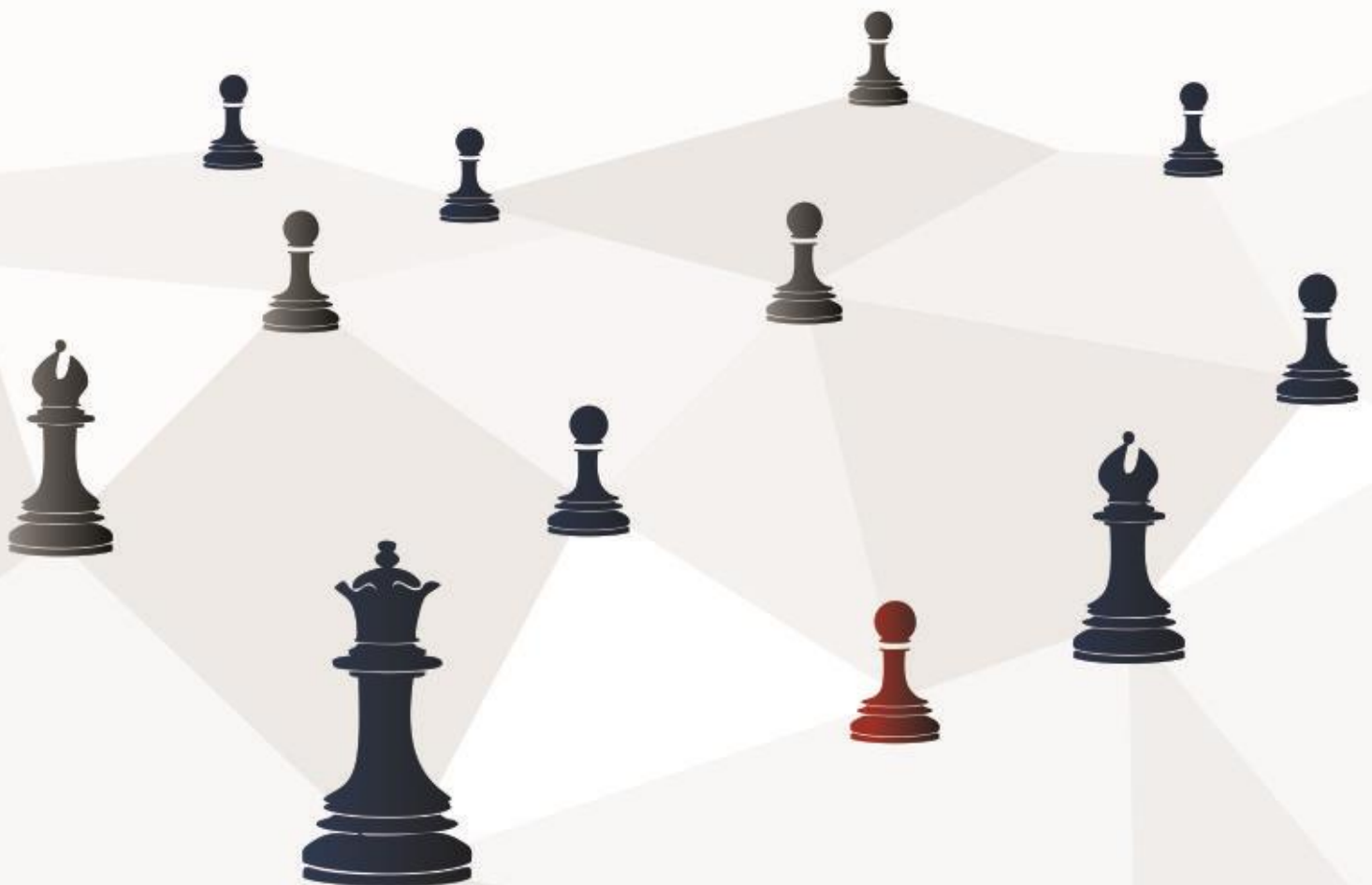


JOB CLASSIFICATION FRAMEWORK

FOR STATE-OWNED ENTERPRISES



PRIVATIZATION AND CORPORATIZATION BOARD
MINISTRY OF FINANCE, MALDIVES'
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1. PURPOSE

The purpose of this framework is to provide a structured guideline for all the SOEs to assist their boards and remuneration committees to determine and classify employee levels and remuneration bands to establish a coherent and harmonized job classification policy and system within the SOEs.

