



Rijksoverheid

Civil Service Job Description and Evaluation System

Until a few years ago, there were over 30,000 job descriptions for positions in Dutch central government. Several different job description systems were in use, each with its own vocabulary and concepts. This made it difficult to compare different jobs. It limited civil servants' understanding of what work comparable to their own was available within central government and of what career alternatives might exist.

Why a single Job Description and Evaluation System?

Central government – in its role as employer – and the unions agreed in the collective labour agreement for 2007-2010 that they would 'make vigorous efforts to create a single Job Description

and Evaluation System, thus enhancing the transparency and accessibility of the available jobs and increasing jobseekers' chances of finding suitable work'.



Now that the system has been fully implemented (with the exception of the group jobs at the Customs and Tax Administration), a single, common vocabulary exists, making comparisons between jobs possible and making the various career opportunities in central government visible. The new job profiles are goal-centred and development-oriented, helping staff members and managers make detailed agreements about work and staff development.

How does the new system work?

The Job Description and Evaluation System consists of eight *job families* comprising 62 *job groups*. (For a complete overview of job families and groups see Annexe 1.) Each job group has a *job profile* consisting of a *core profile* and a *skills profile*. *Job types* are used to explain the pay scale in which specific jobs are placed. Each of these terms is explained at greater length below.

Job family

The Job Description and Evaluation System consists of eight job families: sets of closely related jobs. Every job in central government has been assigned to a job family. The eight job families are:

- Line management
- Project and programme management
- Policy
- Advice
- Operational management
- Knowledge and research
- Oversight
- Implementation

Each of the job families is clearly defined in a way that distinguishes it from the others and determines what jobs fall under it.

Job groups

Each job family is divided into a number of job groups. (There are a total of 62 job groups; see Annexe 1.) A job group is a set of jobs within a job family in which essentially similar results must be achieved and corresponding tasks must be performed to that end. Each job group includes jobs at a number of different levels, each of which corresponds to a specific pay scale. The job group 'coordinating policy officer', for example, includes coordinating policy officers at three different levels, who are assigned to pay scales 13 to 15. The 'management assistant' job group includes staff at six different levels, assigned to pay scales 5 to 10.

Job profile

A specific job profile has been drafted for each of the 62 job groups, each consisting of:

- one core profile;
- one or more skills profiles.

Taken together, the core profile and skills profile indicate the job's essential content in terms of results to be achieved and skills required.

Core profile

The core profile is the part of the job profile that describes in general terms the results to be achieved, the necessary competences and the underlying behavioural indicators. Each core profile

clearly defines the goal of the jobs included in the job group in question, thus distinguishing the job group from the groups under and/or above it.

Skills profile

A skills profile specifies the level of working and thinking, education, experience, skills and competences appropriate to a specific job. Each job group has at least one skills profile; a number of job groups have several different ones.

One example is the job group 'operations adviser' in the operational management job family. All staff members in this job group are advisers on operational management. General skills profiles have been drafted for these jobs including the knowledge, skills and competences that all these staff members need. At the same time, specific additional skills profiles have been drawn up for the various disciplines within operational management, such as human resources management, finance, IT, etc., which include the specific requirements for each of these disciplines.

Job type

The job type accounts for the pay scale to which a job is assigned using the Dutch central government's Fuwasys job classification system. It explains why a staff member is assigned to a specific pay scale.

Why is the Job Description and Evaluation System useful?

The Job Description and Evaluation System:

- Provides more transparency about comparable jobs and their requirements. By clustering all central government jobs in 62 job groups, the system makes it easier to compare the underlying job profiles with one another.
- Helps in conducting job performance interviews. The system provides tools that staff members and their managers can use in looking back at the recent past and in looking forward as they make new agreements about the staff member's duties.
- Helps in making sound agreements about results and development. Formulating agreements about results and development in general terms makes it easier to make the agreements at individual level SMART (specific, measurable, attainable, relevant and time-bound).
- Sheds light on where interesting work is to be found (at a staff member's current ministry or at other ministries) and what that work demands. Because every ministry divides jobs among the same 62 job groups, interesting work can be easily identified at other ministries.
- Sheds light on career opportunities (including learning trajectories) within and across ministries. Because all the job profiles in the system can be compared with one another, the possibilities for further steps in a career are evident: not only the obvious next steps, but also the less obvious ones.

