

## CHAPTER 2

### DATA COLLECTION

#### Introduction

- 2.1 The quality and completeness of the final report is heavily dependant on the range and quality of data collected during all phases of the survey. To this end therefore a significant part of the survey will be dedicated to data collection.
- 2.2 However the effective utilisation of consultant time in data collection will depend on the co-operation received from both Civil Service staff and staff in the selected private sector companies.
- 2.3 The consultants will require the assistance of the Standing Commission Secretariat, the Pay Survey and Research Unit, Departmental Managers, Administration and Representatives of Private Sector Organizations, to ensure that accurate pay and benefits data is made readily available, that interview arrangements are made and adhered to, and if necessary assistance is provided to interviewees in providing complete information on their jobs.

#### Selection of Civil Service Benchmark Jobs

- 2.4 The time and resources available do not permit all grades and all ranks to be examined. The objective is therefore to select a sample of jobs which is reasonably representative of the civil service as a whole. Note that the sample is of jobs, not employees. The same job may be held by a large number of employees doing identical or very similar work.

2.5 The distribution of jobs throughout the service will be in such manner as to provide adequate coverage of the three bands of the Master Pay Scale, Model Scale 1 and the Disciplined Services Pay Scales.

2.6 Furthermore the Hay approach does not specifically seek to match particular civil service jobs with identical jobs in the private sector for the following reasons :

many important civil service jobs simply do not have any outside equivalent and it would be unacceptable to ignore these jobs and examine only those jobs which do happen to have outside equivalents;

even where it appears that a civil service job is identical to an external job, the context in which the work is done might be quite different; and

finally if it were possible to match a satisfactory selection of civil service jobs to jobs in the private sector, there is no guarantee that the organizations in which those jobs were found are representative of private sector pay.

2.7 In proposing a benchmark sample (see Appendix A) we have sought :

above all, to ensure sufficient evaluations to provide a reliable comparison for each pay band;

to cover the main types of work done;

to take special account of the heavily-populated ranks;

to take special account of those ranks containing a wide variety of work;

to reflect the wide range of job types in the civil service;

to look at vertical hierarchies (families) of jobs, so that evaluations at the various levels provide a check on one another;

to cover as many government departments as possible; and

to reflect the different entry requirement groupings into which grades fall.

- 2.8 Where a rank represents a large number of staff (for example Workman II) we will need to interview a number of jobholders in that rank in order to gain full understanding of the range of activities covered by the rank. Altogether we would expect to interview between 230 to 250 people.

#### Collection of Job Data

- 2.9 This activity will be conducted in two parts. Firstly :

all selected jobholders will be provided with a job description questionnaire (see Appendix B);

the job questionnaire titled General Staff/Rank & File/Model Scale 1 will be distributed to staff in Model Scale 1/Discipline Services Pay Scale (Rank & File) and Master Pay Scale positions up to pay point No. 19;

the questionnaire titled Officer/Supervisors/Senior Staff will be distributed to staff in Discipline Services Pay Scale (Officer) and Master Pay Scale pay point 20 and above; and

where doubt exists as to which questionnaire a staff member should receive both will be provided

Secondly :

The consultants will brief a representative from each department on the methodology for collecting job data, these representatives will then be available to provide advice to any jobholder who has difficulty in completing the questionnaire which should be done before group interviews (see below);

All selected jobholders of one grade will be assembled together for a group interview conducted by a consultant to gain further information on the range of activities covered by each jobholder; and

wherever necessary additional information will be gathered from departmental heads, and appropriate members of the administration. If existing job descriptions, organization charts and any additional published information concerning the job in question are available these should be provided.

#### Selection of the Benchmark - Private Sector

2.10 The task of selecting a precise benchmark for the private sector is more difficult than for the Civil Service because jobs of the same nature, scope and complexity do not exist in all the chosen organizations. We will therefore have to adopt a slightly broader approach in that we will seek information on jobs in each organization that will provide us with a complete picture of the total pay and fringe benefit practice of the company.