Since SOEs are considered different, in terms of the nature of the business, the scale of operation and the number of employees, this framework provides a categorized model based on these factors to the general positions used across the SOE's

The job classification framework has been developed based on the market data sources and benchmarked with the tested best practiced models.

Board and the remuneration committees are expected to apply this guideline in determining the job classification, remuneration and incentive packages for the general positions.

2. FACTORS CONSIDERED IN SOE JOB CLASSIFICATION

This framework acts as a guideline to all the SOE's in acquiring new hires, promoting existing staff and creating successor and employee development. The SOE grading table comprises of the levels established by PCB, the minimum qualification and experience required for the position with equivalent qualification and experience required. To set up the grading system, PCB had classified the positions based on the following.

2.1 Classification Based on Job Responsibility Level

At the initial stage of the process, PCB collected all government majority shareholding company's data related to employee's job positioning, qualification and experience.

The jobs and positions were classified into 6 broad job roles: Leadership, Senior Management, Management, Senior Supervisory and supervisory and Operational Support

The bands and grades have been arrived through a systematic process of Job Evaluation. It is a process of deriving the relative worth of a job or role in the company in a fair and logical manner. PCB had considered the context and complexities and evaluated the roles based on the following 2 parameters.

Know How- includes every kind of relevant knowledge, skills and experience, however acquired, needed for acceptable performance in a job or role. These includes

- **Practical/ Technical Knowledge** – This is concerned with the depth and scope of knowledge. This is used to recognize increasing specialization (depth) and / or the requirement for a greater breadth (scope of knowledge)
 - Depth – ranges from knowledge of simple work routines to unique and authoritative expertise
 - Scope- Covers the variety of techniques, disciplines, processes, products etc from few to many, about which knowledge is required
- **Planning, organizing and integrating (Managerial) Knowledge** – The knowledge required for integrating and managing activities and functions. It involves combing some or all the elements of planning, organizing, coordinating, directing, executing and controlling over time. Managerial knowledge is related to the size of the organization, functional and geographical diversity and time horizon.

Problem Solving - is the amount and nature of the thinking required in the job in the form of analyzing, reasoning, evaluating, creating, using judgement, forming hypotheses, drawing inferences and arriving at conclusions.

At this stage it is advised all the SOE's to level the rest of the positions from other job families, create a combined list of positions for each level that is of equivalent responsibility and work

and to distinguish jobs that cannot be combined considering the fact of professional and technical qualification required for the job, market salary rates in determining their remuneration packages.

2.2 Classification to Broad job roles

2.2.1 Leadership

This is the senior level role, where employees at this level shall provide leadership and direction of combinations of major operating units which have a strategic impact affecting the ability to continuously add shareholder value. The positions include company-in-charge, divisional heads and above, from L1 to L3 of this framework.

2.2.2 Senior Management

The employees in this level includes department heads and above. The scope of this level is leadership of a major operating unit/functions offering the ability to support strategic objectives as well as to achieve operational goals. PCB defines L4 as the Senior management role.

2.2.3 Management

This includes all section heads and above where jobs require tactical management. The scope includes, providing leadership of an operations unit of specialized function which affect the ability of the operating unit to achieve operations objectives. L5 of the SOE grading framework is considered as this level.

2.2.4 Senior Supervisory

This is the supervisory level where unit heads are involved and perform instructions and establish work routines with supervision and prompt feedback. Instructions are quite specific and may be well detailed in written procedures. Knowledge will be gained by on the job experience and part professional qualification. L6 and L7 are considered as Senior supervisory role under this framework.

2.2.5 Supervisory

This includes team leaders and equivalent staff. Such positions have standardized work routines, practices and procedures within general work instructions. Decisions are based on established precedents and may only report progress and results. The positions under this broad band includes the team leaders that fall under the PCB guide L8 & L9.

2.2.6 Operational support

These are the entry level positions where employees learn and gain knowledge through on the job. Established work routines will be followed with supervision and prompt feedback. The instructions will be specific and may be well detailed in written procedures. However, in the entry level (primary skills) the work will be directed and detailed with close supervision. Actions are repetitive and clearly defined by the nature of the work.

