

## Study Guide for Midterm 2

### Chapter 5 – Job-Based Structures

#### Job Evaluation Content and Value

**Job evaluation** is the process of systematically determining the relative worth of jobs to create a job structure for the organization.

The focus is on what to value in the jobs, how to assess that value, and how to translate it into a **job-based structure**.

Job evaluation is a process for determining **relative value**.

**Content** refers to what work is performed and how it gets done.

**Job content** matters, but it is *not* the only basis for pay.

Job value may also include the **job's value in the external market (exchange value)**.

Some see **job evaluation** as a process for linking job content and internal value with external market rates.

In this perspective, the value of job content is based on what it can command in the external market; it has no intrinsic value.

Those using job evaluation to make pay decisions see it as a process to **help gain acceptance of pay differences among jobs**.

#### Basic Decisions of a Job Evaluation

##### “How-to”: Major Decisions

Internal Alignment: Work Relationships within the Organization = Job Analysis = Job Description = Job Evaluation = Job Structure
<b>Seven Major Decisions to Job Evaluation</b> <ul style="list-style-type: none"> <li>• Establish purpose of evaluation.</li> <li>• Decide whether to use single or multiple plans.</li> <li>• Choose among alternative approaches.</li> <li>• Obtain commitment of relevant stakeholders.</li> <li>• Evaluate plan's conditions.</li> </ul>

**Job evaluation** is part of the process for establishing an internally aligned pay structure.

**Supports organization strategy.**

- Answers: “How does the job add value?”

**Supports work flow.**

- Integrates pay with contributions and helps set pay for new or changing jobs.

**Is fair to employees.**

- Can reduce disputes and grievances.

**Motivates behavior toward organization objectives.**

- Helps create the network of rewards.

**Benchmark Jobs and How they are Used for developing a Job and Pay Structure**

#### Benchmark Jobs- A Sample

An organization may start with a sample of **benchmark (key) jobs**.

- A benchmark job's contents are well known and stable; the job is common across employers; and many people work this job.
- Diversity in the work can be thought of in terms of depth (vertically) and breadth (horizontally).

#### Example Benchmark Jobs



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