or operations.</p> <p>Specific knowledge of standardized work methods, processes and approaches, and some knowledge and proficiency in an administrative, business or operational technical discipline.</p>	261	327	359	327	229
4	<p>MISSCO Skill level 3</p> <p>Knowledge and expertise is normally acquired by having completed a –MNQF level 4 certificate AND up to four years of progressive and relevant work experience; OR Having MNQF level 6/5 certificate with no or some experience; OR Having an equivalent professional certification/training or equivalent level of related work experience.</p> <p>Specific knowledge in a technical discipline and specialized knowledge of standardized work methods processes and approaches. An ability to apply technical concepts and applications to tasks or activities where known or theoretical precedents exist.</p>	348	436	479	436	305



Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
5	<p>MISSCO Skill level 3</p> <p>Knowledge and expertise is normally acquired by having completed a MNQF level 4 certificate AND up to eight years of progressive and relevant work experience; OR Having MNQF level 6/5 certificate AND up to four years of progressive and relevant work experience; OR Having an equivalent professional certification/training or equivalent level of related work experience.</p> <p>Significant knowledge in a technical or professional discipline and an ability to apply technical/professional concepts and applications to tasks or activities where known or theoretical precedents exist. Based on broad job content, work process and/or industry knowledge, the ability to co-ordinate related work or project specific activities is required</p>	435	545	599	545	381
6	<p>MISSCO Skill level 4</p> <p>Knowledge is normally acquired by having completed an undergraduate university degree in a recognized and related discipline with no or some experience; OR Having an equivalent professional certification with equivalent level of related work experience.</p> <p>Professional and technical knowledge in a specialized area across a range of activities. Knowledge and ability to interpret and adapt documented textbook concepts and principles to practical situations that involve problem definition and solution development.</p> <p>Practical knowledge of a technical or administrative field, which involves the use of specialized, complex techniques or methodologies. There is a problem solving orientation with a focus on developing expertise to deal with problems anticipated or encountered. The position demands that the incumbent understand the relationships between and across a number of processes and activities and business units and effectively manages those inter-relationships.</p>	523	653	719	653	458

Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
7	<p>MISSCO Skill level 4</p> <p>Knowledge is normally acquired by having completed an undergraduate university degree in a recognized and related discipline, AND up to four years of related experience; OR MNQF level 9 with no or some experience; OR Having an equivalent professional certification or equivalent level of related work experience.</p> <p>Highly developed specialist, professional, technical and/or management knowledge across a broad range of activities. Due to the complex nature (breadth and/or depth) of the job requirements, significant knowledge of a specialized functional area as well as comprehensive knowledge of the discipline is required.</p> <p>Ability to translate this knowledge into the development of new methods, approaches or procedures, as well as the ability to apply logical, evaluative and scientific thinking to define problems, collect information, establish facts and determine optimal courses of action to pursue is required. Ability to provide technically-authoritative, leading-edge advice and direction to a variety of process participants.</p>	610	762	839	762	534

Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
8	<p>MISSCO Skill level 4</p> <p>Knowledge is normally acquired by having completed an undergraduate university degree in a recognized and related field, AND up to eight years of progressive and relevant experience; OR MNQF level 9 certificate in a recognized and related field, AND up to 4 years of progressive and relevant experience; OR Having completed a PhD with no or some experience; OR Having an equivalent professional certification or equivalent level of related work experience in lieu of post-secondary education.</p> <p>Is considered as a specialist in the field with professional, technical and/or management knowledge across a broad range of activities. The job demands handling complex issues, thus requiring significant knowledge of a specialized functional area as well as comprehensive knowledge of the discipline.</p> <p>Ability to apply knowledge into the development of new methods, approaches or procedures, as well as the ability to apply logical, evaluative and scientific thinking to define problems, collect information, establish facts and determine optimal courses of action to pursue is required. Ability to provide technically-authoritative, leading-edge advice and direction to a variety of process participants.</p> <p>Managerial positions require at least two years of related managerial experience, preferably more.</p>	697	871	959	871	610

Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
9	<p>MISSCO Skill level 4</p> <p>Knowledge is normally acquired by having completed an undergraduate university degree in a recognized and related field, AND up to twelve years of progressive and relevant experience; OR MNQF level 9 certificate in a recognized and related field, AND up to eight years of progressive and relevant experience; OR Having completed a PhD with up to four years of progressive and relevant experience; OR Having an equivalent professional certification with equivalent level of related work experience.</p> <p>Advanced specialist, professional and/or management knowledge and corresponding understanding of related principles, theories, concepts and practices. The position requires the ability to perform in a strategic environment. The job requires the demonstrated achievement of widely recognized competence and mastery in the applicable discipline (i.e. breadth and depth), and possibly extensive study in the area.</p> <p>In addition to extensive discipline, functional and industry expertise, demonstrated knowledge of strategic and tactical problem solving approaches, and ability to convert or translate strategic objectives into tangible action plans and results is required. Demonstrated knowledge of process quality and effective project management is needed. The position requires that the degree of organization knowledge is both broad and deep as the incumbent makes decisions that impact elsewhere in the organization, directly or in an indirect manner.</p> <p>Managerial positions require at least two years of related managerial experience, preferably more.</p>	784	980	1078	980	686



Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
10	<p>MISSCO Skill level 4</p> <p>Knowledge is normally acquired by having completed a postgraduate degree equivalent to MNQF level 9 in a recognized and related field, AND up to twelve years of progressive and relevant experience; OR Having completed a PhD with up to eight years of progressive and relevant experience; OR Having an equivalent professional certification with equivalent level of related work experience.</p> <p>Expert in the field, with pioneering innovative applications of related principles, theories, concepts and practices. The position requires the ability to perform at strategic environments at national or central institutions.</p> <p>Skills and knowledge are required to address complex analysis and reasoning to develop new approaches in order to solve a wide range of problems. Situations may be unique and sometimes require a high degree of mental challenge to deal with job demands of a strategic, managerial or technical/scientific nature, where precedents and/or prescribed solutions do not exist.</p> <p>Managerial positions require at least four years of related managerial experience, preferably more.</p>	871	1089	1198	1089	763

Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
11	<p>MISSCO Skill level 4</p> <p>Knowledge is normally acquired by having completed a postgraduate degree equivalent to MNQF level 9 in a recognized and related field, AND up to sixteen years of progressive and relevant experience; OR Having completed a PhD with up to twelve years of progressive and relevant experience; OR Having an equivalent professional certification with equivalent level of related work experience.</p> <p>Considered as an expert at the highest level. International recognition and contribution in the field considered exemplary and ground-breaking.</p> <p>Managerial positions require at least four years of related managerial experience, preferably more.</p>	958	1198	1318	1198	839



Factor 2: Responsibility

This factor measures the nature and degree of responsibility involved in performing the work. Positions vary in responsibility in such ways as the complexity and scope of work assigned, the difficulty and frequency of judgments and decisions made, the kind of supervisory controls, and the nature of work instructions and technical guides used.

1. Complexity of work (e.g., whether the work involves simple repetitive actions, or responsibility for a variety of different operations and machines to complete assignments; whether work sequences are simple or complex; whether the work requires a low or a high degree of accuracy and precision; whether assignments involve a low or a high degree of care and skill to prevent damage to tools and materials, and injury to others).
2. Scope of work (e.g., whether assignments involve responsibility for part of an operation or for a complete process; whether assignments include responsibility for planning and laying out work; whether the worker is responsible for advising management and engineering personnel on practical trade aspects of the work, such as techniques, fabrication details, and work sequences).
3. Nature or degree of responsibility for making judgments and decisions (e.g., whether the work is performed under close supervision, or with considerable independence from supervisory controls; whether the work instructions are complete and specific, or general in nature; whether guides such as technical manuals and work precedents can be applied directly, or must be modified; whether the worker has authority to deviate from instructions and work precedents without prior approval; whether assignments involve the need to make decisions and judgments which affect the quality and adequacy of work performed).
4. The degree of mental focus and concentration: Whether sensory attention, awareness, interruptions, simultaneous demands, and nature and degree of the highest level of concentration is required. Considerable mental focus, including visual concentration and aural concentration; maintaining concentration on several things at the same time; maintaining concentration while shifting from one task to another, and maintaining concentration in distracting circumstances or urgent deadlines is required.

The job evaluation weightage assigned for responsibility are similar for four job families (Business and Administrative Service, Educational Service, Information and Communications Technology Service, and Legal, Cultural and Social Service). The following table provides the work value description for the hierarchy of jobs and the corresponding job evaluation point for each major job group.



**JOB EVALUATION POINTS OF FACTOR “RESPONSIBILITY” FOR JOB FAMILIES OF BUSINESS AND ADMINISTRATIVE SERVICE;
EDUCATIONAL SERVICE; INFORMATION AND COMMUNICATIONS TECHNOLOGY SERVICE; AND LEGAL, CULTURAL AND SOCIAL SERVICE**

Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
1	<p>Functional work</p> <ul style="list-style-type: none"> Completes straightforward stand-alone tasks or repetitive process activities. All work is routine and is covered by rules and set procedures. Advice and supervision is readily available for new situations Requires minimal mental concentration. 	106	80	53	40	40
2	<p>Functional work</p> <ul style="list-style-type: none"> Completes a mix of routine and non-routine tasks or process activities. Most problems have been experienced before and solutions are based on experience, precedent, established custom and practice, or procedures. Exercises judgment, mainly the selection of the right procedure, is aware of consequences of own actions on others and knows when to act or to refer - Supervision is generally available. Decisions include ordering/prioritization of tasks and organizing own time. Requires minimal mental concentration albeit focus on multiple tasks 	213	160	106	80	80

Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
3	<p>Functional work</p> <ul style="list-style-type: none"> Provides advanced administrative or straightforward technical services requiring an understanding of customer needs, where the work undertaken impacts people in immediately related areas. Solves problems on a range of routine tasks within own competence, knowing when to seek advice in new situations or with exceptions to established procedures. Mainly follows established procedures and precedents, although there will be some requirement to interpret these to find the appropriate solution. Contributes to technical or business decisions and makes operational decisions within the scope of their authority. Expected to work without close supervision and may cross check colleagues' results. Maintaining concentration on several things at the same time and maintaining concentration while shifting from one task to another. 	319	240	160	120	120

Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
4	<p>Functional work</p> <ul style="list-style-type: none"> Provides basic professional/technical level input across a business area or to customers based on a good understanding of the principles that underpin the discipline. Solves technical problems on a range of tasks – some of which may be of a non-routine nature – in own discipline, applying an understanding of the basic principles relevant to the discipline, e.g. to solve customers' problems. Understands when to apply the standard procedures and when to seek advice. Examines possible options using policy, organization standards and precedent and follows appropriate procedures. Makes straightforward technical or professional judgments in own discipline. Considerable mental focus, including visual concentration and aural concentration. 	426	320	213	160	160



Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
5	<p>Functional work</p> <ul style="list-style-type: none"> Provides well-defined or complex professional/technical input across a business area or to customers based on a thorough knowledge of the underlying concepts gained either academically or through long experience of the work undertaken. Applies technical knowledge to resolve problems related to own area, or allocated projects throughout the business, and identifies appropriate solutions. Leads the implementation of agreed solutions resolving consequential operational problems, health and safety issues and the impact on customers. Makes technical or professional judgments/decisions in their discipline – taking the advice of specialists who are available to provide technical advice and guidance. 	532	399	266	199	199

Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
6	<p>Functional work</p> <ul style="list-style-type: none"> Operates as a function head or a lead professional depending on the size of the business, demonstrating a sound appreciation of wider business principles. Applies technical knowledge to resolving problems throughout the business and identifies innovative approaches and solutions. Acts as the leading technical expert and as the primary day-to-day decision making point within the discipline. Identifies business risks of actions undertaken where these could have a significant impact and ensures that these are properly understood and managed. <p>Managerial work</p> <ul style="list-style-type: none"> Supervises staff, sometimes through team leaders, within defined procedures and has clear operational focus. Decisions have important short term effects and some long term effects across the organization. Solves straightforward problems using investigation and analysis. Balances conflicts in operational demands and priorities, e.g. customer issues with the financial implications of work undertaken. Makes day-to-day decisions relating to disciplinary and performance issues, undertaking the early stages of the appropriate procedures. 	639	479	319	239	239

Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
7	<p>Functional work</p> <ul style="list-style-type: none"> • Work requires independent thinking, analysis and conceptualization to originate and develop new or improved procedures, techniques or ideas relating to a well-defined concept. • Work is complex and involves various activities involving different, unrelated, but established processes/methods. • Circumstances or data must be analyzed to identify inter-relationships. • What needs to be done depends on analysis of the issues and the selection of an appropriate course of action from a number of options requiring sound judgment. <p>Managerial work</p> <ul style="list-style-type: none"> • May be a lead or supporting professional depending on the size of the organization. • Manages work, sometimes through supervisors or team leaders, where it may be a mix of activities and limited integration with other functions is required to meet customers' needs. • Decisions may have long term consequences on the organization's mandate. • Identifies resource conflicts (e.g. people, finance) and the implications of adverse events and develops solutions in order to deliver the required schedule of work. • Makes decisions relating to disciplinary and performance issues, undertaking all the stages of the appropriate procedures up to dismissal. • Managerial decisions are often based on experience of similar situations. • Requires high level of mental focus and concentration and ability to maintain concentration in distracting and challenging circumstances with moderate levels of deadline requirements. 	745	559	373	279	279

Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
8	<p>Functional work</p> <ul style="list-style-type: none"> • Work is difficult and diversified and requires the frequent application of a high degree of independent thinking to originate and develop procedures, techniques or ideas within the parameters of a broad conceptual outline. • Work is very complex and includes varied activities involving many different and unrelated processes/ methods. • Work deals with unfamiliar circumstances, variations in approach and/or sudden changes. • Tasks are a narrow range of related activities performed to considerable depth, within established principles, practices or procedures. • The work requires the bringing together of a range of elements and the determination of method of approach from a range of options and involves significant evaluative judgment. • Decisions about what needs to be done include interpretation of considerable and/or incomplete data. <p>Managerial work</p> <ul style="list-style-type: none"> • Integrates related business activities through other levels of management where the impact is primarily internal to the business unit within which the role operates. • Decisions invariably have long term consequences on the organization's business. • Identifies conflicting demands and priorities and balances a range of variables to deliver business results and meet customers' expectations. • Establishes ways to improve efficiency and minimize cost. • Resolves people management issues within area of responsibility. • Manages the knock-on effects of decisions made on other areas and advises others of decisions as required. • Managerial decisions can often require a high level of creative thinking. • Simultaneous demands, and nature and degree of the highest level of concentration required with frequent urgent deadlines. 	852	639	426	319	319



Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
9	<p>Functional work</p> <ul style="list-style-type: none"> • Work requires the highest level of creative thinking to originate and develop innovative program or production concepts, techniques or procedures which can have a major impact on the nature and quality of programming or operations. • Work is highly complex and includes a broad range of activities of substantial depth involving significant detail. • Roles operate with reference to organizational objectives that are clear although specific guidelines, strategies or tactics are sometimes ill-defined or incomplete. • Work requires establishing or developing new information or techniques. • Work regularly addresses major areas of uncertainty and demands critical choices between options. <p>Managerial work</p> <ul style="list-style-type: none"> • Management of a group(s) of employees carrying out work across a range of different functions. • Responsible for providing direction to staff and developing staff capabilities to ensure optimum team performance and productivity. • Involves the overall responsibility for the organization, allocation and re-allocation, as appropriate, of areas of work and the evaluation of activities and working methods. • Required to bring a broader perspective to the team, encouraging the team to focus on different (innovative) ways of meeting business objectives, building cooperation, promoting unity and a common direction. • Accountable for managing a significant resource base and the deployment of resources within a business area or major project. The allocated resources cover a range of functions/activities with a high degree of discretion on how these are managed. • Responsible for negotiating and allocating resources between competing priorities, forecasting resource requirements, creating plans, establishing appropriate progress reviews and performance measures. 	958	719	479	359	359

The job evaluation weightage assigned for responsibility are similar for job families, Health Service, Protective Service, and Science and Build Environment Service. The following table provides the work value description for the hierarchy of jobs and the corresponding job evaluation point for each major group

JOB EVALUATION POINTS OF FACTOR “RESPONSIBILITY” FOR JOB FAMILIES OF HEALTH SERVICE; PROTECTIVE SERVICE AND SCIENCE AND BUILT ENVIRONMENT SERVICE

Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
1	<p>Functional work</p> <ul style="list-style-type: none"> Completes straightforward stand-alone tasks or repetitive process activities. All work is routine and is covered by rules and set procedures. Advice and supervision is readily available for new situations. Requires minimal mental concentration. 	106	53	40	40	40
2	<p>Functional work</p> <ul style="list-style-type: none"> Completes a mix of routine and non-routine tasks or process activities. Most problems have been experienced before and solutions are based on experience, precedent, established custom and practice, or procedures. Exercises judgment, mainly the selection of the right procedure, is aware of consequences of own actions on others and knows when to act or to refer - Supervision is generally available. Decisions include ordering/prioritization of tasks and organizing own time. Requires minimal mental concentration albeit focus on multiple tasks 	213	106	80	80	80



Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
3	<p>Functional work</p> <ul style="list-style-type: none"> Provides advanced administrative or straightforward technical services requiring an understanding of customer needs, where the work undertaken impacts people in immediately related areas. Solves problems on a range of routine tasks within own competence, knowing when to seek advice in new situations or with exceptions to established procedures. Mainly follows established procedures and precedents, although there will be some requirement to interpret these to find the appropriate solution. Contributes to technical or business decisions and makes operational decisions within the scope of their authority. Expected to work without close supervision and may cross check colleagues' results. Maintaining concentration on several things at the same time and maintaining concentration while shifting from one task to another. 	319	160	120	120	120

Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
4	<p>Functional work</p> <ul style="list-style-type: none"> Provides basic professional/technical level input across a business area or to customers based on a good understanding of the principles that underpin the discipline. Solves technical problems on a range of tasks – some of which may be of a non-routine nature – in own discipline, applying an understanding of the basic principles relevant to the discipline, e.g. to solve customers' problems. Understands when to apply the standard procedures and when to seek advice. Examines possible options using policy, organization standards and precedent and follows appropriate procedures. Makes straightforward technical or professional judgments in own discipline. Considerable mental focus, including visual concentration and aural concentration. 	426	213	160	160	160



Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
5	<p>Functional work</p> <ul style="list-style-type: none"> Provides well-defined or complex professional/technical input across a business area or to customers based on a thorough knowledge of the underlying concepts gained either academically or through long experience of the work undertaken. Applies technical knowledge to resolve problems related to own area, or allocated projects throughout the business, and identifies appropriate solutions. Leads the implementation of agreed solutions resolving consequential operational problems, health and safety issues and the impact on customers. Makes technical or professional judgments/decisions in their discipline – taking the advice of specialists who are available to provide technical advice and guidance. 	532	266	199	199	199

Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
6	<p>Functional work</p> <ul style="list-style-type: none"> Operates as a function head or a lead professional depending on the size of the business, demonstrating a sound appreciation of wider business principles. Applies technical knowledge to resolving problems throughout the business and identifies innovative approaches and solutions. Acts as the leading technical expert and as the primary day-to-day decision making point within the discipline. Identifies business risks of actions undertaken where these could have a significant impact and ensures that these are properly understood and managed. <p>Managerial work</p> <ul style="list-style-type: none"> Supervises staff, sometimes through team leaders, within defined procedures and has clear operational focus. Decisions have important short term effects and some long term effects across the organization. Solves straightforward problems using investigation and analysis. Balances conflicts in operational demands and priorities, e.g. customer issues with the financial implications of work undertaken. Makes day-to-day decisions relating to disciplinary and performance issues, undertaking the early stages of the appropriate procedures. 	639	319	239	239	239

Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
7	<p>Functional work</p> <ul style="list-style-type: none"> Work requires independent thinking, analysis and conceptualization to originate and develop new or improved procedures, techniques or ideas relating to a well-defined concept. Work is complex and involves various activities involving different, unrelated, but established processes/methods. Circumstances or data must be analyzed to identify inter-relationships. What needs to be done depends on analysis of the issues and the selection of an appropriate course of action from a number of options requiring sound judgment. <p>Managerial work</p> <ul style="list-style-type: none"> May be a lead or supporting professional depending on the size of the organization. Manages work, sometimes through supervisors or team leaders, where it may be a mix of activities and limited integration with other functions is required to meet customers' needs. Decisions may have long term consequences on the organization's mandate. Identifies resource conflicts (e.g. people, finance) and the implications of adverse events and develops solutions in order to deliver the required schedule of work. Makes decisions relating to disciplinary and performance issues, undertaking all the stages of the appropriate procedures up to dismissal. Managerial decisions are often based on experience of similar situations. Requires high level of mental focus and concentration and ability to maintain concentration in distracting and challenging circumstances with moderate levels of deadline requirements. 	745	373	279	279	279

Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
8	<p>Functional work</p> <ul style="list-style-type: none"> Work is difficult and diversified and requires the frequent application of a high degree of independent thinking to originate and develop procedures, techniques or ideas within the parameters of a broad conceptual outline. Work is very complex and includes varied activities involving many different and unrelated processes/ methods. Work deals with unfamiliar circumstances, variations in approach and/or sudden changes. Tasks are a narrow range of related activities performed to considerable depth, within established principles, practices or procedures. The work requires the bringing together of a range of elements and the determination of method of approach from a range of options and involves significant evaluative judgment. Decisions about what needs to be done include interpretation of considerable and/or incomplete data. <p>Managerial work</p> <ul style="list-style-type: none"> Integrates related business activities through other levels of management where the impact is primarily internal to the business unit within which the role operates. Decisions invariably have long term consequences on the organization's business. Identifies conflicting demands and priorities and balances a range of variables to deliver business results and meet customers' expectations. Establishes ways to improve efficiency and minimize cost. Resolves people management issues within area of responsibility. Manages the knock-on effects of decisions made on other areas and advises others of decisions as required. Managerial decisions can often require a high level of creative thinking. Simultaneous demands, and nature and degree of the highest level of concentration required with frequent urgent deadlines. 	852	426	319	319	319

Level	Work value description	Managers	Professionals	Associate Professionals	Secretarial Staff & Skilled Workers	Elementary Workers
9	<p>Functional work</p> <ul style="list-style-type: none"> Work requires the highest level of creative thinking to originate and develop innovative program or production concepts, techniques or procedures which can have a major impact on the nature and quality of programming or operations. Work is highly complex and includes a broad range of activities of substantial depth involving significant detail. Roles operate with reference to organizational objectives that are clear although specific guidelines, strategies or tactics are sometimes ill-defined or incomplete. Work requires establishing or developing new information or techniques. Work regularly addresses major areas of uncertainty and demands critical choices between options. <p>Managerial work</p> <ul style="list-style-type: none"> Management of a group(s) of employees carrying out work across a range of different functions. Responsible for providing direction to staff and developing staff capabilities to ensure optimum team performance and productivity. Involves the overall responsibility for the organization, allocation and re-allocation, as appropriate, of areas of work and the evaluation of activities and working methods. Required to bring a broader perspective to the team, encouraging the team to focus on different (innovative) ways of meeting business objectives, building cooperation, promoting unity and a common direction. Accountable for managing a significant resource base and the deployment of resources within a business area or major project. The allocated resources cover a range of functions/activities with a high degree of discretion on how these are managed. Responsible for negotiating and allocating resources between competing priorities, forecasting resource requirements, creating plans, establishing appropriate progress reviews and performance measures. 	958	479	359	359	359



Factor 3: Physical Effort

This factor measures the nature, level, frequency and duration of the physical effort (sustained effort at a similar level or enormous efforts for shorter durations). It takes into account any circumstances that may affect the degree of effort required, such as working in awkward position or confined space.