3. SOE GRADING CHART

3.1 Grading Guide Chart and Description

The SOE grading guide chart comprises of the PCB grade level and the minimum qualification and experience required for the position. The following gives a description of the table.

3.1.1 PCB levels

PCB categorizes the positions based on the seniority levels. The top management of the company or the leadership role lies on L1- L3 and L13 is considered as the entry level positions where skills and knowledge are gained through on the job.

3.1.2 PCB level Broad Descriptors

The level descriptors set out in the guideline provides a general and broad indication of job levels. It describes the typical characteristics of roles at different grades across the Company.

3.1.3 PCB level requirement, qualification experience

PCB identifies the qualification and experience based on the best practice grading models, the grading system of MQA and the civil service grading structure and these were compared with the consolidated qualification and experience requirement set by the SOEs. However, the requirement is for generic positions and any specific, technical, marine, professional job requirement shall not be addressed to this guideline.

3.1.4 Requirement Based on Scale of Operation

PCB encourage all the SOEs to have the required positions based on the company's operation. However, as a monitoring body, PCB guides the companies to have certain number of positions based on the number of staff in the company.

4. EXEMPTIONS UNDER THIS FRAMEWORK

This framework considers all job tiles that are generally used across the SOEs. Any specific position which is specifically related to the nature of the business and which distinguishes the role from other SOEs should be treated separately. To distinguish the positions, the below factors should be considered

4.1 High Magnitude Positions

Certain job positions have high accountability to the extent to which the job/ role is answerable for actions and their consequences. These jobs are critical for the operation and have high non qualifiable magnitude such as a special machine operator that requires specialized and extensive technical skills/ knowledge and know-how. Such positions may not require people management or guide strategic directions (strategic direction under broad job roles) but critical in terms of their worth and responsibility. Such positions can be exempted from this framework.

4.2 Individual Positions

Some positions such as consultants / analyst and others may be hired only for a certain period and the person may not be tied to any working team. In such situations the required qualification of the person can be higher, but the responsibility may lie only to a certain task. Hence the level of the employee shall be considered based on the qualification and experience requirement and shall be placed without considering the factors under the broad job roles

5. GRADING FRAMEWORK FOR SOE'S

UPDATED: Feb 2021

LEVEL	DESCRIPTOR	REQUIRED QUALIFICATION & EXPERIENCE	MQA LEVEL	OTHER PATHWAYS (EXISTING POSITIONS)	MQA LEVEL	REQUIREMENT BASED ON SCALE OF OPERATION
L1	Senior Leadership- 'Company In charge, Government Appointees	Appointed by Govt				Appointed by Govt
L2	Leadership- Divisional Heads and Above	Master's degree with 8-10 Years of Experience	Level 9	Graduate with 10-12 Years of Experience	Level 7	More than 1000 Staff
L3	Leadership- Divisional Heads and Above	Master's degree with 5 Years of Experience	Level 9	Graduate with 10 Years of Experience	Level 7	More than 500 staff
L4	Management (Strategy Implementation) Departmental Heads and Above	Master's degree with 3 Years of Experience	Level 9	Graduate with 8 Years of Experience	Level 7	More than 250 Staff
L5	Management (Tactical Management)- Section Heads and Above	Master's Degree with 0-3 Years of Experience	Level 9	Graduate with 5-8 Years of Experience	Level 7	Appoint based on the departmental requirement
	Management (Tactical Management)- Section Heads and Above	Graduate with 3-5 Years of Experience	Level 7	College Diploma with 7-10 Years of Experience	Level 5	Appoint based on the departmental requirement
L6	Senior Supervisory and Executives- Unit Heads	Graduate with 1-3 Years of Experience	Level 7	College Diploma with 5-7 Years of Experience	Level 5	Appoint based on the departmental requirement
L7		Graduate in relevant area	Level 7	College Diploma with 3-5 Years of Experience	Level 5	Appoint based on the departmental requirement
L8	Supervisory and Team Leaders- Process heads and Above	College Diploma with 3-5 Years of Experience	Level 5	Nil	Nil	Appoint based on the departmental requirement
L9		College Diploma with 1-3 Years of Experience	Level 5	Nil	Nil	Appoint based on the departmental requirement
L10	Advanced Skilled	Certificate Level 4 in relevant field	Level 4	A level / certificate level, 6 years and above experience in relevant field	Level 4	Appoint based on the departmental requirement
		Certificate Level 3 in relevant field	Level 3	O' level, 3-5 years of experience in relevant field	Level 3	Appoint based on the departmental requirement
L11	Skilled	Certificate Level 2 in relevant field	Level 2	2-4 years of experience in relevant field	Level 2	Appoint based on the departmental requirement
L12	Semi -Skilled	Certificate Level 1 in relevant field	Level 1	years of experience in relevant field	Level 1	Appoint based on the departmental requirement
L13	Un-Skilled	Physically & mentally fit for the position	Nil	Nil	Nil	Appoint based on the departmental requirement

