



# OVERVIEW OF JOB CLASSIFICATION

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Organization for Security and  
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- Job Classification – what is it?
  - Job Analysis and Job Evaluation
  - Desk Audits – what are they?
  - The Individual and the Position
  - Impact of Organization Structure
- Different Approaches to Job Evaluation
- Job Classification within the UN System
- The new GS Master Standard
  - Review of Benchmarks
  - Glossary
  - Evaluation tool



## What is job classification?

When have you felt it was fair?

When have you perceived it to be unfair?



## Prepare to report...

1. What does classification mean to you?
2. When does it work well?
3. When doesn't it work well?



# Classification - Definition

## IT IS

- Determination of the field of work
- Placement of positions at a level in the appropriate field of work
- Relative assessment of how much each job is worth in achievement of organization's objectives: work value

## ~~IT IS NOT~~

- ~~• a reward for long serving staff~~
- ~~• a device to retain good staff~~
- ~~• a measure of work volume~~
- ~~• a classification of people~~
- ~~• directly concerned with pay~~

# 2 Components

## JOB ANALYSIS



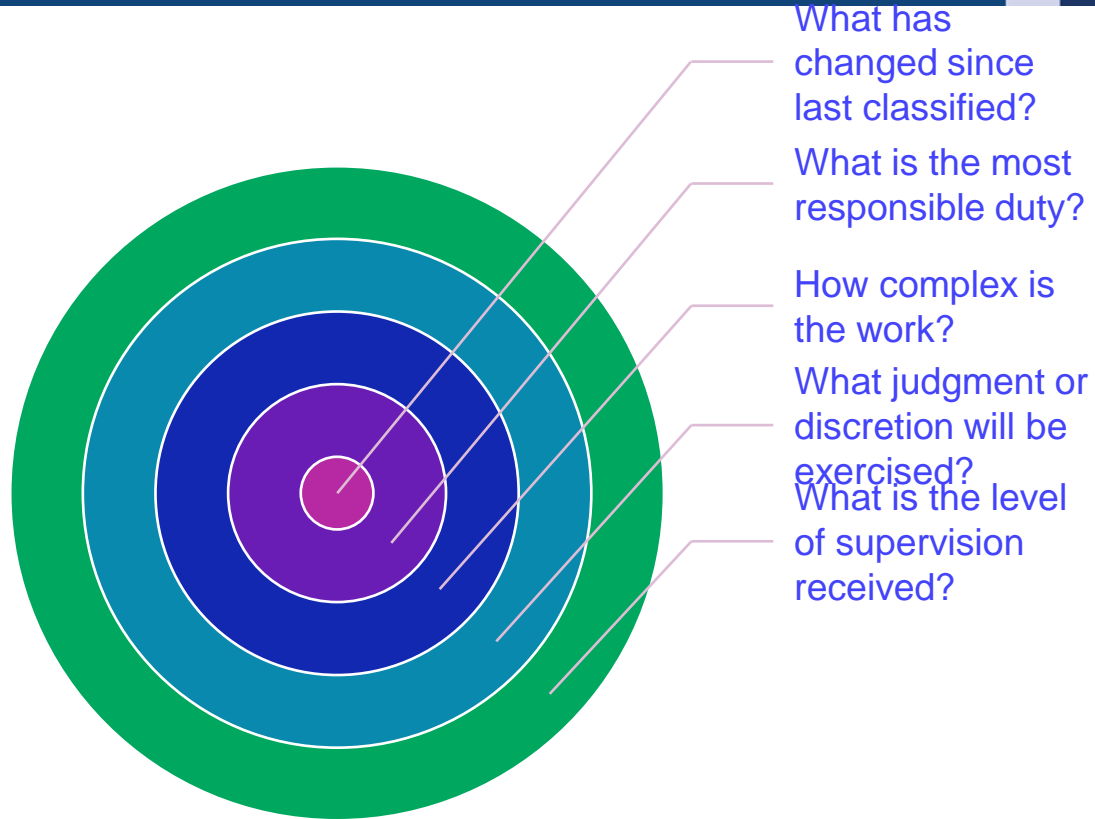
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## ***JOB EVALUATION***



- Definition: Determine the major characteristics of a job based on a systematic collection of data.
  - Documentation on position (proposal)
  - Organizational charts
  - Mission statements, etc.
  - **Desk Audits**
- Purpose: Break down a post to its different components and analyze them









## **New functions assumed**

- Where did new functions come from? What caused these new functions to be assumed?
- Role of position then and now – what are the key changes since post last classified?

