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THE PUBLIC SERVICE JOB EVALUATION UNPACKING THE EXERCISE, OUTCOMES & IMPLICATIONS



PSC rolls out job evaluation reforms to promote fairness & transparency across Public Service

The Public Service Commission (PSC), working under the auspices of its parent ministry, is implementing the outcomes of the Job Evaluation (JE) — an exercise which began in 2022 and has ongoing resultant actions. In this inclusive and responsive process, the PSC is widely consulting and intensively engaging stakeholders in the public sector in order to ensure proposals are considered, concerns addressed, views ventilated and all voices are heard.

Context

In September 2024, Cabinet approved the JE recommendations, from the exercise which had commenced in 2022, and directed their implementation across the public sector.

The Ministry of Public Service, Labour and Social Welfare was mandated with the broader responsibility of rationalisation and optimisation of the JE and PSC tasked with co-ordinating the comprehensive roll-out of the implementation.

Acting on that mandate and under the ambit of the parent ministry, the PSC has since rolled out a new remuneration framework with effect from 1 April 2026 — marking the first comprehensive JE in the nation's public service since 2003.

What is Job Evaluation and why was it necessary?

The JE is a major reform initiative aimed at creating a fair, transparent and performance-driven remuneration and grading system across Government.

It addresses long-standing structural anomalies that had accumulated over two decades. The anomalies include, among other things, mismatched grades and salaries, overlapping mandates between Ministries, redundant posts and unclear career progression pathways.

With the PSC increasingly inundated with requests for upgrades, regrading and salary queries, it became imperative that a systematic intervention be undertaken.

What Grading System Was Used?

In line with international best practice, Cabinet adopted the globally-recognised Paterson Job Evaluation Grading System, which assesses jobs according to the level and complexity of decision-making required rather than job titles, academic qualifications or years of service.

Key Findings

The JE corrected longstanding anomalies. Chief Directors, previously misclassified at grade F2, are now correctly placed at E4, while Directors have moved from F1 to E1 and Deputy Directors from E5 to D1. Skilled professionals such as engineers, teachers and human resources officers, previously inflated to Band D and E, have been correctly placed in Band C, consistent with the specialised, technocratic nature of their work.

Consultations, Engagements & Other Complementary Developments

Since embarking on the implementation roll-out, the Commission has to date held consultative meetings with 17 Ministries and seven constitutional institutions, including the Judicial Service Commission, the Zimbabwe Electoral Commission and the Zimbabwe Human Rights Commission, to address reported anomalies. A workshop with workers' representatives was also convened on 14 and 15 May 2026. A multi-sectoral Job Evaluation Appeals Committee is now operational from 1 June to 31 August 2026 while the PSC is finalising a Parallel Progression framework that would allow employees to advance in remuneration within their career track without requiring promotion to a higher post.

Guiding Principles

The process is governed by standard principles applicable across all evaluation methods: jobs, not people, are graded; reporting lines do not determine a grade; longevity and additional qualifications are not grounds for regrading; and no single individual may unilaterally determine an outcome. Where a job is graded lower than it was, the Person to Holder Principle protects incumbents, who retain their existing salary and benefits. The system is to be audited by the PSC every three years.

Guarding the Gains & Vision 2030 Alignment

Going forward, the PSC re-affirms that sustained stakeholder engagement remains central to consolidating the gains of the exercise, resolving outstanding anomalies and ensuring the framework underpins a fair, transparent and high-performing Public Service in line with Zimbabwe's Vision 2030 objectives.

It is the Commission's conviction that the Job Evaluation Exercise will contribute significantly to the development of a professional,

equitable and high-performing Public Service that supports Zimbabwe's Vision 2030 development agenda.

For further information or to submit an appeal, public servants are encouraged to engage with their respective HR Departments or the PSC directly. Phone: 0242 700881-4



UNDERSTANDING JOB EVALUATION

FAIR JOBS, FAIR GRADES, FAIR REWARDS.

The Paterson Job Evaluation System grades jobs based on the level and complexity of decisions made — not job titles, seniority or the individual.