APPENDICES

APPENDIX I: POSSIBLE AND RECOMMENDED POSITIONS

LEVEL	DESCRIPTOR	RECOMMENDED POSITIONS
L1	Senior Leadership- 'Company In charge, Government Appointees	CEO/ MD DCEO / DMD
L2	Leadership- Divisional Heads and Above	Chief Officers Deputy Chief Officers/ Port Captains/ Superintendents/Chief Engineers
L3	Leadership- Divisional Heads and Above	Directors/ General Managers
L4	Management (Strategy Implementation) Departmental Heads and Above	Senior Managers / Deputy Directors/ Assistant General Managers
L5	Management (Tactical Management)- Section Heads and Above	Managers/ Team Managers/ Section Managers Assistant managers
L6	Senior Supervisory and Executives- Unit Heads	Senior Executives/ Senior Supervisor/Senior Accountant/ Executive Secretary
L7		Executive Supervisor/Engineers/Accountants/Senior Administrators/ Senior Secretary
L8	Supervisory and Team Leaders- Process heads and Above	Senior Officer / Team leader/Senior Technicians/Administrators/Secretary
L9		Officer/Technician/Mechanic/coordinator
L10	Advanced Skilled	Senior Assistant/Senior Operator/Assistant Technician/Assistant Mechanic/Assistant Carpenter/Receptionist /Foreman Assistant/Operator/Driver/Skilled laborers
L11	Skilled	Driver/ Skilled labors
L12	Semi -Skilled	Security Guards/ Packers
L13	Un-Skilled	Labors/ Cleaners/Helpers/House Keepers/Gardeners

APPENDIX 2: GRADING LEVEL DESCRIPTORS

Level	Broad Descriptor	PCB Level broad Descriptors	Scope	Know-How	Problem Solving	Roles
L1	Leadership	Senior Leadership-Company-In charge, Government Appointees	Strategic Leadership Provide leadership and direction of combinations of major operating units which have a strategic impact affecting the ability to continuously add shareholder value	Jobs requiring determinative mastery of concepts, principles and practices gains through deep development in a highly specialized field or through comprehensive business experience. Requires operational or conceptual integration of functions which are diverse in nature and in objective in an important management area, or central co-ordination of a strategic function.	Thinking within business philosophy and principles controlling human affairs, evaluates and develops organizational vision and direction.	<ul style="list-style-type: none"> •Require broad and deep experience in their specialism typically gained through full professional qualification and a wide range of experience. •Involve managing a number of sub-functions/teams and plan over a significant period, typically years, either through service/programmed management responsibility or via a major strategic commissioning, policy and/or advisory role. •Will play a leading part in developing policy and strategy within a Directorate, working within the annual budget cycle for their specific function(s).
L2		Leadership-Divisional Heads and Above	Jobs requiring determinative mastery of concepts, principles and practices gains through deep development in a highly specialized field or through comprehensive business experience. Requires internal integration of operations which are relatively homogeneous in nature and objective, and which involve external co-ordination with associated functions.	Thinking within general policies, principles and goals under guidance, evaluates and develops organizational direction.	<ul style="list-style-type: none"> •Set direction and deliver services by translating the Company policy into ways of operating, leading the development of new approaches to delivery as necessary. •Require highly developed communication and interpersonal skills in order to lead staff and/or to win the hearts and minds of others (internally and externally) in order to bring about necessary changes in behavior and to achieve the required outcomes. 	

