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Job Grading for Liberia

*Presented by Paul Nartey,
Pay Grading Consultant/Advisor*

**USAID-Governance & Economic Management Support Program
Coconut Plantation, U.N. Drive, Mamba Point
Monrovia, Liberia**



Brief Summary of Terms of Reference (ToR)

- Supervise and train assigned staff and analysts to support the initiative;
- Develop the existing and revised positions “Establishment” List within each M & A;
- Develop an integrated Establishment list for GOL with collapsed job titles
- Standardize job titles across the sectors, collapsing titles of similar nature to minimize job naming redundancies;
- Validate with each M & A the position requirements for the delivery of their services within the MTEF Budget context;
- Job Analysis;
- Job Classification.



Introduction

- New Policy on Pay and Grading – transits from the existing 15 grades to that of 10 grades with 15 steps in each grade. The steps are the incremental steps.
- Pay grading generally does not determine the amount of money that should be put into an employee's pocket but it provides **rational basis for pay determination**.
- The new pay grades are closed classifications. They have specific or distinct characteristics (descriptions) that distinguish and /or segregate one grade from the other.



Introduction (cont'd)

- Jobs are classified or graded according to the specific characteristics they have or possess.
- Job classification **does not look at people. The focus is on the job.**
- Central to Job Classification is the JOB DESCRIPTION.



Job Grade Definitions

- Civil Service generic job grade definitions have adopted common factors such as:
 - Knowledge and competence;
 - Complexity of work;
 - Problem solving capacity;
 - Decision making capacity;
 - Supervision and autonomy;
 - Communication
 - Impact of Error (Consequence of error)
 - Education and Work Experience
- These factors are scaled according to a progressive degree of intensity from low to very high for each of the three functional categories (Technical Administrative Support, Professional and Executive)



THE “TAS” CATEGORY

- Jobs in this category comprise jobs designed to provide support for the technical and administrative functions of the Civil Service. The job category has been sub-divided into three grades namely, TAS1, TAS 2 and TAS3.



TECHNICAL ADMINISTRATIVE SUPPORT STAFF (TAS 1)- SUMMARY

- This level refers to jobs that involve **routine tasks** and are generally **repetitive** and **require a very limited range and level of skills.**
- **Examples:** Cleaner, Security Guard, Waitress, Sanitation Labourer, Yard boy, Messenger, Janitor.



TECHNICAL ADMINISTRATIVE SUPPORT STAFF OF CIVIL SERVICE (TAS 2)- SUMMARY

- This level refers to jobs that involve routine **well-defined tasks** and are generally **repetitive** and require **using a particular aptitude or specific technical skills.**
- **EXAMPLES:** Clerk Typist, Clerk, Driver, Mechanic Driver, Painter, Electrician, Maintenance man, Generator Technician, Mechanic Technician etc.



TECHNICAL ADMINISTRATIVE SUPPORT STAFF (TAS 3)- SUMMARY

- This level refers to jobs that **apply specific technical or clerical/administrative skills** to a limited range of similar tasks not strictly manual.
- **Examples:** Senior Artisan (Senior Plumber, Senior Electrician, Senior Carpenter), Administrative Assistant, Accounts Assistant, Supervising Clerk, Senior Clerk, Print Office Supervisor, Personnel Records Administrator, Senior Accounts Assistant.



The “P” – Grade

- Jobs in this category include jobs which are in the Professional and Technical Supervisory Grade.
- Jobs in this category are subdivided into 4 grades expressed as P1, P2, P3 and P4 grades.



The “P1” Grade: Summary

- Entry-level Career Civil Servants in the Professional and Administrative Grades who have to go through internship/apprenticeship to understand the job they should be doing in the Civil Service.
- Covers jobs with basic professional duties or highest level technical or specialist administrative duties.
- Technical or specialist administrative jobs at this level may not have supervisory responsibility.
- **Examples:** Assistant Analyst, Supervising Technicians (Head of Maintenance), Assistant Statisticians, Assistant Researchers, Technician Engineer etc.



The “P2” Grade - Summary

- Jobs requiring trained Specialist Professionals **with the requisite knowledge, skills to perform upon hiring** jobs requiring training, knowledge and work experience in order to be performed competently.
- Jobs cover full range of professional duties at **an experienced level, with only limited guidance.**
- Jobs **may involve supervision** of P1 and TAS category personnel.
- **Examples:** Analyst, Researcher (Officer), Project Officer, Economist, IT Specialists (Programmer), Procurement Officer, Surveyor etc.



The “P3” –CS Grade : Summary

- Trained Specialist Professionals with the requisite knowledge, skills and work experience. The grade carries supervisory responsibilities.
- Level of technical and administrative authority is specific and well defined mainly involving inspection, auditing, control, licensing and issuing of permits and authorizations.
- **Examples:** Engineer (Mining, Civil, Water, Feeder Roads, Structural, Highway, Soil, etc.), Accountant, Senior Chemist, Senior Biologist etc.



The “P4” – Grade: Summary

- Trained Specialist Professionals with the requisite knowledge, skills and **wider work experience** and **wider supervisory** responsibilities.
- Jobs cover a range of professional, advisory, administrative and supervisory duties that require full professional knowledge and experience.
- Jobholders at this level **must be fully developed and experienced professionals**. May involve **team-leading duties** on specific projects.
- **Examples:** Assistant Directors, Senior Engineers, Senior Accountants, Senior Agricultural Officer, Senior Surveyor, Principal Chemist, Principal Biologist.



The “E1” – Grade: Summary

- Requires experience with the Civil Service system, ability to plan, budget, lead and manage a Division within the Civil Service. The position contributes to Policy development.
- The position foresees that the incumbents (i.e. Deputy Directors of Departments within an administrative institution) co-ordinate and supervise administrative operations or lead and manage the functioning decentralised/de-concentrated services.
- Examples: Principal Engineers, Deputy Directors (Administration).



The “E2” – Grade : Summary

- Jobs involve **leadership and management** of a **Department** of the Civil Service on a national basis.
- The position foresees that the incumbents (Primarily Deputy Directors of Departments) provide support to the Director for the direction and management of a Department within an institution. The Department includes a number of sections and the work of its sections is inter-related. The position contributes to Policy Development.
- **Examples:** Chief Accountant, Chief Engineer (Civil), Chief Engineer (Mining), Senior Director (Administration)



The “E3” – Grade : Summary

- Jobs involve overseeing and managing policy and leadership of a Large Department in the Civil Service or a nation-wide institution.
- The position foresees that the incumbent (Primarily Directors of Departments) direct / manage a major policy Department either dealing with policy or administration within a public institution.
- **Examples:** Comptroller, Head of Customs, Director Engineering Services, Principal Director (Administration).



GRADING CHART

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
E3															
E2															
E1															
P4															
P3															
P2															
P1															
TAS 3															
TAS2															
TAS1															



Some uses of the Grading Chart

- Classification and grading of jobs;
- Provides numbers on various staff categories
- Rationalizes pay determination as against reliance on arbitrary methods of pay determination
- Provides input for and facilitates preparation of annual staff budgets at the M & As level (incl. staff annual increment)
- Staff recruitment, selection, promotion and placement
- Merit pay systems



CHALLENGES

- Absence of Human Resource Planning (Manpower) hearing sessions to regulate and approve staffing numbers (i.e. establish HR ceilings for the M&As) and rationalize preparation of HR budgets.
- Absence of Nominal Rolls; existing Personnel Listings of the M&As do not contain all particulars of all persons working within the M&As.
- Updating the Job descriptions.



END OF PRESENTATION



THANK YOU FOR YOUR ATTENTION