Elements considered under this factor include, but are not limited to:

1. Physical exertion related to actions such as lifting, pushing, pulling, or carrying objects of varying weights, sizes, and shapes.
2. Physical effort related to movements such as walking, running, climbing, crawling, and bending.
3. Strain related to lack of movement such as standing in place, crouching, or stooping for extended periods of time.

The job evaluation points in the colour code table below are applicable to all the job families in relation to the corresponding weightage. In applying the table given below:

- a. The vertical dimension is an intensity scale that measures the degree of physical demands required to complete job tasks. The force exerted, physical strain, and body postures required in the work are measured from LOW to VERY HIGH.
- b. The horizontal dimension measures the frequency these physical demands are performed to complete job tasks.
- c. A colour code system is used to indicate how this factor is applied to each of the major job groups.

Colour Code
Managers
Professionals
Associate Professionals
Secretarial Staff & Skilled Workers
Elementary Workers

		Frequency Scale		
		Percentage of time the incumbent is required to spend doing physically demanding job duties		
Intensity Scale		Ocassionally < 33%	Moderately 33-66%	Constantly > 66%
Low	Work requires light or a low amount of physical effort. Work requires minimum physical effort and strain in a variety of normal positions (e.g.: intermittent standing, sitting, walking, ordinary office tasks). The degree of physical strain produced on the job is somewhat taxing, but does not usually produce fatigue or require periods of rest. Freedom of movement exists, and the job does not confine the team member to a prescribed body posture. Body movement usually involves sitting and intermittent walking.	15	15	15
		15	15	15
		15	15	15
		15	15	15
		25	25	25
Moderate	Work requires moderate physical effort. Work requires light physical effort and extension (e.g.: prolonged standing, sitting, walking, climbing stairs, using light tools, handling lightweight materials. Job requirements for manual dexterity or physical manipulation are also moderate . The degree of physical strain produced on the job is moderately taxing. Work involves walking, standing, confining or tiring work positions such as sitting in one position where there is limited freedom to walk/move about.	30	60	120
		30	60	120
		30	60	120
		45	89	179
		75	149	299

		Frequency Scale		
		Percentage of time the incumbent is required to spend doing physically demanding job duties		
Intensity Scale		Ocassionally < 33%	Moderately 33-66%	Constantly > 66%
High	Work requires heavy physical effort. The degree of physical strain produced on the job is high , resulting in fatigue and requiring periods of rest. Job requirements for manual dexterity and physical manipulation are high. There may be a requirement for extended periods of standing or sitting at the same time involving manual work with heavy objects. Work could involve the coordination of body movements involving various body postures. Work requires moderate physical effort such as carrying heavy.	60	120	180
		60	120	180
		60	120	180
		89	179	269
		149	229	449
Very High	Work requires very heavy physical effort. The degree of physical strain produced on the job is very high resulting in considerable fatigue and requiring periods of rest. Work could require very fine dexterity or/and extreme muscular control, involving various body postures that could include standing, sitting or working in a confined space. Work requires hard physical effort such as prolonged cleaning, maintenance work which involves considerable physical exertion and handling or carrying of heavy physical objects.	120	180	240
		120	180	240
		120	180	240
		179	269	359
		229	449	599



Factor 4: Environmental Working Conditions

This factor measures the likelihood, frequency and severity of exposure to disagreeable, unpleasant, uncomfortable or hazardous working conditions, their nature and degree, the frequency and duration of exposure, and the effects of variations or combinations of disagreeable conditions in the work environment. These environmental aspects are unavoidable given the nature and requirements of the job.

Characteristics to be considered include:

1. Adverse environmental factors: off-site visits; to places with poor levels of services in the area; or where risk of exposure to unfavorable conditions such as medical epidemics; or exposure to potential physical harm or threats exists.
2. Work surroundings - exposure to: hazardous chemicals; bodily fluids and waste; noise of all types (i.e. mechanical, environmental, human); odour; dirt, dust and filth; lack of privacy; glare; isolation; fumes; awkward or confining work spaces; limited ventilation; temperature extremes; and vibration; other undesirable workplace conditions.
3. Personal care of small children; high levels of noise; regular exposure to short-term emotional distress; exposure to ongoing emotional, behavioral and social distress of children and parents in vulnerable families;
4. Risks of physical injury (e.g. from lifting; minor accidental and/or deliberate injuries from children); stressful environmental factors (visibility of actions; regular and significant inspection, potential impact of errors ranging from trivial to catastrophic).