Level	Broad Descriptor	PCB Level broad Descriptors	Scope	Know-How	Problem Solving	Roles
L3		Leadership- Divisional Heads and Above		Senior manager with heavy integration of related or similar sub-functions. Job requires manager with considerable seasoning and experience within a discipline(s). Jobs are confronted with competing objectives.	Within general policies and broadly defined organizational goals, evaluates and constructs solutions to variable situations. Very complex analytical, technical and/or management challenges (interpretative/evaluative) characterize this level. Almost surely involves strategic thinking by senior management. Technical job focus is upon 'pathfinding' technical challenges.	

Level	Broad Descriptor	PCB Level broad Descriptors	Scope	Know-How	Problem Solving	Roles
L4	Senior Management	Management (Strategy Implementation) Departmental Heads and Above	Major Operational Management Provide leadership of a major operating unit/functions offering the ability to support strategic objectives as well as to achieve operation objectives	Senior level manager responsible for integration of activities that are related or similar in nature and scope, or highly seasoned individual contributor. Management jobs requiring seasoned technical and specialized knowledge gained through many years of progressive and relevant experience.	Uses broadly defined policies and specific objectives to evaluate and construct solutions to variable situations. Very complex analytical, technical and/or management challenges (interpretative/evaluative) characterize this level. Problems often have strategic implications and heavy tactical planning and/or research and development focus.	<ul style="list-style-type: none"> • Require broad and deep experience in their specialism typically gained through full professional qualification and a wide range of experience. • Involve managing the work of others and planning over significant timescales, with annual budget responsibility, either through service/programme management responsibility or via a strategic commissioning, policy and/or advisory role (likely to be over a relatively narrow or less complex area when compared with roles at the level above). • Develop approaches to ensure the Company policies/objectives are delivered and improvements in practice and service delivery occur. • Translate the Company policy into functional or service area work plans with a focus on effectiveness of delivery. • Plan, manage and monitor the use of available resources, focusing on productivity in order to align the use of resources with the strategy for the overall service area. • Require highly developed communication and interpersonal skills in order to lead staff and/or to win the hearts and minds of others (internally and externally) in order to bring about necessary changes in behavior and to achieve the required outcomes.

Level	Broad Descriptor	PCB Level broad Descriptors	Scope	Know-How	Problem Solving	Roles
L5	Management	Management (Tactical Management)- Section Heads and Above	Operational Management Provide leadership of an operations unit of specialized function which affect the ability of the operating unit to achieve operations objectives	Managerial level responsibility for integrating related or similar activities. Jobs requiring management skill to integrate/coordinate related or similar activities. Supervision is largely delegated to subordinates. Manager of a more complex organization subfunction. Jobs requiring seasoned technical/professional Know How depth plus human relations skills to select, develop and/or motivate people are critical to success.	Uses broadly defined policies and specific objectives to evaluate and construct solutions to variable situations. 'What to do' is left largely to the incumbent, but objectives are given. Complex analytical, technical and/or managerial challenges (interpretative/evaluative) characterize this Problem-Solving slot. Problems often have strategic implications and heavy tactical planning and/or research and development focus. Selects from among clear policies and professional and scientific principles to address differing and variable situations. The 'what' is clearly stated; 'how' is largely determined by jobholder judgment. Requires truly analytical interpretative/evaluative thinking. Must identify, define and resolve problems without clear precedent. Research and planning are required for problem solving.	<ul style="list-style-type: none"> Require a conceptual understanding of their specialism typically gained through advanced training and extensive experience or a full professional qualification combined with significant practical experience. Involve a large element of planning and organization, due to the management of a large team or teams or the complexity of activities and planning over significant timescales, c.1 year. Undertake diverse or complex work to ensure the delivery of effective and responsive services. Ensure the function or service area(s) operate effectively and in compliance with legislation, policies and procedures, recommending changes/improvements where appropriate. Identify and assess service challenges and decide the best course of action where there may not be a clear solution. There will be a framework for delivery, but initiative and judgement will be needed to resolve problems as they arise. Require highly developed communication and interpersonal skills in order to lead staff and/or to win the hearts and minds of others (internally and externally) in order to bring about necessary changes in behavior and to achieve the required outcomes.

Level	Broad Descriptor	PCB Level broad Descriptors	Scope	Know-How	Problem Solving	Roles
		Management (Tactical Management)- Section Heads and Above-		Manager of an organization subfunction. Jobs require basic knowledge of a discipline combined with significant relevant experience, or advanced degree and some experience. Requires integration and coordination of related or similar activities in professions requiring basic knowledge of principles/techniques.	These jobs have latitude to consider whether new procedures may have to be developed consistent with current policies or existing principles. The jobholder must identify, define and analyze alternative courses of action; (eg, analytical, evaluative and/or constructive thinking). In a more broadly defined environment, the job holder will apply clearly defined policies and principles to develop solutions that are varied but should generally be found within the area of learned things.	