## **Impact of changes**

- Do these changes affect the key functions of the post and do they justify a higher grade level?



# Desk Audit



- Definition: Data collection process for obtaining more complete information or for verifying data already available
- Process:
  - Data collection
  - Verify information or obtain evidence of facts provided
- Outcome: Does the desk audit confirm that the functions proposed are actually being carried out? What evidence has been adduced to verify this?

# Individual or Position?

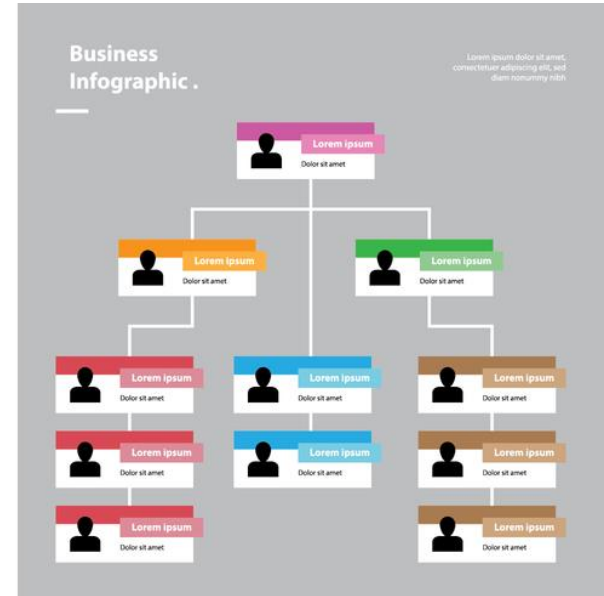


Objective: classify position, not occupant

# Organizational Issues



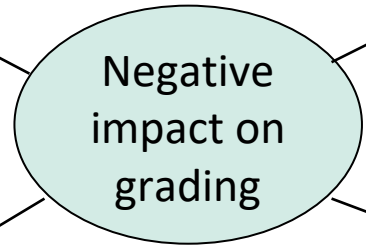
- Classification of offices can be significantly impacted by decisions on:
  - Organization structure: Where does the position fit into the organizational structure? Who does it report to?
  - Allocation of responsibilities - what functions are assigned to the post



# Organizational Issues: Impact



Fragmentation of higher level duties



Too many levels of supervision



Unnecessary Special Assistants or Coordinators

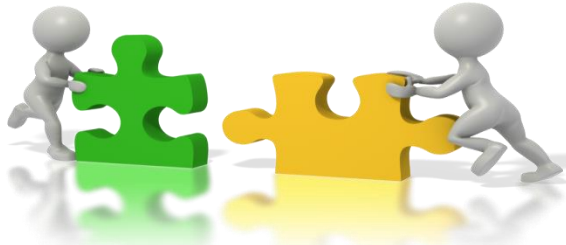


Duplication and overlap of functions



# Organizational Issues

(Continued)



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Poor workflows and loss of job satisfaction



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Confusion of objectives and administrative inertia



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Reduced individual discretion and acceptance of responsibility

# Organizational charts

*Organization charts should be required for classification decision making as they:*

- *Provide the organizational context*
- *Provide an outline of reporting relationships*
- *Provide information on relativities within unit*



*talent*

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# Job Analysis: Recap



# Comfort break... then evaluation



## Definition:

Process of assessing or evaluating the **value or worth** of the functions of a position.



# Different Approaches

1. Job Comparison: comparing one job against another
2. Matching against narrative grade level standards and/or benchmarks
3. Points Factor Evaluation Systems - most commonly used job classifications world wide.

