To the Graduate Council:

I am submitting herewith a thesis written by Frances Elizabeth Burns Clemmons entitled "Job Evaluation Methods and Factors That Impact Employee Job Reviews/Audits, Salary, & Job Classifications." I have examined the final copy of this thesis for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Master of Science, with a major in Human Resource Development.

Dr. Jacquelyn DeJonge, Major Professor

We have read this thesis
And recommend its acceptance:

Dr. Gregory Petty

Dr. Randal Pierce

Interim Vice Provost and
Dean of The Graduate School

JOB EVALUATION METHODS AND FACTORS THAT IMPACT EMPLOYEE JOB REVIEWS/AUDITS, SALARY & JOB CLASSIFICATIONS

A Thesis

Presented for the

Master of Science Degree

The University of Tennessee, Knoxville

Frances Elizabeth Burns Clemmons

August, 2001

DEDICATION

To my husband, Bobby Ray Clemmons, for all his love and support

and to

our sons, Michael, Andrew, & Matthew

ACKNOWLEDGMENTS

I would like to express my sincere appreciation to the following:

To Dr. Jacquelyn DeJonge, for all of your guidance and patience over the last few years, particularly during the collection of my thesis. The numerous hours of helping me with editing and re-editing my thesis and your dedication to my achievement is greatly appreciated.

To Dr. Gregory Petty and Dr. Randal Pierce for your guiding support in the committee meetings. Your insight and direction is much appreciated.

To David Hite for your willingness to assist in transforming the survey questionnaire for presentation on a web site and collection of the data.

To Sue Carey, your extraordinary knowledge of APA provides peace of mind.

To Cary Springer, your extraordinary knowledge and transformation of statistics.

To Mike Herbstritt, for your mentoring in the area of compensation and human resources during my employment at the University of Tennessee and his wife, Karen Herbstritt for her endearing friendship and support.

To Donna Hampton, for your support and understanding.

To my mother and father for your quiet approval and love through all of my endeavors.

To my husband, Bobby, and sons, who have endured my attending graduate school these past several years. You have provided incredible support during the long hours of studying and thesis writing. Thank you.

ABSTRACT

Organizations rely on job evaluation methods to address pay structures and compliance requirements. A continuous and effective job evaluation method should provide an organization with a level of performance to meet needs essential in obtaining qualified employees, equitable classifications and salaries, and retention of employees. Even though compensation professionals have access to job evaluation methods to implement job evaluation systems there are problems in continuous and effective job evaluation methodological systems.

The present study was conducted to identify (a) job evaluation methods currently being used by compensation professionals within the East Tennessee region; (b) opinions concerning job evaluation methods as related to reviews/audits, job classifications, and salaries; (c) factors that should be considered when choosing job evaluation methods; and (d) how methods should be conducted. Compensation professionals from within the East Tennessee region were sent by e-mail a web-based survey questionnaire to obtain information relevant to this study. The data gathered allowed the researcher to identify whether job evaluation methods were effectively meeting today's compensation professional's human resource needs.

TABLE OF CONTENTS

PAGE

CHAPTER I – INTRODUCTION....1

Statement of Problem....2

Purpose of Study....3

Definitions....3

Assumptions....8

Limitations....8

Objectives....8

CHAPTER II – REVIEW OF LITERATURE....9

Management and Labor History....9

Job Evaluation Methodologies....14

Ranking Method....15

Slotting Method....16

Classification Method....16

Factor Comparison Method....17

Point Factor Method....17

Market Pricing Method....19

Policy Capturing Method....19

Terminology in Job Evaluation System....21

Job Evaluation Tools....27

Summary of Related Literature....29

CHAPTER III - METHODOLOGY.....33

Sample.....33

Instrumentation.....34

What Job Evaluation Methods are Being Used? (1).....37

What are Opinions Concerning the Effectiveness of Job Evaluation Methods? (2).....38

What are Factors That Should be Considered When Choosing a Job Evaluation Method? (3).....41

How Should Job Evaluation Methods be Conducted? (4).....42

Procedure.....44

Data Collection.....45

CHAPTER IV – RESULTS.....46

What Job Evaluation Methods are Being Used? (1).....47

Job Evaluation Method(s) (1.1).....47

Choice of Method by Size of Organization (1.1.1).....49

Choice of Method by Type of Organization (1.1.2).....49

What is the Length of Time the Participant has Been Associated With the Job Review/Audit Process? (1.2).....53

Does the Company Rely on Internal Methods of Job Evaluation Versus Relying on External Sources to Provide Job Evaluation Results? (1.3).....54

What are Opinions Concerning Effectiveness of Job Evaluation Methods? (2).....55

Examines Duties and Responsibilities (2.1).....55

Facilitates Process of Evaluating Different Jobs & Relative Worth (2.2).....57

Finds Value of a Job in Relation to Other Jobs Within Organization (2.3)...57

Fair & Reasonable (2.4).....57

Equitable (2.5).....57

Current Job Descriptions (2.6).....58

Salary (2.7).....58

Intuitive (2.8).....58

What are the Factors That Should be Considered When Choosing a Job Evaluation Method? (3).....59

What are the Important Factors? (3.1).....59

What are the Three Most Important Factors? (3.2).....61

How Should Job Evaluation Methods Be Conducted? (4).....62

Should Unit Wide Job Reviews be Conducted on a Regular Basis? (4.1)....62

Should Salary Increases Resulting From a Job Review/Audit (Analysis) not be Denied Due to Budget Reasons? (4.2).....62

Should Job Reviews/Audits (Analysis) be Conducted Only if the Job Duties & Responsibilities Changed? (4.3).....64

Should Employees and Managers Both Participate in the Job Evaluation Process? (4.4).....64

Should There be Separate Job Evaluation Methods for Exempt & Non-Exempt Jobs? (4.5).....64

Should Employee Performance be Considered in Determining Job Classifications? (4.6)....65
Should Salary Increases be Possible Without a Job Review/Audit? (4.7).....65
When Should Job Reviews/Audits be Requested? (4.8).....65
CHAPTER V- DICUSSIONS, CONCLUSIONS AND RECOMMENDATIONS.....68
Discussion.....68
What Job Evaluation Methods are Being Used?.....69
What are Opinions Concerning the Effectiveness of Job Evaluation Methods?.....70
What are Factors That Should be Considered When Choosing a Job Evaluation Method?.....72
How Should Job Evaluation Methods be Conducted?.....73
Conclusions.....75
Recommendations.....77
REFERENCES.....79
APPENDICES.....82
APPENDIX A: Example Job Evaluation Tool.....83
APPENDIX B: Example Job Description.....89
APPENDIX C: Email Notification.....91
APPENDIX D: Online Survey Questionnaire.....92
APPENDIX E: Questions of Study in Relation to Survey.....98
VITA.....99

LIST OF TABLES

Table 1. Hierarchical salary schedule 25

Table 2. Methodologies utilized by organizations..... 48

Table 3. Question 2 – What is the size of your organization?..... 50

Table 4. Choice of job evaluation according to size with frequencies and percents..... 51

Table 5. Description of organizations..... 52

Table 6. Length of time participant has been associated with job review/audit process..... 53

Table 7. Organizations that utilize internal or external sources to identify changes in duties and responsibilities..... 54

Table 8. Job evaluation methodology effectiveness with means and standard deviations..... 56

Table 9. Factors relevant in job evaluation methodology from highest to lowest..... 60

Table 10. Three factors considered most important in job evaluation methodology..... 61

Table 11. Means and standard deviations relating to effectiveness of job evaluation methodology..... 63

Table 12. Frequencies and percentages of when job reviews should be requested..... 66

LIST OF FIGURES

PAGE

Figure 1. Job Evaluation System.....13

Figure 2. Job Evaluation System Process.....21

CHAPTER I

INTRODUCTION

All businesses have some form of job evaluation methodology, whether formal or informal. Businesses adopt a job evaluation methodology to address pay structures and compliance requirements. Creating pay hierarchical structures and meeting compliance requirements involves a sequence of steps that includes (a) job analysis, (b) job evaluation, (c) job worth hierarchy, (d) labor market data collection, and (e) pay rates and ranges development (H.R. Answers, 2000).

From the time people began to employ workers, there has been a question of how to apply value to work (TRICORN Human Resources Consulting, 2000). In years past, there has been a lot of dialogue over whether reward for labor should relate to the work completed, to the value of an individual doing the work, or to the time spent in doing the work. The determination of wages tended to be more in line with the merits of the person instead of the measure of the worth of the job (TRICORN, 2000).

In Eastern Europe during the socialist period, workers were rewarded for enduring unchallenging jobs to maintain a self-worth instead of mirroring the true value of the job. Hierarchical job levels were kept to a low differential, resulting in little distinction between wages (TRICORN, 2000).

In America, job worth came to the forefront under the leadership of President Franklin Roosevelt during the New Deal. He began by implementing reform measures and limiting powers of business. One such reform measure, the Fair Labor Standards Act (FLSA) of 1938, established standards by which an employee would be treated fairly and

forcing businesses to be in compliance with federal regulations. This law protected the employee from deplorable working conditions such as 70- to 80-hour workweeks and prevented businesses from working children in factories. Under the FLSA, employees established a 45 hour work week, a minimum wage of 25 cents an hour, and additional pay for overtime. The FLSA, with additional amendments to the 1938 law, requires that an employee be treated fairly and equitably (United States Department of Labor [DOL], 1993).

Political actions protected the rights of the employee. Organized labor supported employees by bargaining effectively with management. Labor, management, and government recognize job evaluation as a method for establishing equitable wage structures (Otis & Leukart, 1948). Businesses rely on the job evaluation systems to address compensation maintenance actions that include job analysis, job evaluation, job pricing, and salary equity and to identify grade levels and salary ranges.

Statement of Problem

A continuous and effective job evaluation methodology should provide an organization with a level of performance to obtain qualified employees, to maintain equitable classifications and salaries, and to retain employees. Even though compensation professionals have access to job evaluation methodologies to implement job evaluation systems over time, the following problems have ensued:

1. Absence of continuous and effective job evaluation methodological systems.

2. Complacency in the implementation of job evaluation methodologies that in turn affects stagnant, entry-level salaries and absence of systematic opportunities for salary increases over a prolonged period of time.

Purpose of Study

The purpose of this study is to identify (a) job evaluation methods currently being used by compensation professionals within the East Tennessee region; (b) opinions concerning job evaluation methods as related to job analysis, job classification, and salary administration; (c) factors that should be considered when choosing job evaluation methods; and (d) how methods should be conducted.

Definitions

For the purpose of this study, several terms are defined as follows:

1. **Classification of Jobs** – review of new and existing positions to determine the appropriate category in which jobs are placed and the pay grade based on research and analysis (Dessler, 1997).
2. **Compensable Factors** – certain basic factors by which jobs are compared and the relative worth determined (Dessler, 1997).
3. **Compensation Plan** - includes job analysis, job descriptions, job evaluation, performance planning, labor market salary surveys, and the Fair Labor Standards Act.
4. **Compliance** – an objective to adhere to state laws, federal laws, and regulations.
5. **Customer** - an entity that receives products, services, or deliverables (United States Department of Energy [USDOE], 2000).

6. **Effectiveness** – a process characteristic indicating the degree to which the process output (work product) conforms to requirements (USDOE, 2000).
7. **Employee** – an individual hired by an employer to work for payment of wages (Neufeldt, 1988).
8. **External Equity** – identifying market rates for jobs in order to pay a competitive salary (H.R. Answers, 2000).
9. **Exempt Jobs** – jobs that are exempt from the Fair Labor Standards Act of 1938 from both the minimum wage and overtime pay provisions under specific exemptions provided by the Department of Labor set forth as executive, administrative, or professional exemptions (DOL, 1993).
10. **Factor** – an element that makes a thing what it is (Webster's New World Dictionary, 1988). As in job evaluation factors are contributing to the value of a job, ratable, determined important, does not overlap another factor of the job, meets employer and employee standards, and can be applied universally (Otis & Leukart, 1948).
11. **Fair Labor Standards Act** – a federal law enacted by the U.S. Congress regulating minimum wages, overtime, child labor, and equal pay per hour in the area of interstate commerce to preserve the primary resource of the U.S. (Brady & Persson, 2000).
12. **Grades** – the slotting of jobs into similar levels of difficulty and a particular category (Dessler, 1997).

13. **Guild** – an association of paid members who support common interests, as in a union of men in the same trade ((Neufeldt, 1988).
14. **Internal Equity** – dealing with the perceived job worth of one job relative to other jobs in a company (H.R. Answers, 2000).
15. **Interview** – to question in order to obtain facts or opinions.
16. **Job Analysis** – the procedure to determine duties and responsibilities, working conditions, physical and skill requirements (Dessler, 1997).
17. **Job Classification** – the determination of whether a job is exempt or non-exempt through a job evaluation methods process.
18. **Job Description** – a product of the job analysis, providing a list of job duties, responsibilities, and job specifications (Dessler, 1997).
19. **Job Documentation** – establishing job content, similar to job descriptions, to provide criteria to make pay comparisons (H. R. Answers, 2000).
20. **Job Evaluation** - the process of establishing the relative worth of jobs through a formal and systematic assessment of jobs determining the worth of a job relative to another (Dessler, 1997).
21. **Job Evaluation System** – the application of a process to identify, analyze, and measure each job against set criteria and weight the relative value of jobs in a uniform, consistent, and equitable manner (Salt Lake Community College Continuous Quality Improvement [SLCC], 1998).
22. **Job Evaluation Tools** – items such as job questionnaire, job evaluation, job analysis, and market salary surveys that support the job evaluation process.