THE SIX DECISION-MAKING BANDS

BAND A	BAND B	BAND C	BAND D	BAND E	BAND F
BASIC DEFINED DECISIONS	OPERATIONAL DECISIONS	PROFESSIONAL / TECHNICAL DECISIONS	MANAGERIAL / TACTICAL DECISIONS	STRATEGIC / SENIOR MANAGEMENT DECISIONS	POLICY MAKING / NATIONAL DECISIONS
Work is routine, well defined and closely supervised.	Work involves application of established procedures with some discretion.	Work requires professional knowledge and independent judgement.	Work involves planning, coordinating and making decisions that impact programmes or units.	Work shapes strategy, allocates resources and influences policy implementation.	Work determines policy direction and has nationwide impact.

Lower complexity and impact ← → Higher complexity and impact

HOW YOUR GRADE IS DETERMINED

- Jobs, not people, are evaluated. The grade belongs to the job, not the person.
- Grades are determined by the level and complexity of decisions, not by reporting lines.
- Longevity, performance or additional qualifications are not grounds for a higher grade.
- No single individual decides an outcome. Job evaluation is done by trained committees using standard criteria.

EXAMPLES OF REALIGNMENT (KEY OUTCOMES)

- CHIEF DIRECTORS** (Previously F Band) → Now correctly placed in **E**
- DIRECTORS** (Previously F Band) → Now correctly placed in **E**
- MIDDLE MANAGEMENT** (Previously E Band) → Now correctly placed in **D**
Band D, not everyone in Band D is Deputy Director level.
- ENGINEERS, TEACHERS, HR OFFICERS & OTHER SKILLED PROFESSIONALS** (Previously D & E Band) → Now correctly placed in **C**

CORRECT GRADING = FAIR REWARDS = MOTIVATED, HIGH PERFORMING PUBLIC SERVICE

PERSONAL-TO-HOLDER PRINCIPLE

Where job is graded lower than it was, the incumbent (holder) keeps their current salary and benefits. This protects you.

PARALLEL PROGRESSION

A framework that allows you to progress in remuneration within your career track without needing promotion to a higher post.

YOUR ROLE

- Understand that grading is about the job, not the individual.
- Focus on performance and adding value.
- Engage through official channels if you have questions or concerns.

TOGETHER, WE BUILD A FAIR, PROFESSIONAL AND HIGH PERFORMING PUBLIC SERVICE

NEED MORE INFORMATION?

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Visit PSC offices or your MDA HR

ENSURING FAIRNESS, CONSISTENCY & TRANSPARENCY

Serving the People with Integrity and Excellence.



Job Evaluation: Building a Fairer and More Professional Public Service

Benefits and advantages of the exercise

The Public Service Job Evaluation Exercise is more than a grading exercise. It is a transformative reform designed to create a fair, transparent and performance-driven Public Service that rewards work according to its value and contribution.

For many years, disparities in grading structures, overlapping responsibilities and some general inconsistencies created perceptions of inequity across the Public Service. Similar jobs were often graded differently, while some employees faced limited opportunities for career growth despite possessing valuable skills and experience.

The Job Evaluation Exercise seeks to address these challenges by establishing a standardised framework for assessing and grading jobs across Government.

At the heart of the exercise is the principle of fairness. Jobs are evaluated based on their responsibilities, complexity and level of decision-making rather than on job titles, personalities, qualifications or length of service. This ensures that positions carrying similar responsibilities receive comparable recognition and remuneration.

One of the most significant benefits of the exercise is the promotion of equity across the Public Service. Employees can now have greater confidence that grading decisions are based on objective criteria applied consistently across Ministries, Departments and Agencies.

The reform also enhances transparency. Public servants are now able to understand the basis upon which jobs are graded and remunerated. This reduces uncertainty and promotes trust in the grading system.

Another key benefit is the creation of clearer career progression pathways. Historically, some employees felt compelled to seek management positions simply to improve their remuneration, even when their strengths and interests lay within technical or professional fields.