- Late 1970's ICSC took up the issue of common classification standards
- Common Classification of Occupational Groups (CCOG) 1979
- Master Standard for Professional Posts 1980 Points Factor Evaluation System
- General Service standards for each HQ duty station (7) and one global GS standard for the field 1980s and 90s.

# UN Classification System: 2<sup>nd</sup> PHASE

- Revision of Professional Master Standard
  - introduction of Spectra - 2004
- Revised definition of Professional and General Service work
- Revised GS CCOG - 2009/2010
- Review of General Service standards and development of new GS Master Standard (2005-2010)

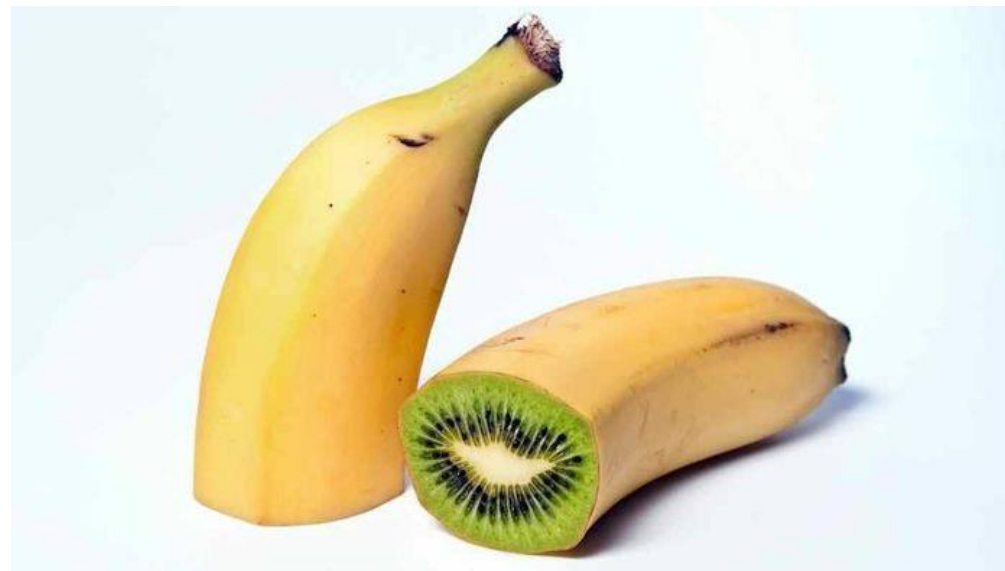
- Seeks to reflect changes in common system work & how work is carried out
- + teams & - hierarchy
- Significantly higher weighting given to output factors (results) and less to inputs

## Hybrid

- Points Factor
- Benchmarks

Supplemented by:

- Glossary
- Comparators



## *4 Factors*

- Factor I: Nature of Work
- **Factor II: Enabling Environment**
- Factor III: Partnerships
- **Factor IV: Results**



# Professional Master Standard - Spectra

Work	Enabling Environment	Partnership	Results	
<p>Analyzing, interpreting, identifying problems, drawing conclusions and making recommendations.</p> <p>1</p> <p>Quality professional input.</p> <p>Either scope broad and depth restricted or scope restricted and depth considerable. Intricate. Pace, variety and demands normal.</p> <p>A</p> <p>Politically aware, agendas open and understood.</p>	<p>Quality professional input plus taking corrective or adaptive action OR endorsing recommendations or revising quality professional input.</p> <p>2</p> <p>Definitive professional statement / Monitoring professional quality.</p> <p>Either scope broad and depth restricted or scope restricted and depth considerable. Substantial intricacy. High pace and variety. Multiple and frequently changing demands.</p> <p>B</p> <p>Politically sensitive, agendas complex and not clearly aligned.</p>	<p>Developing new approaches, techniques or policies and establishing important guidelines OR planning, integrating and coordinating professional work.</p> <p>3</p> <p>Ordering, clarifying and adapting the profession / Managing facets of the profession.</p> <p>Scope broad and depth considerable. Substantial intricacy. High pace and variety. Competitive and conflicting demands.</p> <p>B</p> <p>Politically astute, agendas competing, requiring empathy and insight into alternate perspectives.</p>	<p>Creating key new concepts, theories or principles and establishing guidelines of major importance OR planning, coordinating and directing managers.</p> <p>4</p> <p>Reinventing the profession by expanding the boundaries and opening new horizons – acting as a leader in the field / Directing the profession.</p> <p>Scope very broad and depth considerable. High intricacy, pace and variety. Competitive and conflicting demands and roles challenged.</p> <p>D</p> <p>Politically prescient, agendas conflicting requiring anticipation and leveraging position.</p>	<p>Delivering worldclass expert and authoritative contributions in the profession OR planning, coordinating and directing Directors in diverse professions and organizational entities.</p> <p>5</p> <p>Advancing the organization - speaking authoritatively on behalf of the organization / Directing diverse professions.</p>