23. **Job Pricing/Job Worth** – the determination of what to pay for a job through community or industry wage surveys (Brady & Persson, 2000).
24. **Job Review/Audit** – clarification of the different facets of a job to include duties and responsibilities thought the use of questionnaires, interviews, observation, or diaries/logs.
25. **Market Value** – what other firms or industry are paying for jobs of similar job duties and responsibilities and skills (Brady & Persson, 2000).
26. **Methodology** – process, procedures or way of doing something in an orderly way; logic concerned with principles of reasoning. (Neufeldt, 1988).
27. **Labor Market Salary Surveys** – wage and salary comparison information for market value of comparable jobs to determine existing wage rates (Dessler, 1997).
28. **Non-exempt Jobs** – jobs protected by the Fair Labor Standards Act of 1938 to receive overtime pay provisions or both the minimum wage and overtime pay provisions for working more than 40 hours per week (USDOL, 1993).
29. **Overtime** – the Fair Labor Standards Act requires a payment of overtime which is a rate paid at one-and-one-half times a regular rate of pay for any non-exempt job for each hour worked over 40 hours in a workweek (Brady & Persson, 2000).
30. **Pay Rates** – a result of job evaluation and from external market surveys and what a company is willing to pay for job content and skills.
31. **Pay Ranges** – the range of pay for a determined level to include a minimum, midpoint, and maximum amount of dollars that will be paid for a job.

32. **Pay Structure Hierarchy** – salary levels based on analysis of market surveys from appropriate sources of market information.
33. **Point Method** – a quantitative job evaluation method by which compensable factors and the degree of these factors determined (Dessler, 1997).
34. **Process** – any activity or group of activities that takes an input, adds value to it, and provides an output to a customer (USDOE, 2000).
35. **Ranking Method** – a method of job evaluation to rank jobs based on a factor relative to other jobs within an organization (Dessler, 1997).
36. **Salary Equity** – the determination of fair and reasonable pay rates within an organizational pay rate structure (Dessler, 1997).
37. **Salary Spread** – in a salary structure a pay range for a particular job has a salary spread of what a business will pay for that job. Mid-point of a pay range is in between the minimum paid for a job to the maximum paid. The minimum is the lowest pay rate given to someone hired with that pay range and would meet minimum qualifications of that job. The maximum is the highest dollar a company will pay in the pay range.
38. **Salary Survey** - to gather reliable market data from published market studies or from participating in compensation surveys aimed at determining established wage rates (Dessler, 1997).
39. **Wages/Employee Compensation** – a form of payment to employees for being employed (Dessler, 1997).

40. **Wage and Salary Administration** – administering the application of wages and salaries.

Assumptions

The following assumptions guided this study:

1. The questionnaire is an appropriate tool to obtain information regarding the current job evaluation system method.
2. The participants will answer the survey honestly and accurately.

Limitations

The following limitations existed in this study:

1. Truthfulness of responses is not certain.
2. The participants may relate the survey to only their area of responsibility.
3. The participants were limited to one professional organization.

Objectives

The objectives of this study are the following:

1. The study will identify job evaluation methods currently being used by compensation professionals of the East Tennessee region.
2. The study will identify the compensation professional's opinion concerning job evaluation as it relates to job analysis, job classification, and salary administration.
3. The study will identify factors that should be considered when choosing job evaluation methods.
4. The study will identify how job evaluation methods should be conducted.

CHAPTER II

REVIEW OF LITERATURE

The review of literature was conducted to investigate the historical and current practices in job evaluation methodologies applied to job evaluation systems. This chapter will be divided into four sections: (a) management and labor history, (b) job evaluation methods, (c) terminology in a job evaluation system, and (d) job evaluation tools.

Management and Labor History

Management and labor within the workforce have changed over time. A cultural and historical stepping stone occurred with prehistoric man whose workforce culture included the division of duties and worker responsibilities (Brewer, Campbell, & Petty, 2000).

Slavery had been a part of the labor arrangement, during the middle ages, in Europe when slavery changed to the status of serfdom. The serf status, somewhat between slavery and freedom, tied the serf to a piece of land that included a house, food, clothes, and shared fields to work. The serf paid the property owner with a product such as corn (Zollitsch & Langsner, 1970).

The period following was the household period when all needs were produced at home. Next came the handicraft guild period when towns started to appear and the trading of goods took place. This resulted in regulation of trade through a merchantile guild that determined how many individuals worked, who should produce what product, and who would learn what trade (Zollitsch & Langsner, 1970). This was the origin of the

skilled worker. The specialized tradesmen included metal workers, clothiers, wood workers, and leatherers. There were different classes of craftsmen, one being the master craftsman. To work for a master craftsman was considered the highest compensation and resulted in prestige in the community (Zollitsch & Langsner, 1970).

During the colonization of America, the workforce was made up of such workers as cabinetmakers, cobblers, carpenters, and cordwainers. Labor was scarce in America and wages were higher than in Europe at this time (Zollitsch & Langsner, 1970). In 1607, Captain John Smith led the settlement on James River of Virginia. He requested London, England, send more working people and craftsmen. Working people played an important role in America's fight for independence (AFL-CIO American Federationist, 2000). The colonies tried to set wages by passing laws to fix maximum pay. For example, workers were allowed to earn only 32 cents a day when provided drinks and food (Zollitsch & Langsner). At first, a constable determined which workers got what salary. By 1635, a group of 29 men was appointed to make wage determinations. Eventually each town was allowed to set wage rates independently (Zollitsch & Langsner).

Another significant time period for the workforce was during the Industrial Revolution (1735 - 1915). The Declaration of Independence had been signed in 1776, and in 1794 workers, primarily printers, went on strike for shorter hours and higher pay. By 1820 efforts had reduced the working day from 12 to 10 hours (Brewer et al, 2000). The nineteenth century was a time when business abused labor by demanding long hours

and paying low wages, resulting in the rise of labor unions and restrictive legislation, to protect workers. (Brewer et al, 2000).

Labor movements supported by unions grew strong until after World War I. The workers wanted to end 12-hour days and to achieve wage increases, but they were not strong enough to outlast management and, in 1920, had to return to work under the same working conditions. By 1931 America had slid into an economic depression with production plunging and unemployment skyrocketing. America's newly elected president in 1932 faced a chaotic American economy. Under Franklin D. Roosevelt's leadership as president, programs were established to feed the unemployed and revive the economy (AFL-CIO American Federationist, 2000).

One such accomplishment was the implementation of the Fair Labor Standards Act of 1938 (FLSA) that regulated wages and hours in the field of interstate commerce and preserved the manpower of America (Brady & Persson, 2000). The FLSA was put into place as a protective action for the employee. The FLSA required payment of minimum wage by business and government to employees, as well as addressing overtime, child labor, and equal pay. Thus, businesses were required to comply with the FLSA regulations or be subjected to penalties and/or fines.

The FLSA also provides for specific types of exemptions from the minimum wage and overtime provisions. For a job to be considered for an exemption from the federal law, it must be evaluated and classified with one of three possible categories: (a) executive, (b) administrative, or (c) professional exemptions (U.S. Department of Labor Employment Standards Administration Wage and Hour Division, 1993). Duties and

responsibilities are key in identifying the above examples of job classification status. Choosing a job evaluation method is crucial to establish documentation in support of the classification of jobs in the potential occurrence of a Department of Labor audit.

Job evaluation systems measure the worth of jobs. Madigan and Hills (1988) initiated a study to determine whether different job evaluation methods created similar or dissimilar equitable pay structures. It was thought that through determining the worth of jobs using job evaluation methods might provide a deterrent to discrimination of women in employment and pay applications. It was their assertion that creating hierarchical job/salary structures based on market wage values could be perpetuating the practice of discrimination within the hierarchical pay structure. Developing fair and reasonable hierarchical job/salary structures can be established with the use of reliable and valid job evaluation procedures (Madigan & Hills).

A job evaluation system, as shown in Figure 1, is a procedure to measure job values, create job descriptions, job specifications, job classifications, and ultimately, determine what kind of individual should be hired for a job (Dessler, 1997). Valid and fair information produced through job analysis requires job evaluation measures be similar (Madigan & Hills, 1988). Once job values and relative worth of jobs are established, equitable salary and job hierarchies can be created. The characteristics of jobs like responsibilities, skill and abilities, or physical requirements are criteria for determining compensable factors (job value). Job evaluation systems as a rule look at

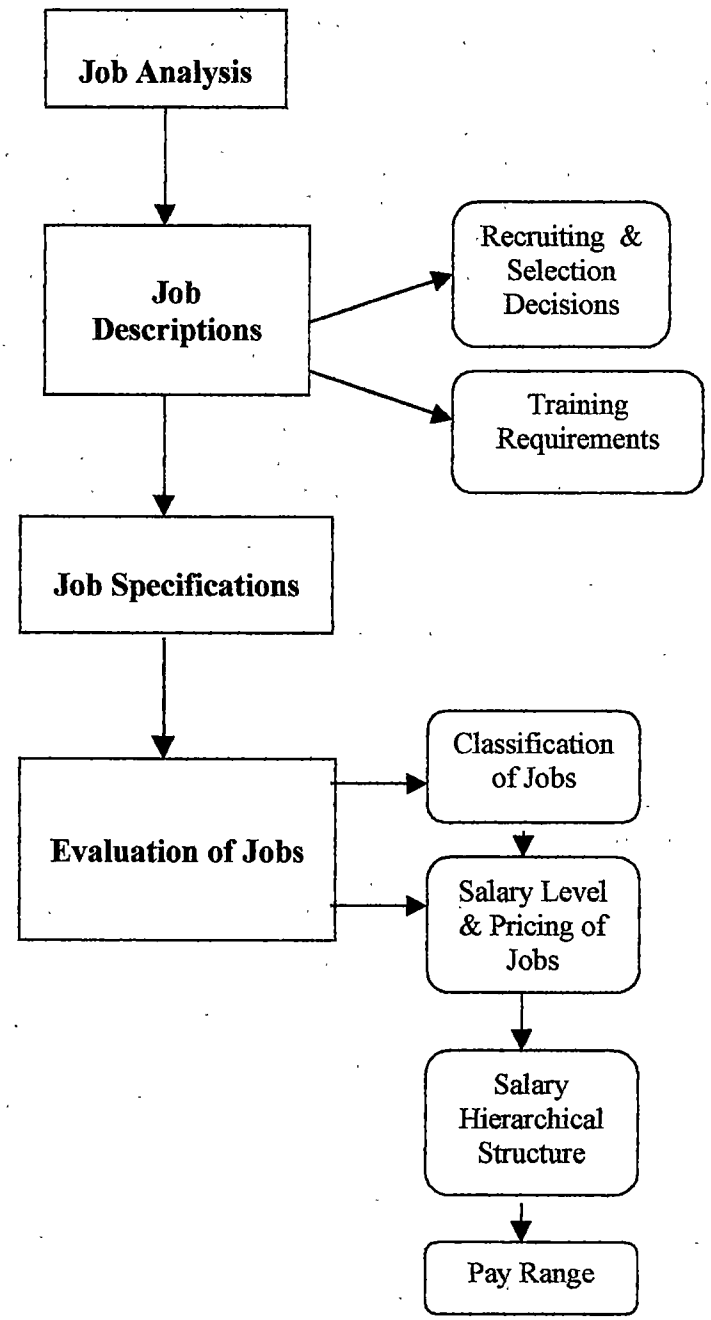


Figure 1.

Job Evaluation System

jobs from the highest in command to the lowest and may use a single or a multiple of factors (Madigan & Hills). It is important to keep in mind that job analysis is concerned with what the job is about, not the person in the position. Focus is on the essential elements of the job (Brady & Persson, 2000). Elements that are considered in job analysis may include (a) work activities; (b) job content; (c) work aids, tools, and equipment; (d) job performance; (e) knowledge, skills and abilities; (f) relationships (supervision); and (g) other factors (Brady & Persson).

Collecting job analysis information involves a job analyst, the supervisor of the job, and possibly the manager and director depending on the extent to which they are involved in the process. The collection of information can be accomplished through one or a combination of the following: (a) interviewing, (b) position questionnaire, (c) job log, (d) group interview, and (e) observation (Dressler, 1997). The individual interview is the most effective for job analysis, and group interviews are the least effective based on a study by Rupe and Associates (as cited in Brady & Persson, 2000). Once information has been collected and a job description has been documented, the job specifications are identified, which in turn supports recruiting, selection, and training requirements.

Job Evaluation Methodologies

The purpose of job evaluation is to establish the relative worth of a job, providing salary/job equity among a hierarchy of jobs within salary administration (Dessler, 1997). What type of job evaluation method a business decides to use will depend on how a job is evaluated for its worth, the weighting and selection of factors, and how the data results will determine pay structures. Job evaluation methods are systematic and range from

broad based to detailed methods with more specific results. Methods can be in hard copy or computerized formats (Dressler).

Job evaluation methods may differ according to the measurements and processes, compensable factors, and differences between jobs (Madigan & Hills, 1988). A simple ranking method will have procedures that compare whole jobs against one criterion while a factor comparison method utilizes separate rankings from a number of elements of job value. A point rating method will utilize elements to rate jobs against factor scales, and a classification method will fit whole jobs with classes (Madigan & Hills). Bryan Livey (1975) considers job evaluation a means to determine the relative worth of jobs.

A number of evaluation methods that have achieved prominence over time are used to examine jobs by component elements. It is best to choose one that is flexible because of legislative developments, technology, and economic cycles (Bureau of National Affairs [BNA], 2000). Some basic types of job evaluation methodologies are: (a) ranking, (b) slotting, (c) classification, (d) factor comparison, (e) point factor, (f) policy capturing, and (g) market pricing.