To address this concern, the Public Service Commission is developing a Parallel Progression Framework that will enable employees to advance within their professional disciplines without necessarily moving into supervisory or management roles. This will help retain specialist skills and encourage professional excellence.

The Job Evaluation Exercise is also expected to strengthen organisational effectiveness. By aligning grades with responsibilities, Government institutions can establish clearer reporting structures, eliminate duplication of roles and improve accountability.

For Government, the exercise provides a more reliable basis for workforce planning, succession management and resource allocation. It ensures that remuneration structures are aligned with organisational needs while supporting long-term sustainability.

Importantly, the exercise includes safeguards to protect employees. Where positions are graded lower, than they previously were following evaluation, incumbents retain their existing salaries and benefits through the Personal-to-Holder Principle, ensuring that no employee is unfairly disadvantaged during implementation.

To promote transparency and confidence in the process, a multi-sectoral Job Evaluation Appeals Committee has been established to consider concerns and appeals from employees and institutions.

The Public Service Commission believes that the Job Evaluation Exercise lays the foundation for a modern Public Service characterised by fairness, professionalism and accountability.

Ultimately, the benefits extend beyond public servants themselves. A motivated, fairly graded and professionally managed workforce is better positioned to deliver efficient, responsive and high-quality services to citizens.

As implementation continues, the Job Evaluation Exercise is expected to play a pivotal role in supporting Government's vision of a professional, citizen-centred and high-performing Public Service that contributes meaningfully to Zimbabwe's Vision 2030 development agenda.



MYTHS & FACTS ABOUT JOB EVALUATION

— FAIR JOBS, FAIR GRADES, FAIR REWARDS —

CLEARING THE MISCONCEPTIONS, BUILDING CONFIDENCE.

1	MYTH	Job Evaluation is evaluating me as an employee.	FACT	Job Evaluation assesses the post, not the person occupying it. It examines the responsibilities, complexity, accountability and decision-making requirements of the job—not an individual's qualifications, performance or personality.
2	MYTH	If I have more qualifications, my job should automatically be graded higher.	FACT	Qualifications may help you qualify for a position, but they do not determine the grade of the post. Job Evaluation focuses on the demands and responsibilities of the job itself.
3	MYTH	The longer I have worked, the higher my job grade should be.	FACT	Years of service do not determine the grade of a job. Job Evaluation measures the value of the post based on objective criteria, regardless of who occupies it.
4	MYTH	Job Evaluation is another name for salary reviews.	FACT	Job Evaluation determines the relative value of jobs. While grades may inform remuneration structures, the exercise is not simply about increasing or decreasing salaries.
5	MYTH	Employees are competing against one another for higher grades.	FACT	No employee is competing with another. Each post is evaluated independently using the same objective methodology to ensure fairness and consistency.
6	MYTH	If my job is regraded, it means I have performed badly.	FACT	Job Evaluation is not a performance appraisal. It does not assess how well an individual performs. It evaluates the responsibilities attached to the post.
7	MYTH	Two people with the same job title must have the same grade.	FACT	Not necessarily. Similar job titles may carry different responsibilities, levels of accountability and decision-making. The content of the job—not its title—determines its grade.
8	MYTH	If I report to the same supervisor as someone else, we should have the same grade.	FACT	Reporting lines do not determine job grades. Every post is evaluated on its own responsibilities and decision-making requirements.
9	MYTH	A promotion and Job Evaluation are the same thing.	FACT	They are different. Promotion relates to moving into another position. Job Evaluation determines the value and grade of a post.
10	MYTH	Job Evaluation was designed to reduce employees' salaries.	FACT	The purpose of Job Evaluation is to establish a fair, equitable and consistent grading structure across the Public Service based on objective criteria.
11	MYTH	Outstanding performance automatically means my job should be upgraded.	FACT	Performance management recognises how well an employee performs. Job Evaluation assesses the inherent value of the job itself.
12	MYTH	Only managers have highly graded jobs.	FACT	Not always. Technical and specialist positions may also attract high grades where they involve significant expertise, accountability or complex decision-making.
13	MYTH	Once a job has been evaluated, it can never change.	FACT	Jobs may be reviewed if their responsibilities change significantly over time. Job Evaluation reflects the current nature and scope of the post.
14	MYTH	Job Evaluation benefits only management.	FACT	Job Evaluation benefits the entire Public Service by promoting fairness, consistency, transparency and equal treatment of comparable jobs.
15	MYTH	Job Evaluation means my career progression has ended.	FACT	Career development continues through promotions, skills development, transfers and, where applicable, parallel progression pathways.