2.11 Within these parameters we will attempt to gain information from each organization on a selection of jobs drawn from the attached list of job families (see Appendix C). However where these jobs do not exist (for example Solicitors and Notaries Public) we will select other positions that represent the total range and complexity of functions in the company.

2.12 The number and range of positions to be selected in each organization will be decided with the Personnel Manager and will depend on the size and complexity of the organization. Altogether we would expect to collect job data on 1500-1750 individual positions. The final benchmark of selected jobs will be contained in our report to the Standing Commission.

#### Collection of Job Data in the Private Sector

2.13 This will be done via questionnaires issued to the jobholders, interviews with selected staff and consultations with the Personnel Manager. The questionnaires used in the private sector will be the same as those used for the civil service.

2.14 In addition to interviews and job questionnaires, the consultants will seek further information on the company via organization charts, published reports and other documentation.

#### Collection of Pay and Fringe Benefits Information

2.15 In the civil service the PSRU will be asked to provide information on the pay and fringe benefits of all staff in the selected rank.

2.16 We will collect similar data from each of the selected companies. In this activity our consultants will work with the personnel manager to ensure completeness and accuracy of results.

2.17 Furthermore we will collect pay and fringe benefits data on starting rates for jobs requiring specific qualifications.

## CHAPTER 3

### JOB EVALUATION

#### Introduction

- 3.1 For the pay level survey to be valid, accurate and reliable, it is absolutely essential that it be based on a sound, tested and authoritative process of job evaluation. Those people who will use the pay level survey results must have complete confidence that jobs in their organization have been compared accurately with jobs in other organizations. Attempted job matching can never achieve this, and a systematic process for measuring jobs on a factor basis is essential.
- 3.2 The Hay method of job evaluation is far and away the most widely used job factor system in the world. It is used extensively in the public and private sectors. Upwards of 8000 organizations, including the world's most prestigious Governments, private sector companies and many other kinds of organization rely on the Hay system to measure job size accurately and to manage their salary administration programmes.
- 3.3 We outline the Hay Guide Chart and Profile Methodology in Appendix D.

#### The Process

- 3.4 Each job will be evaluated by a committee of experienced consultants who have been selected to ensure that they have a wide range of experience in evaluating positions from both the public and the private sector.
- 3.5 Members of the Commission Secretariat and the Pay Survey and Research Unit will be invited as observers to the evaluation sessions.

3.6 The data for each job under consideration by the evaluation committee will be presented by the consultant who conducted the job interview.

3.7 The committee will discuss the data provided for each job, then they will prepare their evaluations independently of each other. The independent evaluations will be displayed and the committee will then discuss the results until consensus is reached. The final agreed evaluations will then be recorded. Once all evaluations have been completed for the Civil Service and for each private sector company they will be reviewed by the committee for consistency.

3.8 At the conclusion of the process the evaluation results will be submitted for review by :

Civil Service evaluations will be reviewed with the Commission Secretariat and Pay Survey and Research Unit;

the Chief Executive officer and personnel manager of each private sector company will be asked to review the evaluations for their company.

3.9 Once all reviews have been completed and the final evaluation scores accepted by the consultants the job scores are correlated against the Hay data base of jobs in similar industries and sectors.

#### Correlation

3.10 Essentially correlation is the quality control step. The process is designed to ensure that the same standard of evaluation has prevailed throughout the study. The consultant that led the evaluation committee for the civil service jobs will be required to present the evaluation results to a correlator who is an experienced evaluator in public sector evaluations.

3.11 The correlator will compare all the evaluations against the Hay data bank of several thousand public sector positions that has been developed over many years. The consultant will be required to explain any apparent discrepancies in standards until the correlator is satisfied that the same standard of evaluation has been maintained throughout.

3.12 The same process will take place for private sector company evaluations.

3.13 Once the correlator is satisfied that all evaluations in both sectors are consistent then the data analysis part of the survey can take place.