Level	Broad Descriptor	PCB Level broad Descriptors	Scope	Know-How	Problem Solving	Roles
L6	Senior Supervisory	Senior Supervisory and Executives-Unit Heads	Supervisory Support Has accountability for completion of task of a basic nature with close supervision and not permitted to deviate from standard practices and procedures without approval, which affects ability of the closely defined operating units to achieve quality outcomes.	Seasoned supervisor of a specialized skill set in a technical area. Basic knowledge of a discipline plus experience and human relations skills to select, develop and/or motivate people.	Applies professional and scientific principles to develop an understanding of differing and variable situations that will guide thinking about ways to address those situations. The 'what' is clearly stated, but 'how' is largely determined by job holder judgment.	<ul style="list-style-type: none"> Require a conceptual understanding of their specialism typically gained through advanced training and extensive experience or a full professional qualification combined with significant practical experience. Involve the planning and organizing of a complex workload and significant co-ordination of related activities. This could include responsibility for managing the work of a team. Run a service area/team or are a senior specialist within a complex service area. Identify and assess service issues and decide the best course of action where there may not be a clear solution. There will be a framework for delivery, but some initiative and judgement will be needed to resolve problems as they arise. Require the skills necessary to persuade, be assertive and show empathy and sensitivity to the situation of others.
L7						<p>Roles that require highly developed communication and interpersonal skills and/or manage a large team or a workload of particular complexity may also be at this level where the required knowledge and experience is at a marginally lower level than that detailed above.</p>

Level	Broad Descriptor	PCB Level broad Descriptors	Scope	Know-How	Problem Solving	Roles
L8	Supervisory	Supervisory and Team Leaders-Process heads and Above	Team Support Performance of standardized work routines, practices and procedures within general work instructions. Decisions are based on established precedents and may only report progress and results.	Knowledge gained by "on the job" experience or through part professional qualifications. Jobs need to have some knowledge on methods, systems and procedures used although not requiring the conceptual understanding to change or create them.	Changes activities under precedence, methods and systematic procedures that specify how to perform and resolve problems.	<ul style="list-style-type: none"> • Require knowledge and experience gained through significant/specialized training, work experience and technical qualifications to give a deeper understanding of systems and/or methods. • Involve the planning and organizing of a complex workload and significant co-ordination of related activities. This could include responsibility for managing the work of a team. • Have a detailed understanding of the system in which they operate and undertake relatively complex tasks that require an element of analysis and interpretation. • Operate within well-defined procedures and use initiative and judgement to react to issues as they occur, generally without the need to refer to more senior colleagues. • Provide guidance and resolve non-standard issues for more junior staff to ensure issues are resolved. • Require the skills necessary to exchange information effectively, either internally or externally, and work as part of a team. Roles that require the skills necessary to persuade, be assertive and show empathy and sensitivity to the situation of others, may also be at this level where the required knowledge and experience is at a marginally lower level than that detailed above.

Level	Broad Descriptor	PCB Level broad Descriptors	Scope	Know-How	Problem Solving	Roles
L9				Knowledge acquired through technical training and significant work experience. Jobs tend to operate in a highly specialized system where in-depth understanding is critical to perform the job. Emphasis lies on significant work experience	Problem solving is governed by precedents, methods and systematic procedures that specify how to perform and resolve problems.	<ul style="list-style-type: none"> • Require a detailed knowledge and understanding of relevant systems, procedures and techniques gained from practical work experience in a similar environment. In addition, technical or other specialized training will be needed to give a deeper understanding of systems and/or methods. • Involve the planning and organizing of a complex workload and significant co-ordination of related activities. This could include responsibility for managing the work of a team. • Work within established procedures and deal with the majority of day-to-day challenges that arise. • Require the skills necessary to exchange information effectively, either internally or externally, and work as part of a team. Roles that require the skills necessary to persuade, be assertive and show empathy and sensitivity to the situation of others, may also be at this level where the required knowledge and experience is at a marginally lower level than that detailed above.
L10	Operational support	Advanced Skilled	Operational Skills Performance of instructions and established work routines with supervision and prompt feedback. Instructions are quite specific and may be well detailed in written procedures.	Knowledge acquired through technical training and significant work experience. Jobs tend to operate in a highly specialized system where in-depth understanding is critical to perform the job.	Problem solving is governed by precedents, methods and systematic procedures that specify how to perform and resolve problems.	<ul style="list-style-type: none"> • Require a broad understanding of practical techniques, processes and procedures. • Involve planning and organizing of a complex workload and co-ordination of related activities. This could include responsibility for managing the work of a team. • Work within established procedures but may have to choose from a number of options to deal with day-to-day issues and challenges. • Require the skills necessary to exchange information effectively, either internally or externally, and work as part of a team. Roles that require the skills necessary to

