

Computer Aided Job Evaluation (CAJE)

Job Discussion Help Sheet (JDHS)

for Job Holders and Supervisors

Current job title

Current series and grade

Mission/Agency/Office

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Help sheet drawn up by:

Manager/supervisor

Incumbent

.....

Interview date/time/place

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*Return form to HR
Evaluator NLT:*

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Completing this document

The completion of this document will help *you* prepare for the job discussion with the HR Evaluator conducting the job evaluation. It is important that the evaluation of a job is carried out based on complete, accurate and objective data. As the present manager/supervisor (or the incumbent) you can provide valuable information on the types of responsibilities and demands that the job faces. Remember – it is the job that is being evaluated, not personal performance of the job holder. When thinking about the job, presume that the job duties are being performed at the fully successful level. Consider only the regular and recurring job duties and responsibilities, not necessarily events or achievements that are accomplished on a one time only basis.

The job discussion help sheet is divided into a number of sections: the position in the organization; the main purpose and duties; and questions corresponding to each of the five CAJE evaluation factors. The five CAJE factors are:

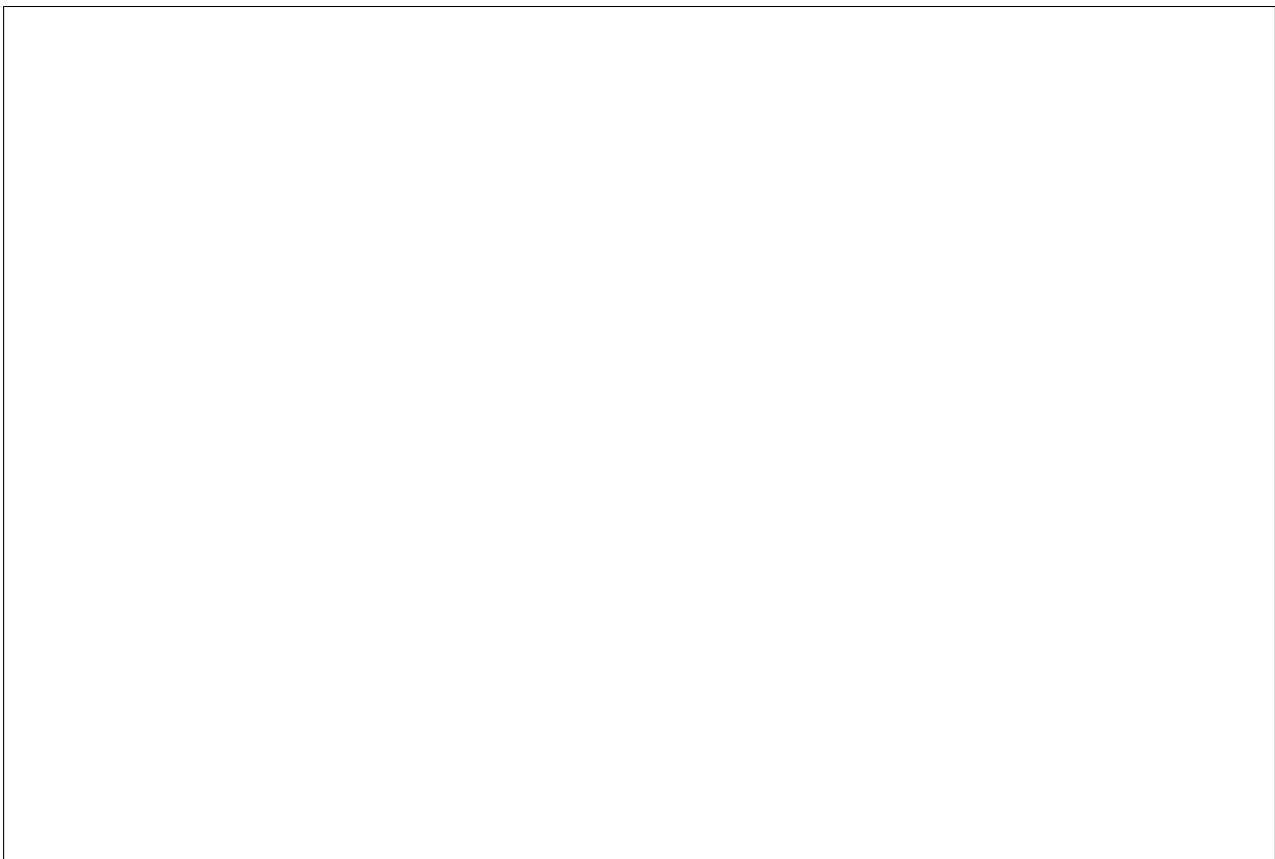
- Responsibility. Considers the extent to which the job controls resources, the amount of discretion the position possesses and the level of advice provided to others.
- Knowledge. Considers the type of knowledge, education, training, experience and skills that is essential to be considered for the job.