REMEMBER:
JOB EVALUATION IS ABOUT FAIRNESS, CONSISTENCY AND EQUAL VALUE FOR WORK OF EQUAL IMPORTANCE.

- ✓ Jobs are evaluated – not people.
- ✓ The Paterson System focuses on decision-making and accountability.
- ✓ Equal work of equal value should receive equitable grading.
- ✓ Job Evaluation promotes transparency, consistency and fairness across the Public Service.



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Parallel Progression: A path for career growth in the Public Service

The Public Service Commission (PSC) is finalising a Parallel Progression Framework, an important mechanism that creates new opportunities for career growth and reward within the Public Service.

The framework is designed to recognise that not every employee's career aspiration is to become a manager. Many public servants develop highly specialised knowledge and technical expertise that are critical to effective service delivery.

Parallel Progression seeks to reward this expertise without requiring employees to leave their professional field or compete for supervisory positions, which may not necessarily be in their direct line of expertise.

Traditionally, career advancement in many organisations has depended largely on promotion into management or administrative roles. This often meant that highly skilled professionals had to move away from the work they excelled in simply to improve their remuneration and career prospects.

The Parallel Progression Framework provides an alternative pathway. Employees will be able to advance in remuneration and professional recognition while remaining within their chosen occupational discipline. This means that specialists can continue contributing their expertise while enjoying structured career development.

The framework benefits professionals across the Public Service, including teachers, engineers, health practitioners, accountants, human resources professionals, information technology specialists and other technical officers whose expertise is essential to delivering quality public services.

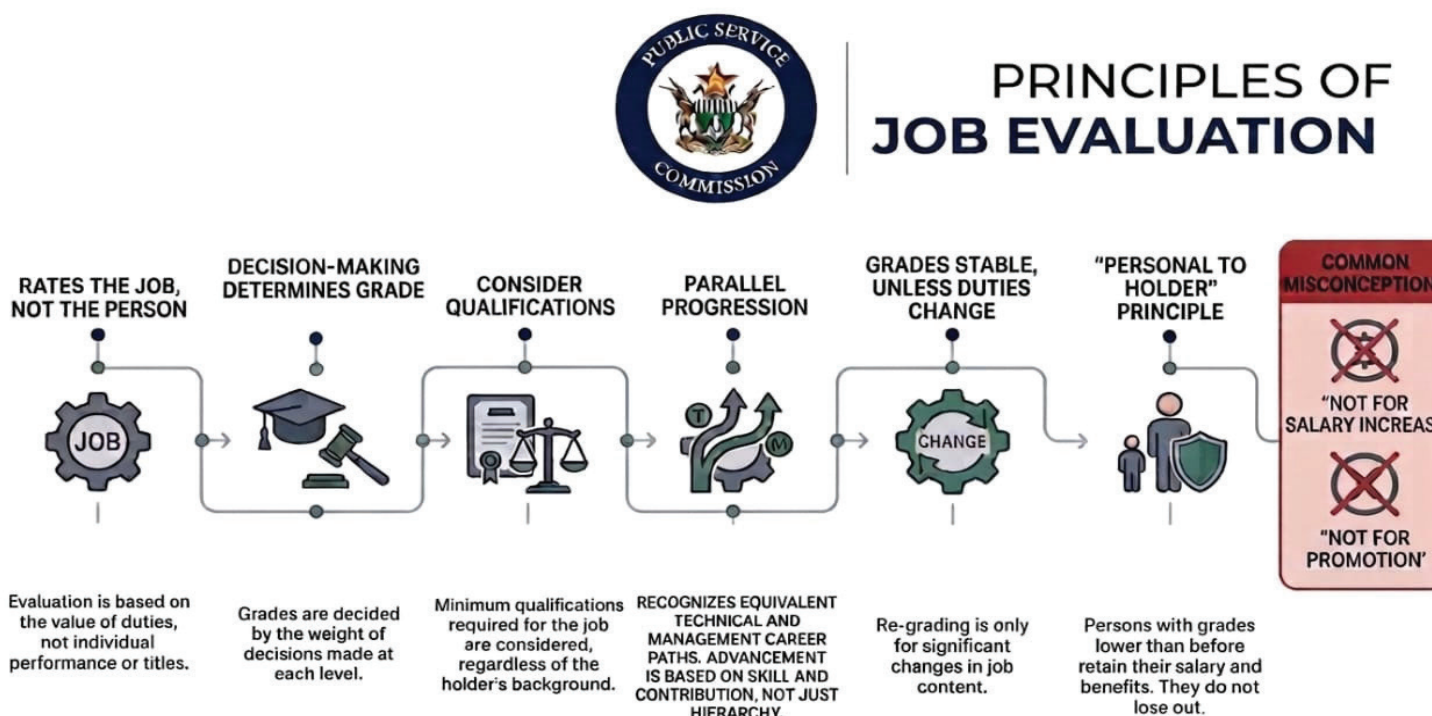
Parallel Progression supports the broader objectives of the Job Evaluation exercise by promoting fairness, recognising competence and creating clear career pathways based on the value and complexity of work performed.