- Developed in 1980's and early 1990's.
- 8 HQ Duty Station Standards AND 1 Non-HQ Standard (6 factors), Geneva standard had the most factors (13)
- **Common Factors:**
  - Factor I: Difficulty of Work
  - Factor II: Impact of Work on other functions
  - Factor III: Direction and Support Received
  - Factor IV: Coordination, Control, Supervision of others
  - Factor V: Work Relationships
  - Factor VI: Use of Manual or Automated Information Systems
  - Factor VII: Knowledge, Experience and Language

- Factor I:
  - Nature of Work
- Factor II:
  - Organizational Environment
- Factor III:
  - Teamwork and Relationships
- Factor IV:
  - Results

## Points Factor Evaluation System

- Similar in structure & technology to Spectra
- Shift in emphasis from input to output

New Master Standards					
Nature of Work		Organizational Environment	Teamwork & Relationships	Results	
<b>Focus</b>	Work involves completing routine tasks/activities which may require verification and some choice of action among well established alternatives.	Work involves completing standard support activities/processes requiring transformation & choice of action from several accepted alternatives.	Work involves delivering specialized support activities/processes requiring evaluation, comparison and choice of action from many different alternatives.	Work involves specialized activities, requiring interpretation and selection of action from alternatives.	
<b>Deliverable</b>	Task Execution ● 1	Process Execution ● 2	Specialized Support ● 3	Programmatic Support ● 4	
<b>Scope</b>	Limited scope and depth. Working environment normal. ● i	Moderate scope or depth of treatment requiring some interpretation of the subject matter. Or Work involves moderate risks or discomfort typically requiring special safety precautions ● ii		Either scope and depth moderate or scope limited and depth substantial, or scope substantial and depth limited. Issues require considerable interpretation of subject matter. Or Exposure to potentially serious physical/hazardous risks. ● iii	
<b>Knowledge/ Skills/ Expertise</b>	Knowledge of basic procedures. Work routines are well-defined or established, requiring no or limited related experience. AND/OR Skill to operate simple equipment or equipment that operates repetitively. Competency can be reached with	Knowledge of commonly used rules, procedures and/or operations to perform a variety of repetitive tasks; AND/OR Work requires frequent application of standard equipment or proficiency in office tools. Work requires some related experience or	Knowledge of the essential elements of a technical or administrative field of work and of work flow in the organizational unit. AND/OR Work requires basic operation of complex or specialized equipment. Knowledge attained through considerable experience	Thorough knowledge of the field of work and awareness of the organization and/or other units outside the immediate unit. Skill to be developed involving the specialized	



# Evaluation Panels

## increase consistency of results

- Comprises 3 to 4 classifiers
- Evaluates 5 to 6 posts at a time
- Each member evaluates posts separately and before panel meeting
- Consensus evaluation with reasons recorded is basis for report to delegate
- Overall produces consistent results and is cost effective

# Managing classification function

## Different approaches include:

1. Centralized management by agency HR function
2. **Decentralization of responsibility to line management**
3. Outsourcing to external consultants
4. **Use of classification committees involving HR staff with or without external consultants or staff representatives**