- Intellectual skills. Concentrates on the types of intellectually demanding tasks and situations that anyone doing the job must tackle.
- Communication. Records the type and nature of contacts with which the position must communicate in order to do the job effectively.
- Environment. Considers where the job is carried out, the types of potential hazards and physical demands, as well as any unusual work pattern demands.

Please refer to the position description, where appropriate.

1 Position in the organization

Please draw a simple organization chart (or attach an up to date chart). Please include at least two levels above and below the job. Identify the position being discussed with an asterisk (*).



Interviewer's notes



2 Main purpose and duties

Please describe, in a sentence or two, the main purpose / essence of the position.

Please expand on the main purpose by describing 4 or 5 key aspects of the job. For example, describe the 4 or 5 major “roles” this job has. Exclude duties performed less than 10% of the job holder’s time.

Interviewer’s notes

3 Responsibility

This factor considers the extent to which the position requires the planning, organization, direction and control of resources (money, people, equipment, supplies, land, buildings, information). Consider the scale of the resources and the authority of the job holder to manage those resources. This factor also considers the freedom to act with which the job holder is expected to have, the advice given and the resulting impact the position has internally and externally.

3.1 Staff/contractors

This question involves information about the “people” resources managed by the job holder. Management and/or supervision of people resources has different dimensions, from guiding others to full supervision. Please indicate the jobs of any staff/contractors controlled, specifying the number of people in each job. Please complete each sub-section where applicable, but avoid double counting. Example: Line Management for 4 employees would not be listed in Daily Work Guidance for the same group of people.

<p>Long term strategic planning of staff. <i>This means planning for an entire workforce in a large organization. This is not actual supervision or traditional line management of staff.</i></p>	
<p>Line management of staff . <i>This means full administrative and technical supervision of staff. Full supervision implies approval of leave, selection of new employees, applying discipline, and monitoring employee performance. Include the total number in the job holder’s own “chain of command”.</i></p>	
<p>Project management. <i>This implies management of people in a project setting, where the project has a defined duration. Exclude persons counted in “line management” above.</i></p>	
<p>Contractors. <i>This means persons outside the job holder’s normal chain of command who may be outside or third-party contractors.</i></p>	
<p>Training – delivery of training courses in a formalised learning environment. <i>This means people managed by the job holder in relation to the job holder’s role as a formal Teacher or Instructor.</i></p>	
<p>Work allocation – eg daily work guidance/supervision. <i>Consider the job holder’s role in giving out work assignments, or giving daily instructions to others, but for whom the job holder does NOT have full supervisory responsibility. Example: Team Leader or Work Leader role</i></p>	

Interviewer's notes

3.2 Other resources

For each of the following headings, indicate the type of resources controlled by the position and the nature of that control. Give some indication of overall value for each basic category (or scale of the resource in the case of information).

Equipment – personal use, repair and maintenance, security, safety, purchase decision, etc <i>Consider tools and equipment, including PCs. Define what the job holder does with the equipment (i.e. user, repairer, purchaser, etc.)</i>	
Expendable supplies – issue/receive, determine supplies levels, purchase supplies, etc <i>Consider office supplies or other work supplies, the way in which the job holder deals with them. Estimate the value of goods held at any one time. Example:” orders monthly office supplies of \$250 per month”</i>	
Buildings/land – security, maintenance/refurbishment, sell/purchase decision, etc	
Financial matters – handling cash, formulating, monitoring or managing budgets, etc. <i>Consider the role of the job holder with respect to cash, funds, budgets or accounts. Define the role and the amounts involved.</i>	
Information – upkeep, access/security, management of information resource, etc. <i>Consider the job holder's responsibility for files, databases, records or controllable information items. Provide examples of the type and volume of information resources used,</i>	