In applying the table given below:

1. The vertical dimension is an intensity scale that measures the degree of environmental adversity and severity of working conditions in which the tasks are undertaken. The degree of adversity and severity of working conditions are measured from MINIMAL to EXTREME.
2. The horizontal dimension measures the frequency in which such tasks are completed.
3. A color code system is used to indicate how this factor is applied to each of the major job groups.

Colour Code
Managers
Professionals
Associate Professionals
Secretarial Staff & Skilled Workers
Elementary Workers

The job evaluation weightage assigned for environmental working conditions are similar for four job families (Business and Administrative Service, Educational Service, Information and Communication Service, and Legal, Cultural and Social Service). The following table demonstrates the evaluation used based on the above mentioned colour codes.



JOB EVALUATION POINTS OF FACTOR “ENVIRONMENTAL WORKING CONDITIONS” FOR JOB FAMILIES OF BUSINESS AND ADMINISTRATIVE SERVICE; EDUCATIONAL SERVICE; INFORMATION AND COMMUNICATIONS TECHNOLOGY SERVICE; AND LEGAL, CULTURAL AND SOCIAL SERVICE

		Frequency Scale		
Intensity Scale		Ocassionally < 33%	Moderately 33-66%	Constantly > 66%
Applies minimally (or is very incidental)	Typically no or minimal adverse environmental conditions and no physical or emotional risks are involved.	10	10	10
		10	10	10
		10	10	10
Limited Adverse Conditions	Exposure to some undesirable or unpleasant environmental characteristics. Physical environment is typically safe and there is limited health risk or physical risk. No safety equipment or unusual precautions are required. Limited emotional risk from minimal dealing with vulnerable people in the society.	20	40	90
		20	40	90
		20	40	90

		Frequency Scale		
Intensity Scale		Ocassionally < 33%	Moderately 33-66%	Constantly > 66%
Moderately adverse conditions	Exposure to moderately adverse and undesirable environmental conditions. Some health and safety risks. May require safety equipment and/or precautions. Moderate emotional risk from moderate dealing with vulnerable people in the society.	40	90	140
		40	90	140
		40	90	140
Highly adverse conditions	Exposure to physical hazards, health and safety risks, adverse or otherwise undesirable characteristics in the environment. Personal risks require safety equipment or precautions to be followed closely. High emotional risk from having to deal with vulnerable people in the society.	90	140	190
		90	140	190
		90	140	190
Extremely adverse or severe conditions	Exposure to major physical hazards, severe health and safety risks, or extremely adverse characteristics in the work environment. Despite the fact that safety equipment and precautions are strictly adhered to, distinct possibilities for injury or occupational disease exist. Extremely high emotional risk from having to deal with vulnerable people in the society.	140	190	240
		140	190	240
		140	190	240

The job evaluation weightage assigned for environmental working conditions are similar for job families Health Service; Protective Service and Science and Built Environment Service. The following table demonstrate the evaluation used based on the above mentioned colour codes.

JOB EVALUATION POINTS OF FACTOR “ENVIRONMENTAL WORKING CONDITIONS” FOR JOB FAMILIES OF HEALTH SERVICE; PROTECTIVE SERVICE AND SCIENCE AND BUILT ENVIRONMENT SERVICE.

		Frequency Scale		
Intensity Scale		Ocassionally < 33%	Moderately 33-66%	Constantly > 66%
Applies minimally (or is very incidental)	Typically no or minimal adverse environmental conditions and no physical or emotional risks are involved.	10	10	10
		16	16	16
		16	16	16
Limited adverse conditions	Exposure to moderately adverse and undesirable environmental conditions. Some health and safety risks. May require safety equipment and/or precautions. Moderate emotional risk from moderate dealing with vulnerable people in the society	20	40	90
		48	95	191
		48	95	191

		Frequency Scale		
Intensity Scale		Ocassionally < 33%	Moderately 33-66%	Constantly > 66%
Moderately adverse conditions	Exposure to moderately adverse and undesirable environmental conditions. Some health and safety risks. May require safety equipment and/or precautions. Moderate emotional risk from moderate dealing with vulnerable people in the society.	40	90	140
		95	191	287
		95	191	287
Highly adverse conditions	Exposure to physical hazards, health and safety risks, adverse or otherwise undesirable characteristics in the environment. Personal risks require safety equipment or precautions to be followed closely. High emotional risk from having to deal with vulnerable people in the society.	90	140	190
		191	287	383
		191	287	383
Extremely adverse or severe conditions	Exposure to major physical hazards, severe health and safety risks, or extremely adverse characteristics in the work environment. Despite the fact that safety equipment and precautions are strictly adhered to, distinct possibilities for injury or occupational disease exist. Extremely high emotional risk from having to deal with vulnerable people in the society.	140	190	240
		287	383	479
		287	383	479