What else is the Job Description and Evaluation System used for?

Now that the Job Description and Evaluation System is fully operational, it is the basis for:

1. *your job performance interview*, in which you make agreements each year with your manager about your duties, the results you will achieve and your personal development;
2. *your career path and learning trajectories*: the system will make clear what career steps you can take in central government and what results, competences, training and experience you need to take those steps.
The digital tool www.functiegebouwwijksoverheid.nl will help you find out more about career opportunities;
3. *your mobility*: the system will make clear what kinds of jobs, whether similar or different to your current job, are available in other organisations in central government, thus clarifying your central government-wide career opportunities. The Civil Service Mobility Database will help you look for jobs that are either similar to your current job or different.

Where can I find more information?

Training modules are available to help you fully understand the Job Description and Evaluation System and learn to work with the job profiles. Special modules are available for managers, human resources managers, staff members and members of employee participation bodies.

If you still have questions after reading this brochure, you may talk to your manager or take a look at the system using the digital tool available on Rijksportaal: www.functiegebouwwijksoverheid.nl. The tool includes a list of frequently asked questions with answers.

Annexe 1:

Job family	Job groups
Line management	<ol style="list-style-type: none"> 1. Senior manager 2. Middle manager 3. Operational manager 4. Senior general manager
Policy	<ol style="list-style-type: none"> 1. Strategic policy officer 2. Coordinating policy officer 3. (Senior) Policy officer 4. Policy support officer
Project and programme management	<ol style="list-style-type: none"> 1. Project / Programme director management 2. Project / Programme manager 3. Project leader 4. Subproject leader

Knowledge and research	<ol style="list-style-type: none"> 1. Chief researcher 2. Senior researcher 3. Researcher 4. Research assistant 5. Research support worker
Advice	<ol style="list-style-type: none"> 1. Strategic adviser 2. Coordinating/specialist adviser 3. (Senior) Adviser 4. Advisory assistant
Operational management	<ol style="list-style-type: none"> 1. Coordinating/specialist operations adviser 2. Senior operations adviser 3. Operations adviser 4. Transport officer 5. Communications officer 6. Administrative officer 7. Facilities officer 8. Security guard 9. ICT / Technical / Information management officer 10. Management assistant 11. Trainer 12. Assistant administrative officer 13. Assistant facilities officer
Oversight	<ol style="list-style-type: none"> 1. Strategic inspector 2. Coordinating/specialist inspector 3. Senior inspector 4. Inspector / Oversight officer 5. Oversight officer / Assistant oversight officer
Implementation	<ol style="list-style-type: none"> 1. Spiritual counsellor 2. Doctor / Behavioural psychologist 3. Care professional 4. Custodial institution staff 5. Custodial institution guard 6. Education and training officer 7. Forensic therapist 8. Community social worker 9. Senior delivery and development officer 10. Delivery and development officer 11. Processing and delivery officer 12. Committee secretary 13. Operational traffic management officer 14. Operational management and maintenance officer (being phased out) 15. Construction, management and maintenance preparation officer (being phased out) 16. Construction, management and maintenance supervisor (being phased out) 17. Intelligence and security operations officer 18. Senior intelligence and security operations specialist 19. Intelligence and security operations specialist 20. Senior information systems officer 21. Information systems expert 22. Operational shipping management officer 23. Nautical officer 24. Real estate and infrastructure expert 25. Senior real estate and infrastructure officer 26. Real estate and infrastructure officer