Level	Broad Descriptor	PCB Level broad Descriptors	Scope	Know-How	Problem Solving	Roles
				<p>Knowledge acquired through technical training and significant work experience. Procedural or systematic proficiency is essential, and jobs tend to operate in a specialized system where understanding is needed.</p>	<p>Problems solving is within precise and detailed rules and instructions. The choice of defined solutions is based on comparison of situations experienced in the past.</p>	<p>persuade, be assertive and show empathy and sensitivity to the situation of others, may also be at this level where the required knowledge and experience is at a marginally lower level than that detailed above.</p> <ul style="list-style-type: none"> • Require an understanding of practical techniques, processes and procedures gained from doing the same or similar tasks. • Involve some discretion over the order and prioritization of the work within clear short-term plans. • Work within clear processes to deal with day-to-day problems and queries. Guidance is likely to be readily available. • Require the skills necessary to exchange information effectively, either internally or externally, and work as part of a team. <p>Roles that require the skills necessary to persuade, be assertive and show empathy and sensitivity to the situation of others, may also be at this level where the required knowledge and experience is at a marginally lower level than that detailed above.</p>

Level	Broad Descriptor	PCB Level broad Descriptors	Scope	Know-How	Problem Solving	Roles
L11		Skilled	Primary skills Performance of direct and detailed work with close supervision. Actions are repetitive and clearly defined by the nature of the work.	Basic knowledge of standardized work routines, use of simple equipment and machines are required. This is acquired through training on the job to perform simple assignments, often repetitive.	Problems solving is within precise and detailed rules and instructions. The choice of defined solutions is based on comparison of situations experienced in the past.	<ul style="list-style-type: none"> • Require a basic level of education plus some training or relevant life experience plus relevant experience. • Involve some discretion over the order and prioritization of the work within clear short –term plans. • Work within clear processes to react and respond to routine queries and issues. Guidance is likely to be readily available. • Require the skills necessary to exchange information effectively, either internally or externally, and work as part of a team. Roles that require the skills necessary to persuade, be assertive and show empathy and sensitivity to the situation of others, may also be at this level where the required knowledge and experience is at a marginally lower level than that detailed above.
L12		Semi- Skilled		Basic knowledge of standardized work routines, use of simple equipment and machines are required. This is acquired through training on the job to perform simple assignments, often repetitive.	Problem solving is within precise and detailed rules and instructions. This job is strictly routine.	<ul style="list-style-type: none"> • Require a basic level of education plus “on the job training”; previous related experience won’t necessarily be needed. • Require a basic level of education plus “on the job training”; previous related experience won’t necessarily be needed. • Operate within clear work routines and focus on the completion of individual tasks. • Are provided with clear instructions on what needs to be done on a daily basis, but within this are able to rearrange the order of tasks. • Require the skills to exchange information effectively, either internally or externally, and work as part of a team.

Level	Broad Descriptor	PCB Level broad Descriptors	Scope	Know-How	Problem Solving	Roles
L13		Un-skilled		Basic knowledge of standardized work routines, use of simple equipment and machines are required. This is acquired through training on the job to perform simple assignments, often repetitive. Minimum experience is enough.	Problem solving is within precise and detailed rules and instructions. This job is strictly routine.	<ul style="list-style-type: none"> • Require limited experience and a short induction. • Operate within clear instructions and undertake straightforward tasks which are repetitive in nature. • Involve little or no planning. • Require the skills necessary to exchange information effectively, either internally or externally, and work as part of a team.