The job evaluation points for environmental working conditions in elementary workers and secretarial staff and skilled workers are shown in the table

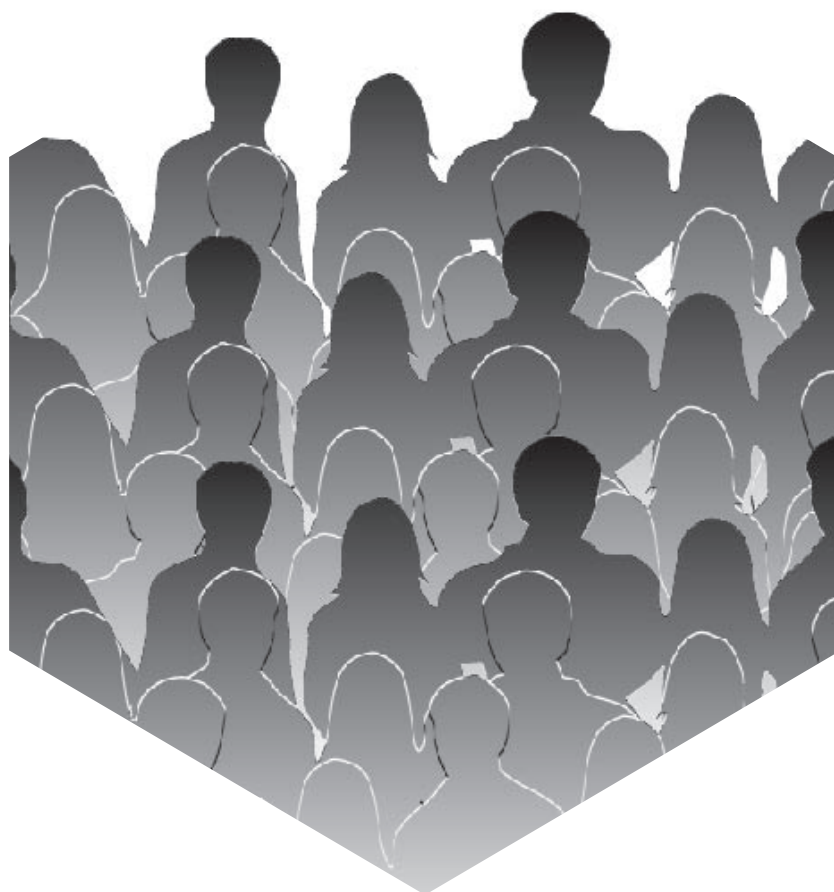
JOB EVALUATION POINTS OF FACTOR “ENVIRONMENTAL WORKING CONDITIONS” FOR ELEMENTARY WORKERS; AND SECRETARIAL STAFF AND SKILLED WORKERS

		Frequency Scale		
Intensity Scale		Ocassionally < 33%	Moderately 33-66%	Constantly > 66%
Applies minimally (or is very incidental)	Typically no or minimal adverse environmental conditions and no physical or emotional risks are involved.			
		16	16	16
		30	30	30
Limited adverse conditions	Exposure to some undesirable or unpleasant environmental characteristics. Physical environment is typically safe and there is limited health risk or physical risk. No safety equipment or unusual precautions are required. Limited emotional risk from minimal dealing with vulnerable people in the society			
		48	95	191
		119	239	359



Intensity Scale		Frequency Scale		
		Ocassionally < 33%	Moderately 33-66%	Constantly > 66%
Moderately adverse conditions	Exposure to moderately adverse and undesirable environmental conditions. Some health and safety risks. May require safety equipment and/or precautions. Moderate emotional risk from moderate dealing with vulnerable people in the society			
		95	191	287
		119	239	359
Highly adverse conditions	Exposure to physical hazards, health and safety risks, adverse or otherwise undesirable characteristics in the environment. Personal risks require safety equipment or precautions to be followed closely. High emotional risk from having to deal with vulnerable people in the society			
		191	287	383
		239	359	479
Extremely adverse or severe conditions	Exposure to major physical hazards, severe health and safety risks, or extremely adverse characteristics in the work environment. Despite the fact that safety equipment and precautions are strictly adhered to, distinct possibilities for injury or occupational disease exist. Extremely high emotional risk from having to deal with vulnerable people in the society.			
		287	383	479
		359	479	599

MALDIVES PUBLIC SERVICE JOB EVALUATION GUIDELINES



NATIONAL PAY COMMISSION