Ranking Method

The ranking method was most popular from 1900 to 1920. Today companies with fewer jobs are more likely to use the ranking method (Zollitsch & Langsner, 1970). Identifying a compensable factor, the ranking method evaluates a job relative to all jobs within the organization utilizing the chosen factor (Dessler, 1997). Through job evaluation the following steps are involved:

1. Identify job descriptions and job specifications.

2. Choose the factor or factors to be used in evaluating jobs.
3. Rank the jobs highest to lowest.
4. Identify categories, allocating each job into a category.
5. Repeat this method within categories with differentiation between jobs.
6. Assign wage rates.
7. Insert new jobs within the jobs already ranked at future dates (Dessler).

The ranking method is simplistic and lacks detailed results that are subjective opinion and non-qualitative. Job analysis and job descriptions are not a product of this method that provide documentation to determine the worth of a job and support in case of a law suit.

Slotting Method

Using a previously ranked, hierarchical job structure and based on an intuitive association of how jobs relate to each other, jobs are slotted with other jobs that have already been ranked and placed within the hierarchy. This would follow the ranking method as a non-quantitative method (BNA, 2000).

Classification Method

The classification method is one that categorizes jobs based on a series of descriptions or groups (Dessler, 1997). These groups may be called either classes or grades. Classes depict jobs that are similar in groups together. Grades portray jobs that are similar in complexity. Jobs will go into a determined number of grades. Descriptions are written to specify required knowledge, skills, and responsibility. The descriptions are

reviewed and then placed into suitable grades or classes (Dessler). The method can be completed simply and is subjective and non-analytical.

Factor Comparison Method

In 1926, Eugene J. Genge originated and installed the factor comparison method in a transit company (Zollitsch & Langsner, 1970). Similar to the ranking method, this method compares jobs based on a small group of job factors. For example, jobs may be ranked on a factor such as knowledge, then ranked for a separate factor such as responsibility, providing a percent of the content of each job relating to each factor. Salaries are applied according to factors and the jobs are then placed in order based on the salaries applied to the factors. Those initial jobs are placed in a salary schedule based on the monetary value. Jobs evaluated later are compared to those initial jobs and placed within the salary schedule accordingly (Dessler, 1997). Even though this method breaks down the salary according to factors, there is an assumption that jobs are compensated equitably (BNA, 2000). Often used by external job consultants, this method is somewhat analytical.

Point Factor Method

The point factor method was initiated by Merrill R. Lott in 1925 (Zollitsch & Langsner, 1970). Jobs are assigned factors and each factor is assigned a range of points. Jobs can then be evaluated by those factors. Examples of point factors used to assess a job and place it within a range of jobs could be formal education, responsibility, skill level, know-how, or accountability. The point factor method usually relies on a minimum of five factors (Zollitsch & Langsner, 1970). There can be anywhere from 3 up

to 20 factors used in the point factor method. Job evaluation methods may have 3 to 8 factors (Effective Compensation, Inc. [ECI], 1999).

For consistency in the use of compensable factors, there should be a clear definition of each. After factors are assigned points, the factors are then divided into degrees. Point factor job evaluation methodologies score results in the sizing of a job's level or grade, creating a job hierarchy. Each pay grade or level is assigned a pay range within a pay structure, having a range from minimum to mid-point then mid-point to maximum range. Once this work is complete, the job is analyzed, each factor evaluated, and total points applied (Dessler, 1997).

One point factor methodology that has been nationally accepted since 1950 is the Hay Plan developed by the National Metal Trades Association and Edward N. Hay. This methodology was accepted as the professional approach to placing positions into a salary grade structure (ECI, 1999). Before 1950, job evaluation methodologies were applied mostly to clerical and factory positions. Edward Hay saw the Hay Guide Chart-Profile Method of evaluation as one that could be applied effectively to non-exempt positions as well as exempt positions (Bellak, 1985). The Hay Guide Chart-Profile was based on three primary factors: know-how, problem-solving, and accountability. One primary factor, accountability, measures a position's answerability for an action taken and consequences for such an action. The problem-solving factor is the self-start thinking necessary to analyze, evaluate, reason, create, and conclude. The know-how factor is the level of knowledge and/or skill required for a job (Bellak, 1985). This job evaluation methodology is highly analytical, requiring a clear understanding of the content and

purpose of a job before evaluating its relationship to other jobs within the organization's hierarchy.

There may be more than one point factor methodology utilized within an organization because of the variance of job content. The point factor method can be a time-consuming process. Standardized point factor methods are available that can aid organizations in reducing the time-consuming tasks. The point factor methodology is time-intensive, but Dessler (1997) wrote, "One survey of U.S. companies found that 93% of those using a ready made plan rated it successful" (p. 466).

Market Pricing Method

The market pricing method measures the worth of a job against the market for jobs. When priced, the jobs are placed into a salary structure (Dessler, 1997). This is usually associated with several layers of levels and ranges. This method supports the philosophy of bidding jobs competitively. Being non-quantitative, this method does not incorporate a formal job evaluation to determine where jobs are located in the organizational hierarchy but establishes pay structures to market rates. It is best to have job tasks evaluated for documentation.

Policy Capturing Method

The policy capturing method uses questionnaires, multiple regression analyses, and factors to evaluate jobs (BNA, 2000). Employees complete questionnaires that include a summary of the position, dimensions, description of duties, and the approximate time dimension of each with the percentage of time adding up to 100%. The questionnaire also collects information regarding working conditions, principal job

requirements and accountabilities, and types of problems the employee is required to solve. Under a policy capturing method, the internal worth of tasks is determined and data are regressed to determine what internal factors predict pay. Even though some consider this a complex method, its strength is its objectivity (BNA).

Having choices from various evaluation methodologies would provide organizations the opportunity to choose a methodology that is most appropriate for their philosophy on job worth. A job evaluation method assists in ranking or leveling positions into a grade level structure that establishes a job's relative worth in relation to other jobs within an organization's hierarchy. Within each grade level, there will be salary ranges that may have either a 20% spread from midpoint or a 30% to 40% or even a 50% to 60% spread on either side of a midpoint. When a percentage spread is established, it is usually constant throughout the salary schedule levels. Positions that are evaluated with higher points are considered higher-level jobs and receive higher pay accordingly. The similarity between evaluation methodologies seems to be the correlation with available survey market data. An evaluation point factor methodology structure works best within organizations that do not change quickly. Some job evaluation systems including job evaluation and review/audit (analysis) is tedious, complex, and difficult to explain to employees and supervisors and works best in organizations that have a stable job base (ECI, 1999).

According to Madigan and Hills (1988), not all compensation professionals agree that different job evaluation methods produce different results. It has been a long-held premise that job evaluation methods produce similar end results even though the

processes are different, based on past research. On the other hand, job evaluation methods vary in terms of the measurement principles and practices used in the creation and execution (Madigan & Hills).

Job evaluation methods are a means to construct reward programs, create a job hierarchy, a career progression, protect against claims of discrimination, resolve reward inconsistencies and inequities, and create training programs. Not all of the aforementioned applications are applied, but the job evaluation method is an important way to manage change within an organization.

Terminology in Job Evaluation System

Clarification of terminology within a system of job evaluation used in wage and salary administration assists in understanding the use of job evaluation methods within that system. Organizations work to provide compensation levels to attract, motivate, and retain good employees. The job evaluation system as seen in Figure 2 includes job analysis and job evaluation. Activities are tied to what needs to be done, time frames, and accountabilities, resulting in a recommendation. A system process model may look like the following:

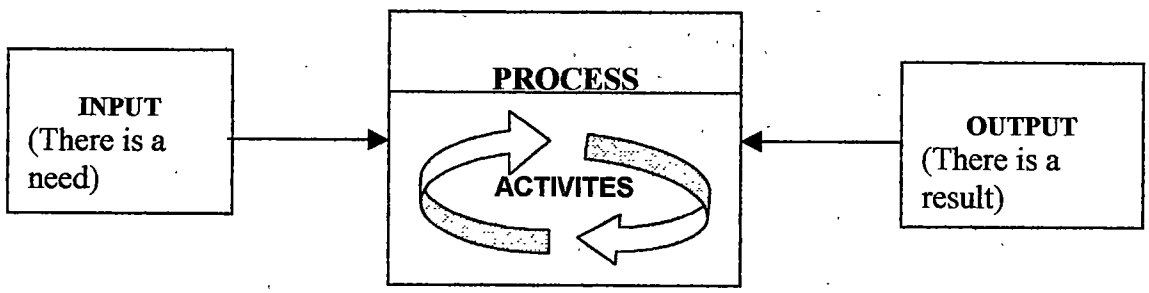


Figure 2.

Job Evaluation System Process

Whether a job is new or has changed, an evaluation of that job at some point will occur within organizations that use job evaluation method(s). The process begins with Input about the job, acquiring information to determine the job content that includes what tasks are performed, what responsibilities employees have, and, perhaps, what skills and abilities are used. Activity involved in obtaining this information is an essential preliminary step to job review/audit (analysis) and job evaluation. Traditionally, there have been different job evaluation methods for different job families (e.g., clerical, skilled craft, and professional) in job analysis. This is based on the assumption that work content of a job is too varied to be evaluated under one job evaluation method. Those who use multiple methods contend that the differences require job evaluation methods custom-made to the job. Conversely, arguments have been made in opposition to multiple job evaluation methods.

Madigan and Hills (1988) found, through looking at job hierarchies as a result of their study, that job evaluation methods provide different results and are not interchangeable, given differences in compensable factors. It is Madigan and Hills' belief that a job evaluation process is based on human judgment when it comes to interpreting and applying evaluation tools, especially those methods with few compensable factors. This is viewed as acceptable in terms of considering employee concerns about pay equity.

When an employer's judgments drive a job evaluation methodological process, it assures the pay structure will reflect elements of jobs that will bring value to the organization (Madigan & Hills, 1988). If the strategy of an organization is to focus on

customers, it may be logical to use a factor like employee value to the unit or being a team player in determining the relative worth of all jobs. The use of a single job evaluation method that will determine the worth of all jobs, not just in job families, will provide the answer to identifying inequities within a hierarchical job structure. It is more complicated to incorporate a job evaluation method with common variables in accordance with the organization's policy than to use an off-the-shelf job evaluation method created for specific job families (Jackson & Schuler, 1996).

The job evaluation documentation results will assist in determining whether a job is (a) non-exempt or exempt, (b) level of the job, and (c) pay rate and pay range of the job. A non-exempt job is covered by the minimum wage and overtime pay provisions of the FLSA, regardless of the hourly rate paid, meaning that the job does not qualify as a white-collar exemption (Brady & Persson, 2000). Some examples of non-exempt classifications are clerical, maintenance, technicians, or semi-skilled jobs. If a job is determined to be exempt from the minimum wage and overtime requirements, then it has met certain tests regarding job duties and responsibilities with a certain minimum salary. Possible exemptions from the FLSA include professional (writers, teachers, registered nurses, artistic professions, and jobs that require knowledge acquired through long study), administrative (advising, planning, negotiating, representing the agency, purchasing, research and control), or executive (mostly involved in management of a business) (Brady & Persson, 2000).

The Output, a result of job analysis as seen in Figure 1, includes (a) job evaluation (determining the comparative value of a job in relation to other jobs); (b) job descriptions

& job specifications (information to identify and describe the contents of a job; (c) classification of jobs (jobs defined based on content and grouped in jobs families); (d) establishment of compensation salary structure and ranges (Zollitsch & Langsner, 1970). After the collection of data from job analysis the information is reviewed and job descriptions and specifications are created. Having standardized job titles promotes accuracy in the treatment of wage data for jobs. Job descriptions and job specifications insure correct classification of jobs (Otis & Leukart, 1949).

Classification of jobs is a grouping of jobs, such as, protective, crafts, custodial, secretarial, clerical, and administrative jobs into pay grades or levels. These pay grades or levels are made up of jobs that are similar in difficulty. There may also be a graduation of jobs within the same classification with a graduation of pay grades or levels. The graduation levels may be identified, for example as a Clerk I, Clerk II, Clerk III, and Clerk IV. The distinctions between these levels should be specifically documented within the job descriptions. Being consistent in job descriptions is very important in respect to the classification of jobs (Otis & Leukart, 1949).

When the classification has been established, pay grades or levels can be assigned. Organizations usually do not pay one rate for all jobs. Organizations develop pay ranges for each grade. In the example above, there would be four different pay ranges established for the Clerk grouping of jobs. The number of pay grades or levels are determined based on the number of jobs and grouping levels (Dessler, 1997). For example, the Clerk I may be a level 2, Clerk II may be a level 3, Clerk III may be a level 4 and a Clerk IV may be at a level 6. When all pay grades or levels within an

organization are set up as shown in Table 1, a salary structure or salary hierarchy can be created.

After a group of jobs, such as Clerk I, Clerk II, Clerk III, and Clerk IV have pay grades or levels applied in which the value of that job is established based on a chosen job evaluation method, then average pay rates for each of the grades must be assigned (Dessler, 1997). The relationship of the determined value of the job can be established

Table 1.

Hierarchical Salary Schedule

	Salary Range or Pay Range		
Pay Grade or Level	**Minimum Salary**	**Mid-Point Salary**	**Maximum Salary**
NE-12	$ 42,832.82	$53,541.03	$64,249.24
NE-11	$ 39,807.46	$49,759.32	$59,711.19
NE-10	$ 36,995.78	$46,244.72	$55,493.67
NE-9	$ 34,382.69	$42,978.37	$51,574.04
NE-8	$ 31,954.18	$39,942.72	$47,931.26
NE-7	$ 30,900.96	$38,626.20	$46,351.44
NE-6	$ 25,644.82	$32,056.02	$38,467.22
NE-5	$ 23,846.40	$29,808.00	$35,769.60
NE-4	$ 23,059.80	$28,824.75	$34,589.70
NE-3	$ 22,157.28	$27,696.60	$33,235.92
NE-2	$ 20,577.46	$25,721.82	$30,866.18
NE-1	$ 19,325.52	$24,156.90	$28,988.28

from a chosen job evaluation method and wage criterion. The criterion is usually those pay rates within the organization. There are jobs that may need to be priced against the market pay rate. This can be accomplished with a compensation survey. The determined market pay rate or the organizational pay rate is then placed on the wage curve on a vertical axis and the pay grades along a horizontal axis to show the value of jobs. Identifying the value of jobs is not the same as a salary increase. Determining the value of a job establishes a pay rate of a job in the pay grade or level. (Dessler, 1997).