It also helps institutions retain experienced professionals by providing meaningful opportunities for growth without requiring them to abandon their technical careers.

The initiative also improves employee motivation, strengthens skills retention and enhances service delivery across Government by ensuring that specialist knowledge is recognised and appropriately rewarded.

As the Public Service continues implementing Job Evaluation-related reforms, Parallel Progression represents a significant step towards building a modern, professional and performance-driven workforce.

By providing multiple pathways for career advancement, the framework will enable public servants to grow, excel and contribute more effectively to national development and Zimbabwe's Vision 2030.



Understanding the Personal-to-Holder Principle Protecting Employees During Job Evaluation

One of the key safeguards built into the Public Service Job Evaluation exercise is the Personal-to-Holder Principle, a provision that protects employees where a job is assigned a lower grade than it previously held.

The principle is intended to ensure that no employee is unfairly disadvantaged as Government implements the outcomes of the Job Evaluation exercise.

Job Evaluation assesses the value of a job, not the individual performing it. It examines the responsibilities, level of decision-making, complexity and accountability associated with each position to determine its appropriate grade. As a result, some jobs may be regraded upward, while others may be placed at a lower grade to align them with the approved Job Evaluation framework.

Where a job is graded lower than before, the Personal-to-Holder Principle comes into effect.

Under this principle, the employee who currently occupies the post retains his or her existing salary, allowances and other benefits, even though the job itself has been assigned a lower grade.

In other words, the protection applies to the current holder of the post and ensures that they do not suffer an immediate loss of remuneration because of the Job Evaluation outcome.