<i>maintained or managed.</i>	
Contracted out goods and services – contract support, management, negotiation, etc. <i>Does the job holder have a responsibility for contracted out (outsourced) goods and services. Define the role responsibility and the amount involved. Example: Serves as COTR for window cleaning service contract.</i>	

Interviewer's notes

3.3 Advice / recommendations

If the position is required to provide advice to others inside or outside of the organization, please indicate the type of advice given and the recipients. *Consider advice and recommendation that the job holder is responsible for providing to subordinates, colleagues, clients or management. Provide good examples of the kind of advice and recommendations that are required of the job holder on a regular basis.*

Interviewer's notes

4 Knowledge

Consider the essential education, training, experience and skills that a person must possess in order to do the job. This may be different from those that the incumbent actually possesses. *Think about the “know-how” requirements as if the position were undergoing recruitment. Consider the minimum requirements to perform job duties at a fully successful level.*

Knowledge of the organization, external environment and/or specialist field <i>1. What does the job holder have to know about the agency/Mission/Section? 2. What does the job holder have to know about the host country/region? 3. What kind of subject matter knowledge is required, independent of internal procedures or USG policies?</i>	
Education <i>The minimum academic requirement, include the level and the type. Examples: Completion of secondary schooling in general studies; Bachelors Degree in Nursing</i>	
Training / membership of professional body <i>What kind of occupational training is required? Include specialized job training. Examples: safe driver training, word processing training, software applications training, procedural training (Consular or Admin training), cashier training, etc.</i>	
Previous experience <i>Specify the minimum months or years of prior job-related experience, and the type of experience. Examples: 3 years trades and crafts; 5 years accounting; 1 year general clerical, etc. If prior supervisory experience is required, specify the minimum number of months/years required that is beyond job related experience: Example: 1 year previous supervisory experience in addition to 3 years journeyman level experience.</i>	
Language and other essential skills <i>Specify the minimum host country language and English language requirements in order to perform job tasks at fully successful level. Level 1: Rudimentary; Level 2: Limited Knowledge; Level 3: Good working knowledge; Level 4: Fluent; Level 5: Credentialed Professional Translator/Interpreter</i>	

Interviewer's notes

5 Intellectual skills

Considers the extent to which the position demands the analysis and evaluation of information in order to formulate conclusions, ideas or judgements. Please indicate the types of problems the position has to solve, the degree of future planning required and the need for innovation. Please provide examples.

<p>Problem solving <i>Identify the typical problems that the job holder is expected to resolve independently. Provide examples of most common problems solved by job holder regularly, and an example of most difficult problem solved.</i></p>	
<p>Planning ahead <i>Think about the job holder's work horizon, i.e. how far in advance the job holder must plan his/her own activities?. Example: "The technician plans own work at least 3 days in advance; The Accounting Chief must plan the work unit tasks at least quarterly"</i></p>	
<p>Innovation. <i>Think about the opportunity and/or need to develop new approaches, procedures, designs, plans, guidelines. Examples: "must design new configurations for LAN"; "must adapt agency regs into internal SOPs"</i></p>	

Interviewer's notes

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6 Communications

Considers who the position communicates with, both within and outside of the organization, and the nature of the communication. For each key contact, please indicate the purpose of the contact and the type of information communicated. Identify if any specialized communication skills are required. (*Examples: Counsels victims of assault; Refers callers to offices; Delivers speeches to conferences; Explains scientific data to non-experts; Interviews claimants for benefits; Calms down agitated customers*)

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Interviewer's notes

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7 Environment

Considers the physical environment in which the job holder operates. It also considers any job related physical or psychological demands. Identify any job-related particular hazards that exist. Please be specific, including frequency and/or duration where appropriate.

Job location. <i>Identify the primary location of the work, and any secondary locations.</i>	
Potential job related hazards. <i>Exclude hazards that may apply to all staff in the country/city.</i>	
Physical demands or Psychological demands. <i>Examples: heavy lifting; repetitive work; job related mental stress.</i>	

Unusual work pattern demands – frequent travel, working away from duty station, rotating shift work, etc	
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Interviewer's notes

8 Other

Are there any other features of the position which should be noted?

Interviewer's notes