After pay rates have been established, the rate ranges for each pay grade or level are formed as shown in Table 1. For example, the Clerk I at level 2 pays a yearly salary within a range from minimum of $ 20,577.46 to a maximum of $30,866.18, Clerk II at level 3 pays a yearly salary within a range from minimum of $ 22,157.28 to a maximum rate of $33,235.92. The Clerk III job would pay a yearly salary within a range from a minimum salary of $23,059.80 and a maximum of $34,589.70 in a level 4. Similarly, the Clerk IV job would be paid at a level 6 paying a yearly salary in a range of $25,644.82 minimum to 38,467.22 maximum. Minimum to maximum ranges are built out from the mid-point of the range. An employee's salary may move within this range based on salary increases and/or performance increases. If an employee's salary falls below a minimum of a pay range it must be brought to the minimum that of range (Dessler, 1997). When an employee is hired into an organization for a job he/she, depending on knowledge, skills, abilities, education and experience, will usually be hired in at the minimum of an established pay range given he/she has the minimum required knowledge, skills, abilities, education and experience. When an individual brings higher knowledge,

skills, abilities, education and experience, the salary may then be adjusted within a range accordingly.

Job evaluation methods determine the relative worth, comparing jobs to other jobs within the organization that will in turn determine where a job will be placed within a hierarchical salary structure. It is after the job evaluation process has been completed and most likely after an employee has been in a position for a period of time that salary increase within the pay range is considered. It may be important to note here that a salary increase may occur through a performance appraisal/evaluation process that is not part of job evaluation, but occurs as a result of a worker's contribution to an organization. The job evaluation process is a methodological and systematic process (Zollitsch & Langsner, 1970).

Job Evaluation Tools

Basic job evaluation tools exist in varied forms, some in standard form; yet others are highly customized for needs of the organization. As jobs have become more fluid and technically oriented, it has become harder for job evaluation systems to maintain the job evaluation methods that provide continuous and effective compensation (Finkelstein and Hatch, 1987). Some tools are questionnaires, interviews, observation, diaries/logs and job descriptions.

The questionnaire is one job evaluation tool that has not been previously discussed in this chapter. It is structured to receive information relevant to determining classification and grade levels. A questionnaire is as useful as the design. Questions should be asked that are relevant to the job, as well as easily understood. The

questionnaire today should focus on questions of a particular job type, for example, technology (Finklestein and Hatch, 1987). The example questionnaire in Appendix A from the University of California, at Berkeley was specifically created to acquire data relevant to computing jobs by collecting information about technical requirements.

It is important that a compensation professional be able to distinguish the differences in technology requirements if the job is being considered for exemption status from overtime. The FLSA now accepts certain technical fields as exempt from overtime status. Employers are subject to the FLSA if an enterprise is involved in interstate commerce or is a hospital, school, or public agency (Brady & Persson, 2000). This means if an employer wants a position to be exempt from overtime, FLSA will acknowledge the exemption if the position meets certain tests.

Observation may include an inspection of the operations relating to a particular job. Observing may provide a means of noticing something about a job that an employee may not think of as important or relevant to a job (Brady & Persson, 2000). Diaries/logs, job evaluation tool(s), are listings of daily activities of a job.

Each of the evaluation tools mentioned either separately or in combination can be used to develop a job description (Appendix B) as documentation of the job requirements. Job descriptions typically include a job summary, duties and responsibilities, educational requirements, knowledge, skills, and abilities, physical requirements, and working conditions. A job description should describe primary tasks necessary to implementing a job and in clarifying who has what responsibility. It will assist the employee in understanding the responsibilities of the job. Having an accurate

job description provides the compensation professional the foundation needed in wage and salary administration. Clarification and differentiation of job responsibility is a helpful defense against unwarranted claims of discrimination in areas such as unacceptable performance or claims under the Americans with Disabilities Act (Brady & Persson, 2000).

Summary of Related Literature

The literature that has been identified relates to approaches and procedures taught either in the classroom environment or used in different organizational processes. Key descriptors of the literature relating to job evaluation methodologies included fairness, understand, manage, improve, and continuous improvement (Jackson & Schuler, 1996). Most of the literature was used to clarify terminology and processes used in the wage and salary administration.

Bryan Livy (1975), author of Job Evaluation: A Critical Review, said, "job evaluation is about money and work," and defined job evaluation as "a generic term covering methods of determining the relative worth of jobs" (p. 13). The success of wage and salary administration depends on management of job data, information, and assessment tools and techniques. Implementing a system for collecting and using information depends on managers and supervisors willing to give information, as well as employees willing to change and adapt. Wage and salary administration objectives most often include internal and external equity, employee motivation, governmental compliance, and administrative efficiency and continuous and effective job evaluation methodologies. In trying to meet these objectives in wage and salary administration,

organizations will strive to provide consistent and fair evaluation of jobs, placement of employees in appropriate pay grades and salary ranges, and adjustment of salary structures along with the external market value for comparable jobs.

Some literature in this study date back to 1949 and some job evaluation methods date as far back as 1925. From those dates until the present, those job evaluation methods have not changed (Finkelstein & Hatch, 1987). This study looks at whether job evaluation methods are providing an organization the level of performance to meet needs essential in obtaining qualified employees, equitable classifications and salaries, and retention of employees. Organizations today still rely on those methods developed since 1925. Those methods were designed to look at jobs as if freezing them in time within the organizational structure. There was an assumption then that even though organizations would change slowly overtime and job evaluation would not have to change or be updated. Also, it was not envisioned that technology would change at such a fast pace, resulting in job evaluation methods having to meet requirements of the present day organization (Finkelstein & Hatch). Livy suggests a preference for job evaluation methods that are commonly used and have stood the test of time, recommending organizations build on those concepts (1975).

Organizations are continually merging, separating, restructuring, even globalizing. The job description for an employee on one side of the country to another employee with the same job on the other side of the country or even in another country may no longer be the traditional job that can be caught in time. Instead it may be one with intangible duties and responsibilities that can not be defined in a job description

(Finkelstein & Hatch, 1987). As a result, job evaluation tools are being pushed and stretched to meet changing organizational needs.

With jobs that are more technically inclined the traditional method of reviewing (analyzing) jobs may not accurately reflect todays jobs technological requirements. There is some concern that job evaluation systems were not designed to include the elements or criterion needed to review (analyze) technical jobs. This could lead the compensation professional to lean more in the direction of an intuitive or subjective approach in job evaluation. The compensation professional would then become more like technicians than strategists (Finkelstein & Hatch, 1987).

Finkelstein and Hatch (1987) foresee the compensation professional custom designing questionnaires to match their own organizational needs instead of expanding the older tried and true job evaluation methods. As seen in Appendix A, the questionnaire is designed specifically to meet the University of California at Berkeley's computing classification requirements. In Madigan and Hills' (1988) study of whether different methods produce different versions of an equitable pay structure, they present that job evaluation systems have three characteristics in regard to being adequate in measuring job worth. These characteristics are human judgment, compensable factors, and difference of job evaluation methods to reflect job differentials.

It is best not to rush into a decision for one job evaluation method over another. Organizations should investigate different methods matching one or more that works best with their organizational jobs. It is not advised to choose a method based on the notion that a particular method worked best for another organization. The method should fit the

jobs of an organization and easily understood. When choosing a method consider whether it is valid, practical, manageable, and acceptable to management and employees (Zollitsch and Langsner, 1970).

The findings of Madigan and Hills' (1988) study direct organizations to exercise control over the design of a job evaluation system to make sure pay rates are reflective of the value an organization places on those jobs. It is their assertion that job evaluation plans are not similar in compensable factors, therefore, can produce different results. Choosing a job evaluation method that is out-of-a-box type of plan or would not be acceptable within the organization could cause more problems than it is worth. It is Madigan and Hills' (1988) recommendation was that organizations design and control the process of job evaluation. The design and development of a job evaluation method can be a time-consuming process. Job evaluation methods should be scrutinized to determine the best match for an organization (Zollitsch and Langsner, 1970).

CHAPTER III

METHODOLOGY

The methodology of this study is characterized with four sections: (a) sample, (b) instrumentation, (c) procedures, and (d) data collection.

Sample

The sample came from a population of full-time employees who fill positions as compensation professionals within business organizations of the East Tennessee region. The rationale for designating this population to participate in the survey was that as compensation professionals they have the knowledge base for executing budget approvals and supporting customers within a job evaluation system. The East Tennessee Compensation Association was chosen over other compensation associations of the East Tennessee region because of its accessibility to the researcher. It is an organization with a membership of 100 compensation professionals. This particular organization interacts with its members through email instead of through traditional mail. For example, voting for officers takes place through email, as well as, applying for courses or sending out newsletters to membership. This form of communication provides instant contact instead of waiting several days or weeks to transact business or member interactions within the organization. This organization implemented its own web site for the members to stay updated and download information.

The East Tennessee Compensation Association is a professional organization of compensation professionals representative of the Eastern Tennessee region committed to the advancement of total compensation management through communicating trends in

compensation, exchanging information, and fostering professional development and expertise of the compensation professional. The group is allied with the nationally known *WorldatWork* Association through its group partnership network. The organization promotes local availability of training and professional development programs through sponsorship of technical speakers, seminars and certification courses.

Approximately 100 compensation professionals were asked to participate in this study. They received an email notification (Appendix C). These professionals are either managers or participate in the management of the wage and salary administration within their organization. Participation in the survey was voluntary with no incentives.

Instrumentation

With no available questionnaires for this study, an online survey questionnaire (Appendix D) was created to collect information for identifying current opinion and satisfaction, as well as discovery for improvement within the job evaluation system. The online survey questionnaire format was selected as the most favorable and time friendly method to collect information. The survey consists of 24 questions and 1 comment section.

The first step in the construction of the survey questionnaire was to organize a team of Subject Matter Experts (SME) to provide input in the creation of an instrument to gather information. The team consisted of 12 employees from a large southeastern university to include three Assistants to the Vice Chancellor, one Executive Assistant to the Dean, three Directors, one Assistant Director, one Associate Professor, one Management Services Associate, one Compensation Specialist, and one Senior

Accounting Clerk. Members of the SME team occupy positions that recognize customer needs and expectations, as well as having interfaced with a job evaluation process. A year of meeting approximately every two weeks was spent in the extrapolation of information relating to the survey questionnaire content. The following is a list of results from those meetings.

1. Step One: Getting Started
    a. Reviewed Job Evaluation Methods
    b. Reviewed Terminology and Laws Associated with Job Evaluation Methods
2. Step Two: Current Situation
    a. Flowcharted Job Evaluation Process
    b. Identified Customer Requirements
    c. Identified Customer Specifications
    d. Generated List of Topics for Survey
    e. Constructed Survey
    f. Distributed Survey as Pilot Test to Group of Supervisors
2. Step Three: Validated Survey Questionnaire
    a. Summarized Changes for Survey Questionnaire
    b. Made Recommendations for Final Survey Questionnaire

The team clarified a recognized list of questions to collect information for identifying current opinion and satisfaction.

The SME team finalized the survey questionnaire to be presented to a sample group of supervisors. This would serve as a pilot test. The SME team reviewed and commented on results of the pilot test. The review checklist included the following:

1. Are the directions for completing the survey clear/foolproof?
2. Will the respondent's first impression of the survey be favorable?
3. Does each question appear to contribute to the purpose of the survey?
4. Have questions that ask the same thing been avoided?
5. Have ambiguous questions been avoided?
6. Have unfamiliar abbreviations and acronyms been avoided?
7. Are the questions written at the respondent's language level?

After reviewing the above checklist, the SME team recommended changes to the survey questionnaire to include:

1. Make directions more concise and clear.
2. Combine two questions that were similar in content into one question.
3. List sentences in question 23 to appear similar in structure, and
4. Change wording in question 11 from technological know-how to technological requirements, a more familiar and understandable term.

The purpose of this process was to establish validity, correct measurement, and chronological order of instrumentation. The SME team validated and approved a final format of the survey questionnaire.

The final format of the survey questionnaire addressed four questions (see Appendix E) for this study to include the following: (a) What are the job evaluation

methods being used by compensation professionals within businesses of the East Tennessee Region? (b) What are opinions concerning the effectiveness job evaluation methods? (c) What are the factors that should be considered when choosing a job evaluation method? (d) How should job evaluation methods be conducted? Each of these four questions was subdivided into questions to support and clarify the guiding questions. The survey questionnaire was brief, relating to job evaluation methods used in job evaluation system process (not performance evaluation). The participants were asked to take just a few minutes to answer the questions even if they had little or no experience with the complete job evaluation process. The questions could be answered in an interactive document (Appendix D) by placing the cursor arrow on the answer and clicking.

What Job Evaluation Methods are Being Used? (1)

Several survey questions (1, 2, 3, 4, & 22) as seen in Appendix D were generated to answer the first question of the study related to survey as seen in Appendix E. To determine the size of the participants' organization (1.1 of Appendix E) they were asked to respond to "What is the size of your organization?" in question 2 (Appendix D). The participants could mark the following choices, less than 50, less than 100, 101–150, 151–250, 251–500, 501–1000, 1001 or more.