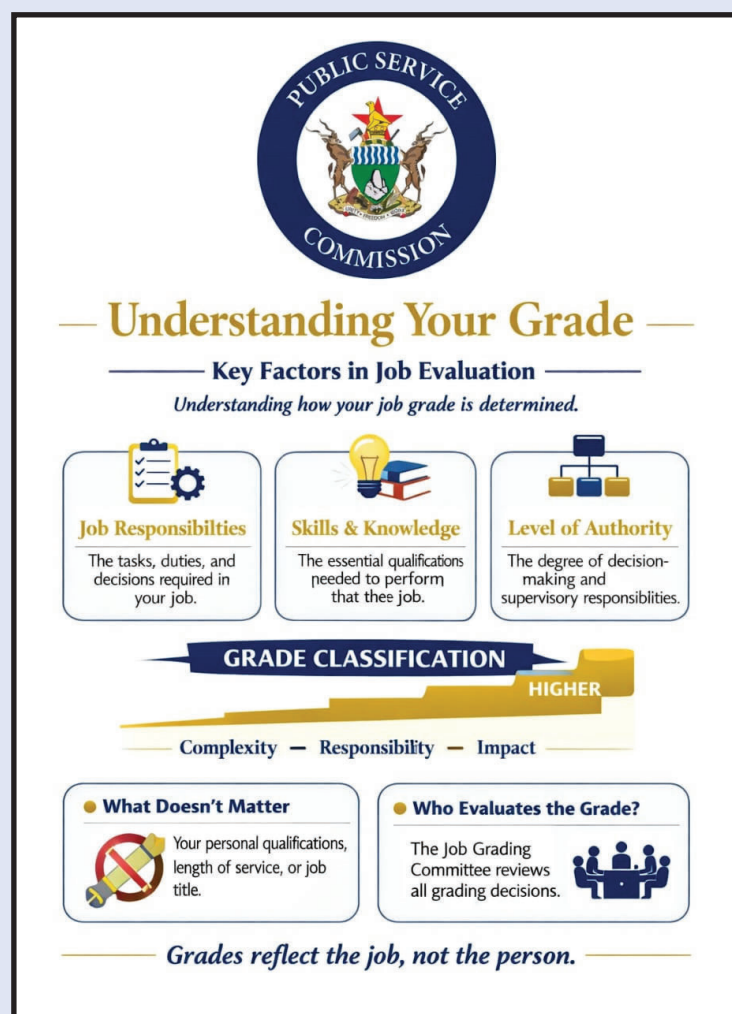
However, once the current holder leaves the position through retirement, resignation, promotion or any other reason, the post will thereafter be filled at its newly evaluated grade. The protection applies only to the current holder and does not permanently attach to the position.

The Personal-to-Holder Principle reflects the Public Service Commission's commitment to fairness, stability and responsible implementation of the Job Evaluation exercise. It balances the need to correct historical grading anomalies while safeguarding the legitimate interests of serving public officers.

The Commission encourages public servants to appreciate that Job Evaluation is not intended to penalise employees. Rather, it is a systematic process that ensures jobs are graded consistently according to their responsibilities and organisational value.

As the Public Service continues implementing this important reform, the Personal-to-Holder Principle provides re-assurance that the transition to the new grading framework is being managed in a fair, transparent and employee-conscious manner.

Public servants seeking further clarification are encouraged to consult their Human Resources Department or visit the Public Service Commission website at www.psc.gov.zw for additional information.





Job Evaluation Remuneration Framework Guiding Principles

The new remuneration framework was a structural reform carried out after the Job Evaluation Exercise to rationalise pay and job hierarchies in conformity with the Paterson grading system. To achieve this, the following principles formed the basis of the new framework;

- Six (6) bands that consist of A, B, C, D, E, F, and grades (Lower Grades, with sub grades 1, 2, 3 and Upper Grades with sub grades 4 and 5).
- Grade Independence/ Uniqueness, A job within a grade will maintain one grade throughout its lifetime unless its duties have changed warranting regrading.
- Increase notches/steps from 5 up to 10 per grade.
- De-bunch salary scales the first phase of de-bunching focused on differentials between grades.
- Preservation of Hierarchical Differentials recognising experience, expertise, longevity.
- Development and implementation of a parallel progression framework. Parallel progression will help attract identified members with specialist skills. These members will remain in their ranks/grades but their salaries will advance beyond their rank/grade in order to retain their critical services.



Some Key Points to Note About the Job Evaluation



1. WHAT DOES JE RATE?

- RATES THE JOB, NOT THE PERSON



2. DECISION-MAKING

- Minimum qualifications required for decisions are considered



3. CONSIDER REQUIRED QUALIFICATIONS

- A job maintains one grade... unless **DUTIES** have changed.
- Only the **Committee on Job Evaluation** can change a grade.