Question 3 in the survey questionnaire (Appendix D) would provide some insight into what types of organizations were represented (1.1 of Appendix E). Participants were asked to choose from the following descriptions: (a) consulting, (b) customer service/support, (c) distribution, (d) finance/accounting, (e) information technology,

(f) marketing/advertising/ communication, (g) product management, (h) production/ precision, (i) research & development, (j) sales, (k) skilled trade, or (l) other.

Survey question 22 (Appendix D), "How long have you been associated with the job review/audit process?" was used to identify the length of time a participant had been linked to the job evaluation process (1.2 of Appendix E). The participants were able to fill in a blank with the number of years involved in the job evaluation process.

To identify whether the participant's organizations used job evaluation methods within the organization or utilized an outside source (1.3 of Appendix E), question 1 (Appendix D) was asked, "Does your organization use an internal or external source to identify changes in duties and responsibilities of an employees' position?"

Identifying the job evaluation methods used by the participant's organizations (1.1 of Appendix E) was to be accomplished with survey question 4 (Appendix D) which asked, "Which job evaluation method(s) below is/are used to review/audit (analyze) employee jobs in your organization?" The participants were given the choices between Ranking Method, Point Rating Method, Factor Comparison Method, Hay Guide Chart-Profile Method, Job Classification Method, or Other. Participants were provided a line to optionally type a name of the Other method.

What are Opinions Concerning the Effectiveness of Job Evaluation Methods? (2)

A series of web-based survey questions (5, 6, 7, 8, 9, 10, 11, 12, and 13 as seen in Appendix D) were presented to identify the effectiveness of job evaluation methods utilized by participants' organizations and opinions concerning job evaluation methods as related to job analysis, job classification, and salary administration.

Question number 12 of the survey questionnaire (Appendix D) states, "A job review/audit (job analysis) using a job evaluation method examines the duties and responsibilities of the position not the person holding the position." This statement acknowledges job duties and responsibilities as the leading criteria of a job evaluation method, without consideration of individual personalities or competencies. The statement is used to identify whether the compensation professional is currently applying the same presumption (2.1 of Appendix E).

"Does the current job evaluation method(s) used by your organization determine the relative worth of a job effectively" was question 5 of the survey questionnaire (Appendix D). From this information the study will identify whether job evaluation methods being used by compensation professionals are meeting in their opinion the task of determining the relative worth of jobs effectively (2.2 of Appendix E). Also, question 7 on the web-based questionnaire (Appendix D) asked, "Do the compensable factor(s) of your current evaluation method(s) (e.g., education, experience, skills, problem solving or decision making) facilitate the process of evaluating different jobs and the relative worth of each?" Given that certain job evaluation methods use factors in applying worth to a job, this question would discern opinions of compensation professionals on whether factors impact job worth (2.2 of Appendix E).

Question 6, "Does the current job evaluation method(s) used by your organization find the value of the job in relation to other jobs within your organization" was asked in the survey questionnaire (Appendix D). This question is seeking to determine whether

the job evaluation method chosen effectively meets the standards of determining the value of jobs in relation to other jobs within the organization (2.3 of Appendix E).

Question 10, states, "The current job evaluation method is considered fair and reasonable." This statement seeks to identify whether the compensation professional's current job evaluation method serves to provide fair and reasonable results (2.4 of Appendix E).

Statement in question 13 of the survey questionnaire (Appendix D), "Using the current evaluation method, job reviews/audits (job analysis) are applied equitably throughout your organization" recognizes equity as a desired end result of job evaluation. The statement will provide data to determine whether the compensation professional's current job evaluation method is effective (2.5 of Appendix E). "Your company's current job descriptions accurately reflect their technological requirements," is a statement in question 11 of the survey questionnaire (Appendix D) attempting to broach the issue (2.6 of Appendix E) of whether current job descriptions establish content of jobs and provide equitable pricing.

Question 9 (Appendix D), "Under your current review/audit process if a supervisor wants to increase an employee's salary, the most effective way to do that is to use a job evaluation methodology" was used to seek information to present an overall concept regarding salary increase procedures (2.7 of Appendix E). Some organizations may fall into a mythical practice of relying on a job evaluation method process to change a position's level in order to increase and employee's salary. This scenario will occur within organizations that are lacking in a budget for salary increases.

Some organizations do not rely on job evaluation methods yet rely on an intuitive approach to determine the worth of one job in relation to another job (2.8 of Appendix E). Given this assertion, question 8 of the survey questionnaire (Appendix D) asked, "In evaluating jobs, your organization takes a more intuitive overview approach such as deciding that one job is more important than another within the organizational structure without relying on job evaluation methodologies.

What are Factors That Should be Considered When Choosing a Job Evaluation Method? (3)

Using the Lickert Scale, compensation professionals were asked in question 23 of the survey questionnaire (Appendix D) to click the button in the column adjacent to the factors listed that they considered important in job evaluation methodology. Factors listed have previously been identified in job evaluation methods to determine job value. The following compensable factors were provided for consideration (3.1 of Appendix E): (a) accountability, (b) accuracy being a team player, (c) complexity of work, (d) current employee performance, (e) dependability, (f) education required, employee's value to the unit, (g) job conditions, (h) latitude/freedom to act, (i) physical effort, (j) problem-solving, (k) responsibility for end result (buck stops here), (l) skill level required, (m) supervision of student employees, (n) supervision of other employees, (o) technological skills required, and (p) volume of work.

Question 24 (Appendix D) asked, "What are the top three factors from the above list that you consider to be most important in job evaluation." Given the previous list of

factors the compensation professional's response would provide information to discern what top three factors were the most currently recognized (3.2 of Appendix E).

How Should Job Evaluation Methods be Conducted? (4)

The issues that relate to how job evaluation methods should be conducted are listed as the following questions (14, 15, 16, 17, 18, 19, 20, and 21) in the survey questionnaire (Appendix D): (a) Should job reviews (job analysis) be conducted only if the job duties and responsibilities have changed, (b) Should there be separate job evaluation methods of exempt and non-exempt jobs, (c) Should employee performance be considered in determining job classifications, (d) Should salary increases be possible without a job review/audit (job analysis), (e) When should job reviews (job analysis) be requested, (f) Should unit-wide job reviews be conducted, and (g) Should salary increases resulting from a job review/audit (job analysis) be denied due to budget reasons?

Question 18 as seen in Appendix D, "A job review/audit using a job evaluation method should be conducted only if the job duties and responsibilities have changed" was presented as a statement. Information obtained from this statement would provide insight into whether job reviews should occur when job duties and responsibilities change (4.1 of Appendix E).

Question 14 was presented as a statement in the survey questionnaire (Appendix D), "Employees and their managers should participate in the job evaluation process." Information collected would ascertain whether employees and their managers should both participate together in the job evaluation process (4.2 of Appendix E).

"There should be separate job evaluation methods for exempt and non-exempt positions" was presented in question 16 (Appendix D). There are varied forms of job evaluation methods as identified in the review of literature. This question would provide the compensation professional's opinion of whether or not the job evaluation process for exempt and non–exempt positions should utilize separate job evaluation methods (4.3 of Appendix E).

Even though performance is not a factor in the job evaluation methodological process, there are some employees and employers who ask that it be considered a criterion. When an organization has a performance plan an employee's performance is a consideration within that plan. Question 19 (Appendix D) states, "Employee performance should be considered when determining a job classification." The compensation professional's opinion would provide insight into trends toward organizational inclusion of performance as a factor in job evaluation methodology (4.4 of Appendix E).

"Employee salary increases should be possible without reviewing/auditing the job." This statement was presented as question 17 of the survey questionnaire (Appendix D). Being able to provide employees salary increases is an issue of many organizations and the results of this query could provide insight into the compensation professional's opinion on this issue (4.5 of Appendix E). Also, the statement in question 15 (Appendix D), "Salary increases, resulting from a job review/audit, should not be denied due to budget reasons" will show whether salary increases should not be denied due to budget reasons (4.8 of Appendix E).

Question 21 of the survey questionnaire (Appendix D), queried the compensation professional's opinion on when should job analysis be requested (4.6 of Appendix E). The participant was asked to mark any of the following that applied: (a) when job responsibilities have decreased, (b) when an employee has requested a salary increase, (c) prior to a planned reorganization, (d) before new job duties are implemented, and/or (e) after new duties and/or responsibilities are implemented.

The statement projected in question 20, "Unit wide job reviews/audits should be conducted on a regularly scheduled basis, for example, once every four years" queried the compensation professional for an opinion of how often jobs should be analyzed (4.7 of Appendix E).

As a final note, question 25, "Additional Comments" was presented. This additional input from compensation professionals would be most valuable for future reference.

Procedure

The survey, placed in a web site available on the Internet, was directed through email to solicited participants. Anonymity was maintained. One hundred East Tennessee compensation professionals received an email with a letter of introduction for the survey. The Internet address was easily accessed within the letter with a click of the computer mouse on the web-based survey address. Before entering the survey questionnaire, each participant was informed that completion of the survey would serve as informed consent. Participants accessed the following:

1. Introduction letter by email with web-site address and an explanation of the study and instructions for completing the survey. The email notification as seen in Appendix C identifies the goal of an effective job evaluation methodology survey questionnaire.
2. Survey for supervisors with 24 questions and one comment section as seen in Appendix D.
3. At the end of the survey a return button was provided that when clicked with mouse would send results to be stored in a database.

All surveys were completed within three to five weeks. A follow-up email and the results of the study will go to the participants of the study.

Data Collection

Data collection would be presented as descriptive statistics including frequencies, percentages, means, and standard deviations. The data collection process occurred over the course of three to five weeks. After the third week a follow-up email was sent to encourage the return of the survey. The data collection process continued until enough subjects participated to provide a solid subject population for the study, ending at the fifth week. Of a total of 100 participants contacted, there was a 50% return rate.

Questions from the survey were listed separately with results. The presentation of the data were organized to answer questions about job evaluations, job classifications, job descriptions, merit increases, and job audits. Resulting data lend valuable insight into addressing issues relating to job descriptions, job classifications, and equitable salaries.

CHAPTER IV

RESULTS

The purpose of this study was to identify job evaluation methodologies currently being used by compensation professionals within the East Tennessee region, opinions concerning job evaluation methodologies as related to job analysis, job classification and salary administration, and compensable factors that should be considered when choosing job evaluation methodologies.

Fifty of the 100 compensation professionals within the East Tennessee region who were sent the Job Evaluation Methodology Survey (Appendix D) responded. Questions of the survey questionnaire that related to this study as presented in Chapter III, (Appendix E) are represented in this chapter with results and discussion. The four main questions were categorized as follows:

1. What job evaluation methods are being used?
2. What are opinions concerning the effectiveness of job evaluation methods?
3. What are factors that should be considered when choosing a job evaluation method?
4. How should job evaluation methods be conducted?

Each of these questions was subdivided into issues relating to the size and type of organization, time in position, worth and value of a job, fair and equitable results, impact on salary, important factors of job evaluation methods, and issues relating to the job evaluation process.

The results presented from the survey were compiled, analyzed, and exhibited as descriptive statistics that include frequencies, percentages, means, and standard deviations. Tables and figures provide visual support for data results and discussion.

What Job Evaluation Methods Are Being Used? (1)

Survey questions (Appendix D) have depicted results relative to what methodologies are being used to include demographic information of the participant and the participants' organization. Information is split into categories of (a) organization size, (b) organization type, (c) methods used, (d) time in position, and (e) internal or external sources for method(s).

Job Evaluation Method(s) (1.1)

Survey question 4 results as shown in Table 2 were presented to distinguish which job evaluation method(s) is/are used to analyze employee jobs in the participant's organization. The data have been exhibited as frequencies and percentages. Participants identified the types of job evaluation methodologies their organizations utilized. The point rating method (12, or 24%) and job classification methods (12, or 24%) were the most utilized job evaluation methodologies. The Hay Guide Chart-Profile methodology (11, or 22%) was the next most utilized by professionals. The factor comparison method (8, or 16%) was utilized somewhat. The least utilized job evaluation methodology was the ranking method with one (2%) professional. The Other category was chosen by 6 (12%) by compensation professionals. No participants chose to type the job evaluation method of Other in the optional blank space provided.

Table 2.

Methodologies utilized by organizations.

Job Evaluation Method	Frequency / Percentage
Ranking Method	1 (2%)
Point Rating Method	12 (24%)
Factor Comparison Method	8 (16%)
Hay Guide Chart – Profile Method	11 (22%)
Job Classification Method	12 (24%)
Other	6 (12%)

Choice of Method by Size of Organization (1.1.1)

Survey question 2 results as shown in Table 3 were used to identify th size of the organization for which participants were currently providing compensation services. Fifty participants of the survey answered this question relating to the size of their organization. Of those participants, almost half (23, or 46%) were from large organizations with 1001 or more employees. Approximately three-quarters of the participants were from organizations of >1001 (23, or 46%) and 501 to 1000 (10, or 20%) employees. Five (10%) of the participants worked for organizations with 151-250 employees. Organizations with 251 to 500 employees had four (8 %). Participants from organizations of 101-150 included four (8%). Participants from organizations with 51–100 were represented with two (4%) and less than 50 with two (4%).

Due to the small counts within groups and for statistical purposes, organization size was collapsed into groups of 500 or less and 501 or more as seen in Table 4. Organizations with employees of 500 or less (66.7 %) utilized job classification as the chosen job evaluation method. Larger organizations with greater than 501 employees are more likely to use Hay Guide Chart-Profile Method (37.9%), with 31% utilizing a point rating method.

Choice of Method by Type of Organization (1.1.2)

Survey question 3 (Table 5) provides information on the type of organization for which the participants worked in the compensation profession. Participants were asked to choose the description that best described their organization. The category description of Other had the highest frequency of 29 (58%). Production/precision descriptive had

Table 3.

Question 2 - What is the size of your organization?

Size of Organization	Frequency / Percentage
<50	2 (4%)
51 – 100	2 (4%)
101 – 150	4 (8%)
151 – 250	5 (10%)
251 – 500	4 (8%)
501 – 1000	10 (20%)
> 1001	23 (46%)

Table 4.

Choice of job evaluation according to size with frequencies and percents.

Job Evaluation Method	<500	500>
Point Rating Method	1 (8.3%)	9 (31%)
Factor Comparison Method	3 (25%)	5 (17.2%)
Hay Guide Chart - Profile Method	0 (0%)	11 (37.9%)
Job Classification Method	8 (66.7%)	4 (13.8%)
Total	12 (100%)	29 (100%)

the next highest frequency of seven (14%). The descriptions consulting, customer service/support and research and development each represented two (4%) organizations, distribution, and finance/accounting each represented organizations with three (6%). Information technology and marketing/advertising/ communications represented one (2%). The majority (29, or 58%) of the participants responded to the type of organization in the Other category, resulting in Other representing an unknown variable.

Table 5.

Description of organizations.

Type of Organization	Frequency / Percentage
Consulting	2 (4%)
Customer Service/Support	2 (4%)
Distribution	3 (6%)
Finance/Accounting	3 (6%)
Information Technology	1 (2%)
Marketing/ Advertising/ Communications	1 (2%)
Product Management	0 (0%)
Production/ Precision	7 (14%)
Research & Development	2 (4%)
Sales	0 (0%)
Skilled Trade	0 (0%)
Other	29 (58%)

What is the Length of Time the Participant has Been Associated With the Job Review/Audit Process? (1.2)

Question 22 results shown in Table 6 were used to indicate how long each participant had been in the compensation profession. Fifty participants answered question 22. Given 1 as the minimum number of years and the maximum as 25 years, the result was a mean of 10.49. The standard deviation of 8.54 indicates a large varied spread for years of experience. Time in position average years was approximately 10 ½.

Table 6.

Length of time associated with a job review/audit process.

Number of Years Associated With Process	Frequency / Percentage
< 1	2 (4%)
1 – 3	12 (24%)
4 – 7	12 (24%)
8 – 14	9 (18%)
15-20	8 (16%)
21 – 25	3 (6%)
> 25	4 (8%)

Does the Company Rely on Internal Methods of Job Evaluation Versus Relying on External Sources to Provide Job Evaluation Results? (1.3)

Survey question 1 as shown in Table 7 was put forth to identify whether participants' organizations relied on an internal source for job evaluation methodologies or relied on an external source to provide this service.

Forty-six (92%) of responses indicated that organizations relied overwhelmingly on an internal source for job evaluation methodology. Four (8%) of the responses indicate their reliance on external sources for job evaluation. The evidence presented between external source and internal source for job evaluation indicates there was sufficient basis to conclude that the majority of organizations rely on their own knowledge for job evaluation methodology.

Table 7.

Organizations that utilize internal or external sources to identify changes in duties and responsibilities.

Internal	External
46 (92%)	4 (8%)

What are Opinions Concerning the Effectiveness of Job Evaluation Methods? (2)

Survey questions 5, 6, 7, 8, 9, 10, 11, 12, and 13 from Appendix D were used to identify effectiveness of job evaluation methodologies to provide answers to the following: (a) What is effectiveness? and (b) Does effectiveness differ by method?

Questions were measured on a five-point Lickert Scale with one indicating strongly disagree and five strongly agree. Means for questions regarding effectiveness are in Table 8. They are ordered from highest to lowest with the higher means indicating strongest agreement.

Examines Duties and Responsibilities (2.1)

Survey question 12 was used to identify whether participants consider job evaluation methodologies as a means to evaluate duties and responsibilities and not the person in the job. Responses to the survey indicate soundly compensation professionals consider job evaluation methodology more of a means to evaluate a job's duties and responsibilities than the person in the job with 33 (66%) having agreed and 13 (26%) strongly agreeing. Only four (8%) thought the job evaluation methodology should consider the person in the job and zero strongly disagreed and zero had no opinion.

In Table 8, examining duties and responsibilities of the position, not the person in the position, was the highest to receive agreement with a mean of 4.1000 and standard deviation of .7628.

Table 8.

Job evaluation methodology effectiveness with means and standard deviations.

Survey Question	Mean	Standard Deviation
Examines the duties of the position not the person	4.1000	.7628
Facilitate process of evaluating different jobs and relative worth of each	3.7400	.8283
Find value of a job in relation to other jobs in organization	3.6000	.9035
Method is fair and reasonable	3.6000	.7559
Determine relative worth effectively	3.5800	.8827
Analysis (job review/audit) is applied equitably	3.5000	.9742
Current job descriptions accurately reflect their technological requirements	3.4400	1.0721
Job evaluation is the most effective way to increase an employee's salary	2.8600	1.1250
Organization takes intuitive approach to job evaluation	2.7600	1.1168

Facilitates Process of Evaluating Different Jobs and Relative Worth (2.2)

Facilitating the process of evaluating different jobs and the relative worth of each, as in question 7, was second highest in Table 8 with a 3.74 mean and a standard deviation of .8283. Thirty-four (68%) of the participants agreed and five (10%) of the participants strongly agreed that compensable factors facilitate evaluation of different jobs and the worth of each. Four (8%) had no opinion and seven (20%) disagreed.

Finds Value of a Job in Relation to Other Jobs Within Organization (2.3)

In question 6, 32 (64%) of the participants agreed and four (8%) strongly agreed that current job evaluation methods find value of jobs in relation to other jobs within their organizations, having a 3.60 mean and .9035 standard deviation. Four (8%) had no opinion and 10 (20%) were in disagreement.

Fair & Reasonable (2.4)

In question 10, 35 (70%) of the participants agreed and one (2%) strongly agreed that current job evaluation methods are considered fair and reasonable. Seven (14%) disagreed with zero strongly disagreeing, and seven (14%) had no opinion. The mean was 3.60 and standard deviation was .7559.

Equitable (2.5)

In question 13, 32 (64%) of the participants agreed and three (6%) strongly agreed that using current job evaluation methods in job analysis is equitably applied within the organization. Eleven (22%) disagreed, with one (2%) strongly disagreed, and three (6%) had no opinion. The mean was 3.50 and standard deviation was .9742.

Current Job Descriptions (2.6)

Current descriptions reflect job duties and responsibilities of the job, as well as provide documentation to support job requirements, performance, and compliance issues. One of the most difficult job descriptions to keep current is a job having technological requirements. Technology is new and constantly changing. Survey question 11 was used to determine if job descriptions that are the result of job evaluation methodologies accurately reflect technological requirements, an important consideration when creating job descriptions. Results showed 28 (56%) agreed and five (10%) strongly agreed. Two (4%) had no opinion, 14 (28%) disagreed, (2%) strongly disagreed. There was a mean of 3.44 and standard deviation of 1.0721.

Salary (2.7)

In question 9, 16 (32%) of the participants agreed and 3 (6%) strongly agreed that implementing current job evaluation methods are the most effective way of increasing an employee's salary. The majority of participants disagreed (23 or 46%) and strongly disagreed (3 or 6%). Five participants (10%) had no opinion. The mean was 2.86 and standard deviation was 1.1250.

Intuitive (2.8)

Survey question 8 was used to determine whether a company not using job evaluation methods relied on intuitive instinct for placing jobs within the organizational hierarchy. The results indicate there is some disagreement regarding whether an organization should rely on intuition when creating a hierarchical pay structure, with 21 (42%) in disagreement and five (10%) strongly disagreeing. Seven (14%) had no

opinion. Fifteen (30%) survey participants agreed and two (4%) strongly agreed that intuitive overview approaches are taken within their organization to determine where jobs fit within their hierarchical structure instead of using current job evaluation methods. The mean was 2.76 and standard deviation was 1.1168.

What are the Factors That Should be Considered When Choosing a Job Evaluation Method? (3)

Survey questions 23 and 24 from Appendix D have depicted results on what important factors are considered relevant to support job evaluation methodologies, which are as follows: (a) What are the important factors? and (b) What are the three most important factors?

What are the Important Factors That Should be Considered When Choosing a Job Evaluation Method? (3.1)

Participants were asked to respond by choosing the factors they consider important in job evaluation methodology. Factors were presented on a five-point Lickert Scale where one equals strongly disagree and five equals strongly agree. Table 9 lists the results from question 23 of the survey (Appendix D) on what factors from highest to lowest are relevant to job evaluation methodology. Those factors with means ranging from 4.50 to 4.68 were considered as strongly agree as important to the job evaluation methodology. Means from 3.89 to 4.43 indicate agreement to those factors as important. Means of 3.19 to 3.77 were neutral responses. Factors with means of 3.20 or less were in disagreement with importance to job evaluation methodology.

Table 9.

Factors relevant in job evaluation methodology from highest to lowest.

Factors	Mean	Std. Dev.
Complexity of work	4.6800	.4712
Responsibility of end result	4.6667	.4764
Problem solving	4.6200	.4903
Accountability	4.6122	.6061
Latitude/Freedom to act	4.6000	.6179
Skill level required	4.5745	.4998
Technological skills required	4.5714	.5000
Supervision of other employees	4.5000	.6189
Education required	4.4255	.6166
Job conditions	4.1905	.7067
Physical effort	4.1190	.6700
Accuracy	4.0488	1.0476
Being a team player	3.8857	1.0508
Supervision of student employees	3.7714	1.0596
Volume of work	3.5500	1.2800
Employee value to the unit	3.1892	1.2211
Dependability	2.7714	1.2853
Current employee performance	2.3250	1.2066

What are the Three Most Important Factors That Should be Considered When Choosing a Job Evaluation Method? (3.2)

As seen in Table 10, the question was raised as to what three factors participants considered to be most important of those factors identified. When creating a job evaluation methodology, factors are a major consideration. Asking this question identified what the current compensation professional's opinion would be regarding those factors.

Participants considered accountability, complexity of work, and skill level required as the most important factors. Accountability with a frequency of 17 or 34% was the number one choice. Second, was complexity of work with a frequency of 10 or 20%. Third was skill level required with frequency of 9 or 18%. There was a narrow gap of frequency and percentage between those remaining factors on the list.

Table 10.

Three factors considered as most important in job evaluation methodology.

1st Most Important Factor	2nd Most Important Factor	3rd Most Important Factor
Accountability	Complexity of Work	Skill Level Required

How Should Job Evaluation Methods Be Conducted? (4)

Survey questions 14, 15, 16, 17, 18, 19, 20, and 21 from Appendix D were used to detect how job evaluations should be conducted to include the Shoulds of job evaluation methodology.

Should Unit Wide Job Reviews (Job Analysis) be Conducted on a Regular Basis? (4.1)

Survey question 20 was used to identify the participants' opinion of whether job analysis when conducted should take place on a recurring basis versus sporadic. Results, as shown in Table 11, were positively in agreement with 32 (64%) and strongly in agreement with 6 (12%). Four (8%) participants disagreed with regular recurring job reviews and no one strongly disagreed. There were 5 (10%) with no opinion. There was a 3.78 mean with .7637 standard deviation.

Should Salary Increases Resulting From a Job Review/Audit (Analysis) not be Denied Due to Budget Reasons? (4.2)

In question 15, 21 (42 %) of the participants agreed and 5 (10%) strongly agreed that budget reasons should not be a reason to deny salary increases that result from job analysis. Fourteen (28%) disagreed, 4 strongly disagreed, and 6 (12%) had no opinion. The mean was 3.18 and standard deviation was 1.1899 as shown in Table 11.

Table 11.

Means and standard deviations relating to effectiveness of job evaluation methodology

Survey Question	Mean	Standard Deviation
Employees and managers should participate in evaluation process	4.2000	.8571
Job analysis (reviews) should be conducted on a regularly scheduled basis	3.7800	.7637
Salary increases should be possible without analyzing (reviewing) the job	3.4800	1.1993
There should be separate job evaluation methods for exempt and non-exempt positions	3.2000	1.1780
Salary increases resulting from evaluation, should not be denied due to budget reasons	3.1800	1.1899
Evaluation should only be conducted if duties have changed	3.1200	1.1891
Performance should be considered when determining job classification	2.4400	1.2480

Should Job Reviews/Audits (Analysis) be Conducted Only if the Job Duties & Responsibilities Changed? (4.3)

Survey question 18 was used to determine whether job analysis should be conducted if job duties and responsibilities change. Participants were split in their opinion with 17 (34%) in agreement and 7 (14%) strongly agreeing. There were 25 or 50% disagreeing that job reviews (job analysis) should be conducted when duties change. No opinion and strongly disagree received no response. In Table 11, this question received a mean of 3.12 and standard deviation of 1.18.

Should Employees and Managers Both Participate in the Job Evaluation Process? (4.4)

Survey question 14 was used to discover the compensation professional's proclivity toward employees' and managers' participation together in the job evaluation process. Overwhelmingly, participants agreed (24, or 48%) and strongly agreed (20, or 40%) employees and managers should both participate in the job evaluation process as shown in Table 11. Four (8%) of participants disagreed with this approach to job evaluation, and 2 had no opinion. This question had the highest mean with 4.20 and standard deviation of .8571.

Should There be Separate Job Evaluation Methods for Exempt and Non-exempt Jobs? (4.5)

Survey question 16 was used to recognize whether separate job evaluation methodologies should be in identified with either exempt and non-exempt jobs classifications. Participants' opinions were divided on this issue with 17 (34%) in

agreement and 17 (34%) disagreeing. Seven (14%) of the participants strongly agreed, but then only 2 (4%) strongly disagreed with 7 having no opinion. The mean (Table 11) was 3.20 and standard deviation was 1.1780.