4. GRADES ONLY CHANGE WHEN DUTIES CHANGE

- Where job is rated lower than it was, incumbent retains salary & benefits.



5. COMMON MISCONCEPTIONS OF JE



NOT FOR SALARY INCREASE



NOT FOR PROMOTION

PSC Appeals Committee Opens to Review Job Evaluation Concerns



FREQUENTLY ASKED QUESTIONS JOB EVALUATION

BUILDING A FAIR, TRANSPARENT AND MODERN PUBLIC SERVICE

1 WHAT IS JOB EVALUATION?

It is a basic term covering methods of determining the relative worth of jobs within organizations. The process allows jobs to be placed in rank order.



6 DOES REPORTING LINE DETERMINE MY JOB GRADE?

No. Reporting lines alone do not determine a job grade. The evaluation focuses on the duties, responsibilities and decision-making of the job.



2 WHY UNDERTAKE JOB EVALUATION?

The last Public Service Job Evaluation exercise was conducted in 2003. The failure to conduct regular job evaluations over the years led to disparities in grades for similar jobs across ministries, lack of career progression and existence of jobs that do not take into account technological changes. Conducting Job Evaluation became a critical step in the Public Sector transformation agenda.



7 DOES MY QUALIFICATION AFFECT MY JOB GRADE?

No. Additional qualifications are not an automatic basis for a higher grade. The evaluation is based on the requirements and complexity of the job.



3 WHAT DOES JOB EVALUATION LOOK AT?

It looks at the job content - the duties, responsibilities, skills, effort, working conditions and the impact of the job on the organisation and the public.



4 WILL EVERY EMPLOYEE BE AFFECTED THE SAME WAY?

No. Some jobs may move to a higher grade, some may move to a lower grade, while others may remain in the same grade, depending on the outcomes of the evaluation.



6 HOW CAN I APPEAL MY JOB EVALUATION OUTCOME?

If you believe there is an anomaly, you can lodge an appeal with the Appeals Committee between 1 June 2026 and 31 August 2026.



5 WHAT HAPPENS IF MY JOB IS GRADED LOWER THAN IT WAS?

The Personat to Holder Principle protects the current incumbent. You will continue to receive your current salary and benefits.



9 WHAT IS PARALLEL PROGRESSION?

It is a career pathway that allows employees to grow in remuneration and recognition within their professional field without having to move into management.



10 WHERE CAN I GET MORE INFORMATION?

For more information, visit our website or contact the Public Service Commission using the details below. Or alternatively, contact your HR department for guidance.



OUR COMMITMENT TO YOU

The PSC is committed to a fair, transparent and inclusive Job Evaluation process that recognises the value of every job and every public servant.



www.psc.gov.zw

Telephone: +263 (242) 700881-4

The Public Service Commission (PSC) has established a multi-sectoral Job Evaluation Appeals Committee to consider concerns arising from the recently implemented Job Evaluation Exercise.

The Appeals Committee became operational on 1 June 2026 and will receive and process appeals until 31 August 2026, providing public servants with an opportunity to seek clarification and review of perceived anomalies in job grading outcomes.

The move follows extensive consultations conducted by the Commission with workers' representatives, Ministries, Departments,

Agencies and Constitutional Institutions after the implementation of the new remuneration framework on 1 April 2026.

During these engagements, stakeholders raised concerns, made proposals and identified issues requiring further examination.

The PSC has emphasised that the appeals process is intended to strengthen transparency, fairness and confidence in the Job Evaluation Exercise, which seeks to establish a consistent and equitable grading system across the Public Service.

The Commission has assured

employees that every appeal will be considered in accordance with established job evaluation principles and procedures.

These principles include the requirement that jobs—not individuals—are evaluated and graded, ensuring objectivity and consistency in decision-making.

The PSC reiterates its commitment to stakeholder engagement and continuous improvement of the grading framework as part of efforts to build a professional, transparent and high-performing Public Service that supports national development goals.



JOB EVALUATION APPEALS PROCEDURE



START

END/FINAL DECISION

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