Should Employee Performance be Considered in Determining Job Classifications? (4.6)

Survey question 19 was used to recognize whether performance should be a consideration when deciding a job classification. Participants heavily leaned toward disagreeing with 18 (36%) and 13 (26%) strongly disagreeing to attention being given to employee performance when classifying a job. Ten (20%) agreed and 4 (8%) strongly agreed with, 5 having no opinion. The mean was 2.44 and standard deviation was 1.2480 (Table 11), supporting disagreement with this issue.

Should Salary Increases be Possible Without a Job Review/Audit (Analysis)? (4.7)

For question 17, 24 (48%) of the participants agreed and 9 (18%) strongly agreed that job review/audit (job analysis) should not be a deterrent to increasing salary. Fourteen (28%) disagreed, 2 (4%) strongly disagreed, and 1(2%) had no opinion. The mean was 3.48 and standard deviation was 1.1993 (Table 11).

When Should Job Reviews/Audits (Analysis) be Requested? (4.8)

According to the descriptive results (Table 12) of frequency and percentages, 46 (92%) agree that job reviews should be requested when job responsibilities increase (Survey Question 21). Forty-five (90%) agree job reviews should be requested when job responsibilities decrease. It is significant to mention that 35 (70%) disagree that a job review should be requested when employees request salary increases. Only

Table 12.

Frequencies and percentages of when job reviews (job analysis) should be requested.

Survey Question	No		Yes	
	Count	%	Count	%
When job responsibilities have increased	4	8.0%	46	92.0%
When job responsibilities have decreased	5	10.0%	45	90.0%
When an employee has requested a salary increase	35	70.0%	15	30.0%
Prior to a planned reorganization	17	34.0%	33	66.0%
Before new job duties are implemented	18	36.0%	32	64.0%
After new job duties are implemented	19	38.0%	31	62.0%

1 (2%) of the participants thought a job review (job analysis) should be requested before new job responsibilities are applied. Prior to a planned reorganization was the next least popular time to ask for a job review (analysis) with 37 (74%) of participants.

When participants were presented an opportunity to provide additional comments (question 25 as seen in Appendix D) the following ensued:

1. Job evaluation should be simple, practical and include market pricing.
2. Ability to handle confidential information and interpersonal skills are also important.
3. As a consultant answering questions about my organization, the general reply given is no opinion. On theoretical questions it was easier to answer.
4. Great Survey!
5. In question 23 in response to the disagree answers given, these are all desirable factors to look for both in a job and in an employee, but do they belong in a job evaluation. Appreciated opportunity to participate in this survey and would very much enjoy seeing the results.
6. Currently the organization is utilizing a Hay Point-Factor system for job evaluation but are in the process of converting to a Market-based slotting system. Above responses were based upon job evaluation system currently in use.
7. Would include impact on business unit if job is performed unsatisfactorily: (a) closure, (b) loss of profit/business, (c) loss of quantity/quality of product/services, (d) inconvenience, (e) little impact.

CHAPTER V

DISCUSSION, CONCLUSIONS, & RECOMMENDATIONS

Discussion

The purpose of this study was to identify job evaluation methodologies currently being used by compensation professionals within the East Tennessee region; opinions concerning job evaluation methodologies, as related to job reviews (analysis), job classification, and salary administration; and factors that should be considered when choosing job evaluation methodologies. The following questions guided the research: (a) What job evaluation methods are being used? (b) What are the opinions concerning the effectiveness of job evaluation methods? c) What are the factors that should be considered when choosing a job evaluation method? and (d) How should job evaluation methods be conducted?

The participants of this study consisted of 50 compensation professionals from the East Tennessee Compensation Association (ETCA). The participants were chosen because of their direct contact with job evaluation methodologies. Members of the ETCA were chosen also because of their regional demographic availability and their professional involvement as compensation professionals within their respective organizations within the chosen region.

The study results were exhibited in formats that include the following: (a) as frequencies, percentages, means, standards, and deviations, and (b) in tables and figures.

What Job Evaluation Methods are Being Used?

The demographic issues addressed in the survey relating to job evaluation methodology are the following: (a) organization size, (b) organization type, (c) compensation professional's time in position, and (d) internal/external sources.

The study identified that the majority of participants were from the larger organizations with > 1001 employees and organizations with 501-1000 employees. It was found that the majority of participants' organizations utilized the point rating, job classification, and Hay Guide Chart-Profile methodologies. The factor comparison methodology was somewhat utilized and the ranking method least utilized. After the organizational size information was collapsed into 500 or less and 501 or more it was found that organizations of 500 or less utilized job classification methodologies. Larger organizations with 500 or more utilized the Hay Guide Chart-Profile methodology.

The study identified various types of organizations. The types of organizations represented were broken into very narrow margins except for the Other category. The majority of participants chose the Other category, representing an unknown variable within this study.

Participants were asked how long they had been associated with the job review/audit (job analysis) process. There were many varied responses ranging from 1 year to 25 years in association with job evaluation process. Time in position was an average of approximately 10 ½ years.

According to the frequencies and percentages from this study, the majority of organizations rely upon internal sources to implement the job evaluation methodology. These results indicate organizations are relying on their own knowledge for job evaluation methodology.

What are Opinions Concerning the Effectiveness of Job Evaluation Methods?

The issues addressed in the survey relating to job evaluation methodology are the following: (a) duties and responsibilities, (b) evaluation of different jobs and relative worth, (c) value of jobs in relation to other jobs within the organization, (d) fair and reasonable, (e) equitable, (f) current job descriptions, (g) salary, and (h) intuitive.

The concept that job evaluation methods examine duties and responsibilities of the job and not the individual holding the job was presented to the participants for this study. Most participants either agreed or strongly agreed that job evaluation methods examine duties and responsibilities of the position and not the individual in the position.

As provided by Dessler (1997) in the definitions, job evaluation establishes the relational worth of one job to another, placing value or worth on a job to set up a hierarchical structure and pay rates within that structure. According to the study results, job evaluation method is useful for assessing the relative worth of jobs effectively, as well as the value in relation to other jobs within the organization.

Under the current job review/audit (analysis) process, if a supervisor wants to increase an employee's salary, the most effective way to do that is to use a job evaluation methodology. Over half of the participants disagreed or strongly disagreed

According to the frequencies and percentages from this study, the majority of organizations rely upon internal sources to implement the job evaluation methodology. These results indicate organizations are relying on their own knowledge for job evaluation methodology.

What are Opinions Concerning the Effectiveness of Job Evaluation Methods?

The issues addressed in the survey relating to job evaluation methodology are the following: (a) duties and responsibilities, (b) evaluation of different jobs and relative worth, (c) value of jobs in relation to other jobs within the organization, (d) fair and reasonable, (e) equitable, (f) current job descriptions, (g) salary, and (h) intuitive.

The concept that job evaluation methods examines duties and responsibilities of the job and not the individual holding the job was presented to the participants for this study. Most participants either agreed or strongly agreed that job evaluation methods examine duties and responsibilities of the position and not the individual in the position.

As provided by Dessler (1997) in the definitions, job evaluation establishes the relational worth of one job to another, placing value or worth on a job to set up a hierarchical structure and pay rates within that structure. According to the study results, job evaluation method is useful for assessing the relative worth of jobs effectively, as well as the value in relation to other jobs within the organization.

Under the current job review/audit (analysis) process, if a supervisor wants to increase an employee's salary, the most effective way to do that is to use a job evaluation methodology. Over half of the participants disagreed or strongly disagreed

with the aforementioned concept that job evaluation was the most effective way to increase an employee's salary.

In evaluating jobs without using a job evaluation plan, do organizations rely on a more intuitive overview approach such as deciding that one job is more important than another within the organizational structure? The study found that over half the organizations do not rely on intuition when implementing a hierarchical pay structure, but would prefer job evaluation methods.

Determining the worth of jobs to ensure internal equity is accomplished with the application of job evaluation methods. The study revealed that the majority of participants thought that job evaluation methods were equitably applied within their organizations in job review/audit (analysis). The study also found that the greater part of the participants considered job evaluation methods as fair and reasonable. Based on Madigan and Hills' 1988 study, developing fair and reasonable hierarchical job/salary structures can be accomplished with the use of reliable and valid job evaluation methods and procedures. The same study determined that job evaluation methods can find value of a job in relation to other jobs within the organization given that all jobs are evaluated with similar criteria. Job/salary structures vary depending on human subjectivity and to what degree the compensable factors differ (Madigan & Hills, 1988).

Do current job descriptions accurately reflect technological requirements? The study results indicate the majority of participants think that technological requirements were accurately reflected in the organizations' job descriptions. Franklstein and Hatch (1987) strongly express how job evaluation methods and tools require maintenance on a

continual basis. Most job evaluation methods are not designed to be updated regularly. Insufficient technological criteria for evaluating jobs should alert organizations about accuracy and efficiency of job evaluation methods.

What are Factors That Should be Considered When Choosing a Job Evaluation Method?

The issues addressed in the survey relating to factors are the following: (a) What are the important factors in job evaluation methods? and (b) What are the three most important factors from those identified?

The important factors identified in the study from question 23 in order of importance with the most important listed first were the following: (a) complexity of work, (b) responsibility of end result, (c) problem solving, (d) accountability, (e) latitude/freedom to act, (f) skill level required, (g) technological skills required, (h) supervision of other employees, (i) education required, (j) job conditions, (k) physical effort, (l) accuracy, (m) being a team player, (n) supervision of student employees, (o) volume of work, (p) employee value to the unit, (q) dependability, and (r) current employee performance.

The three factors identified from the aforementioned list that compensation professionals considered most important, listing the most important first, were the following: (a) complexity of work, (b) responsibility of end result, and (c) problem solving.

How Should Job Evaluation Methods be Conducted?

The issues that were addressed relating to how job evaluation methods should be conducted are the following: (a) Should job reviews (job analysis) be conducted only if the job duties and responsibilities have changed, (b) Should there be separate job evaluation methods of exempt and non-exempt jobs, (c) Should employee performance be considered in determining job classifications, (d) Should salary increases be possible without a job review/audit (job analysis), (e) When should job reviews (job analysis) be requested, (f) Should unit-wide job reviews be conducted, and (g) Should salary increases resulting from a job review/audit (job analysis) be denied due to budget reasons?

How do compensation professionals think job evaluation methodologies should be conducted? This study revealed that a review of an employee's job through job analysis should be requested, mainly, when job responsibilities have either increased or decreased. Given a smaller frequency, a review of an employee's job through job analysis should be requested when there is a planned reorganization, before new job duties are implemented, and after new job duties are implemented. It is significant to mention that requesting a review of an employee's job when an employee asks for a salary increase was the least important for requesting an analysis.

Salary is another issue in which employees may mistakenly perceive a link between salary increases as the result of job reviews/audits (job analysis). The study revealed that salary increases should be possible without requesting a review of an employee's job lending support to the idea that salary increases are not a residue of job

analysis. The participants also thought salary increases should not be denied due to budget reasons.

Analyzing jobs on a regular basis and as units is another theory. The study found that many compensation professionals thought that job review/audit (job analysis) should be conducted on a regularly scheduled basis. When asked if job reviews/audits (analysis) should be conducted only if the job duties and responsibilities change, the outcome was divided.

Should employees and managers both participate in the job evaluation process? The study discovered that the compensation professional overwhelmingly agreed employees and managers should participate together in the job evaluation process. When asked if the employee's performance should be considered in determining job classifications, the study found that performance should not be a consideration.

There are different kinds of job evaluation methods an organization can choose to utilize when analyzing exempt and non-exempt jobs. Should there be a separate job evaluation methodology for exempt and non-exempt jobs? The study found the participants were divided on this issue. Madigan and Hills gleaned from their study, not all compensation professionals agree that different job evaluation methods produce different results.

Comments from participants of the web-based survey were submitted in response to the online survey questions. The results, listed below, provide additional information for future reference:

1. Job evaluation should be simple, practical and include market pricing.

2. Ability to handle confidential information and interpersonal skills are also important.
3. As a consultant answering questions about my organization, the general reply given is no opinion. On theoretical questions it was easier to answer. Hope this makes sense.
4. Great Survey!
5. In question 23 in response to the disagree answers given, these are all desirable factors to look for both in a job and in an employee, but do they belong in a job evaluation. Appreciated opportunity to participate in this survey and would very much enjoy seeing the results.
6. Currently the organization is utilizing a Hay Point-Factor system for job evaluation but are in the process of converting to a Market-based slotting system. Above responses were based upon job evaluation system currently in use.
7. Would include impact on business unit if job is performed unsatisfactorily: (a) closure, (b) loss of profit/business, (c) loss of quantity/quality of product/services, (d) inconvenience, (e) little impact.

Conclusions

The conclusions drawn from this study include the following:

1. There is a significant difference in choice of methodology by size of organization with the most utilized job evaluation methodologies being the point rating, job classification and Hay Guide Chart-Profile.

a. The methodology used by organizations with <500 employees was the job classification method.

b. The methodology used by organizations with 501 or greater was the Hay Guide Chart-Profile method.

2. Choice of methodology by type of organization could not be determined due to a majority of responses in the category of Other, an unknown variable.
3. Time in position as a compensation professional results in different mean of 10.49.
4. The greater part of organizations rely on their own internal knowledge base to provide job evaluation methodology.
5. Overall, job evaluation methodologies are effective in the following: (a) examines duties and responsibilities; (b) facilitates process of evaluating different jobs and relative worth; (c) finds value of a job in relation to other jobs within organization; (d) fair and reasonable; (e) equitable; and (f) current job descriptions.
6. Job evaluation methods would not be effective in providing salary increases.
7. Organizations do not rely on an intuitive overview instead of job evaluation.
8. Factors considered most important by compensation professionals were the following: (a) complexity of work; (b) responsibility of end result; and (c) problem-solving.
9. Job reviews/audits (job analysis) should be conducted on a regular basis.

10. Employees and managers both should participate in the job evaluation process.
11. Salary increases should be possible without job reviews (job analysis) and should not be denied due to budget reasons.
12. Utilizing separate job evaluation methods for exempt and non-exempt jobs is a consideration of various organizations.
13. Performance of employee is not a consideration in the job evaluation process.
14. Job review/audits (analysis) should be requested when job responsibilities have increased or have decreased.

Recommendations

It is recommended that further research be conducted on this subject, possibly in areas to include the following:

1. Do different job evaluation methods yield similar results?
2. Is there bias in job evaluation methods?
3. Is job evaluation method a deterrent to wage and/or sexual discrimination?
4. Have trends occurred in the use in compensable factors relevant to job evaluation methods over the years or are they unvarying?
5. What are the unknown variables within the Other category of responses regarding the types of organizations representative of compensation professionals?

6. Do technical jobs need a more current job evaluation methodology with factors that represent the technical environment?

REFERENCES

REFERENCES

AFL-CIO American Federationist. (2000, April 25). A short history of american labor. [On-line] Available: http:// www.unionweb.org/history.htm

Bellak, A. O. (1985). The Hay Guide chart-profile method of job evaluation (2nd ed.). Philadelphia, PA: McGraw-Hill.

Brady, R.L., & Persson, L.N. (2000). Employee compensation in Tennessee, Danvers, MA: Business & Legal Reports, Inc.

Brewer, E.W., Campbell, A.C., & Petty, G.C. (2000). Foundations of workforce education. Dubuque, IA: Kendall/Hunt.

Bureau of National Affairs. (2001). Types of job evaluation plans. Online Human Resources Library [On-line serial]. Available: http://hrlibrary.bna.com

Dessler, G. (1997). Human resource management (7th ed.). Upper Saddle River, NJ: Prentince-Hall.

Effective Compensation, Inc. (ECI). (1999). Job evaluation: Understanding the issues. CareerPath Job Evaluation [On-line]. Available: http: //www.eci-us.com/ CareerPathJobEvaluation.pdf

Finklestein, J.A., & Hatch, C.H. (1987, January). Job evaluation: New technology, new role for H.R. managers. Personnel,64(1), 5-10.

H.R. Answers, Inc. (2000). Compensation plans. In Salary source [On-line]. Available: http:// www.salarysource.com

Jackson, S.E., & Schuler, R.S. (1996). Human resource management (6th ed.). St. Paul, MN: West Publishing Company.

Livy, B. (1975). Job evaluation: A critical review. New York: John Wiley & Sons.

Madigan, R.M., & Hills, F.S. (1988, Fall). Job evaluation and pay equity. Public Personnel Management, 17(3), 323-330.

Neufeldt, V. (Ed.). (1988). Webster's New World Dictionary (3rd Ed). New York Webster's New World Dictionaries.

Otis, J.L., & Leukart, R.H. (1948). Job evaluation: A basis for sound wage Administration. New York: Printice-Hall.

Salt Lake Community College Continuous Quality Improvement Team (SLCC). (1998). Understanding the staff job evaluation process. In The Salt Lake Community College Job Evaluation Team Minutes [On-line]. Available: www.slcc.edu/hr/JEC.htm

TRICORN Human Resources Consulting, Ltd. (2000). Job evaluation. [On-line]. Available: www.payinfo.co.uk/new_page_76.htm.

United Sates Department of Energy (DOE). (2000). Training resources and data exchange. Washington, DC: Author.

United States Department of Labor (DOL). (1993). Fair Labor Standards Act of 1938, as Amended (29 USC;201 et seq.; 29 CFR 510-794).

Zollitsch, H.G. & Langsner, A. (1970). Wage and salary administration (2nd ed.). New Rochell: South-Western Publishing Company.

APPENDICES

Appendix A

Example of Job Evaluation Tool

University of California, Berkeley

Request for Computing Classification Review

INSTRUCTIONS: The following questionnaire will assist in determining the appropriate classification of position being reviewed. Boxes (☐) are filled in by placing the cursor on them and left-clicking the mouse. Move between fields with the TAB key. Most text fields ( ) are not restricted in the amount of information they may hold, although some are restricted by the type of information that may be inserted.

Requested Action:	Reclassification ☐ Vacancy ☐
Incumbent's Name:	
Incumbent's Title:	
Requested Title:	
Supervisor's Name:	
Supervisor's Title:	
Control Unit:	
Department:	
Questionnaire Completed By:	
Date (mm/dd/yy):	

Significant changes – If this is a reclassification request, identify specific areas of change in job functions and/or responsibilities since the position was last reviewed.

Computer Classification Review Form
Office of Human Resources
Reprinted with permission of the author.

I. ORGANIZATION OVERVIEW

Organization chart: Submit a current organization chart with each classification/ reclassification request. A formal, printed organizational chart is not required, but it should be sufficiently detailed to reflect departmental structure and the position's relationship in the current organization. Please make sure the position is clearly marked on the organization chart.

Organization Summary: Please give a brief description of the department in which the job resides. What services are provided to whom and why?

Job Summary: Please give a general summary of the overall function or purpose of the job. Why does this job exist.

Major Functions: List the major functions of this job, in the order of importance. Be brief but include all important details. Try to start each statement with an action verb (i.e., operate, design, prepre, develop, analyze, sell). You don't need to use full sentences by you should state what the task is, how it is accomplished, and why it is done (i.e., why is the activity of value to UC Berkeley). Indicate the total percentage of time spent in a typical month, rounded to the nearest 5%, for each area of responsibility. **The percentage must total 100%.**

If you design or maintain a website, please include the URL address in this section. Examples:

Examples:

45%	1. Works independently on the design, installation and maintenance of small systems projects.
35%	2. Develops and implements operations, policies and work standards to provide information utilities and related services to the organization.

Percent of Time	MAJOR FUNCTIONS

II. KNOWLEDGE AND SKILLS

Describe the depth, scope, and complexity of technical knowledge nd skills that this position must possess to be able to satisfactorily perform this job. Are these skills entry level, fully functional level, or advanced level? Give specific examples. (1/2 page or less)

III. IMPACT

Describe the impact of this job on the campus/department. (50 words or less)

IV. SUPERVISION RECEIVED

How does the position's supervisor provide instruction? How often do they meet? How are errors discovered? (50 words or less)

V. SUPERVISORY AND ADMINISTRATIVE RESPONSIBILITIES

Does this position supervise others? Yes ☐ No ☐ (Skip this section)

How many people are supervised? Directly Through others

List all employees this position supervises. Please make sure that all these positions are clearly shown on the organizational chart you attach.

Name	Payroll Title	% FTE

Supervisory functions:

Does this position train these employees	Yes ☐	No ☐
Does this position handle their grievances?	Yes ☐	No ☐
Does this position recommend disciplinary action as required?	Yes ☐	No ☐
Does this position plan and assign work to employees?	Yes ☐	No ☐
Does this position recommend transfers, promotions, salary increases?	Yes ☐	No ☐
If not, who does?		
Is this position answerable for the quality of work produced by these employees?	Yes ☐	No ☐
If so, to whom?		
Does this position review subordinate employees' work?	Yes ☐	No ☐
Does anyone else review subordinate employees' work?	Yes ☐	No ☐
If so, who does?		
Does this position prepare performance evaluations?	Yes ☐	No ☐
Does this position have budgetary responsibilities?	Yes ☐	No ☐
If yes, describe them		

On the average, how many hours per day do you spend in the performance of the duties listed above? Hour(s)

VI. PREMIUM SKILLS

What special skills would incumbent be expected to possess in order to satisfactorily perform this job?

If you design maintain a website, please include the URL address here:

1. Programming Languages
☐ C ☐ C++ ☐ JAVA ☐ SAS ☐ FORTE ☐ COBOL ☐ LISP
☐ FORTRAN ☐ TCL/TK ☐ POWERBUILDER ☐ OTHER

2. Scripting, Markup, Query, and Control Languages
☐ PERL ☐ SHELL ☐ SCRIPT ☐ PYTHON ☐ HTML ☐ SGML ☐ XML
☐ JAVASCRIPT ☐ SQL ☐ JCL ☐ BRIO ☐ VISUAL C++ ☐ VISUAL BASIC
☐ MICRO FOCUS COBOL ☐ OTHER:

3. Operating Systems
☐ SOLARIS ☐ OSF ☐ HPUX ☐ AIX ☐ IRIX ☐ LINUX ☐ XML
☐ MVS ☐ OS2 ☐ WINDOWS NT ☐ WINDOWS 95/98 ☐ MAC OS
☐ OTHER:

Appendix B

EXAMPLE JOB DESCRIPTION

Title: Technical Associate	Job Code:

Job Summary: This position administers WSI project publications and technical documents through the editorial and production process. Assists in managing the corrective action program for the organization. May supervise designated employees.

Essential Duties & Responsibilities

Interfaces with management to administer project publications and corrective action program, ensuring information management standards and quality assurance standards are met in the coordination of work and interpreting contractual requirements.

Researches, develops, analyzes, writes, and edits information in the design and production of effective publications and technical documents.

Plans, manuscripts, reports and other information documents; ensures accuracy of content, clarity, and syntax; verifies facts, dates, and statistics; ensures inclusion of all relevant copy and adherence to the schedule from the development, authors, illustration, and layout

Proofs manuscripts for grammar, punctuation, fluidity of text, and fidelity of author's intent, ensuring preparation and delivery of publication/documents to meet company milestones and customer expectations.

Reviews and confirms quality of final print or electronic publication before release to customer. Develops and/or manages resources in support of programs, projects, and proposals. Prepares briefing packages, presentation materials, and workshop materials.

Initiates or replies to correspondence from Department Of Energy regarding materials published or being considered for publication.

Administers directives compliance process, as well as, administering project tracking to include but not limited to corrective action and contract requirements databases.

Reviews corrective actions submitted by others to ensure that problems are fixed and can be accomplished as scheduled.

Assists in the development of root cause analysis of occurrences and findings and development of lessons learned from findings and occurrences or development of reasons for not developing lessons learned.

Maintains a summary of all corrective actions assigned to the organization and report status to supervisor and management on a routine basis.

Reviews data in database system on a regular basis to identify corrective actions coming due, and those that are overdue, and work with appropriate management and staff personnel to close those actions.

Develops change requests for those actions that cannot be completed on time or as described. Develop and assemble evidence required to close completed corrective actions. When evidence is submitted indicating the corrective actions are complete this position will verify and validate evidence before submitting to Quality Organization.

Completes and ensures proper disposition of appropriate internal records.

Attends meetings or conferences and submits presentations as required.

May supervise designated employees.

Performs other related duties as required.

Title: Technical Associate (Continued)

REQUIRED QUALIFICATIONS (What is needed to perform the essential job duties.)

Minimum Knowledge, Skills & Abilities

Knowledge and expertise in the use of English grammar and a general knowledge of technical principles.

Knowledge, skill and ability to develop documentation by interpreting contractual requirements and by interfacing with management, staff and other disciplines to gather information for reporting.

Knowledge and skillful experience with government, legal, and technical documentation, possessing graphic creativity.

Knowledge and skill in the advanced use of word processing, spreadsheet, presentation development, database software on personal computers to include, but not limited to MSWord, Word Perfect, and PowerPoint.

Knowledge, skill and ability to effectively develop and manage resources in support of programs, projects and proposals.

Ability to apply strong interpersonal skills to work closely with management, staff and other disciplines.

Must be a self-starter with good organizational and analysis skills.

Must have excellent oral and written communication skills.

Minimum Education & Experience	**Desired Education & Experience**
B.A. or B.S. degree in Journalism, Communications, English or scientific discipline with a minimum of three to six years of related experience or combination of academic and work experience equivalency to include three years supervisory experience.	M.A. or M.S. degree in Journalism, Communications, English or scientific discipline with a minimum of two to five years of related experience to include three years supervisory experience. Knowledge of Quark Express a plus. Training in root cause analysis and experience with developing and tracking corrective actions is desirable.

APPROVAL	Print	Signature
	Date **HR COMPENSATION**	
	INCUMBENT'S SUPERVISOR	
	INCUMBENT	
	DIVISION DIRECTOR	

Appendix C

Email Notification 2"

From: Department of HRD [hrdhelp@usa.net]

Sent: Saturday, December 16, 2000 1:33 PM

To: A list of participant's e-mail addresses were entered here.

Subject: The University of TN - Dept. of HRD Research Study

Importance: High

Many current job evaluation systems have been around for a long time without significant changes. Your experience and perceptions of job evaluation methodologies can help in addressing their use and improvements. The goal is to identify effective job evaluation methodologies used to evaluate and compensate employees. Please take a just a minute or two and complete the survey. All you have to do is click on the following address:

*http://web.utk.edu/~davidh/test/JobEvalSurvey-ver2.htm

It will take you directly to the survey. Once you have finished the completed survey please click on the "Submit" button on the bottom of the page, your input will autonomously be sent to a server for collecting data. Submission of this questionnaire will constitute your informed consent to participate. If you do not have access to the Internet for such activities, please email me franclemmons@netscape and I can send you a MS WORD or WordPerfect Document to fill out and return via email.

I appreciate your time in this effort.

Sincerely,

Frances B. Clemmons
Master's Candidate in Human Resource Development

*Site is no longer active.

Appendix D
Online Survey Questionnaire

Job Evaluation Methodology Survey

The University of Tennessee, Knoxville

Department of Human Resource Development

This is a brief survey related to job evaluation methods used in job evaluation system processes, focusing on position evaluations and not performance evaluation. Please take just a few minutes to answer the following questions even if you have little or no experience with the complete process. The questions may be answered in this interactive document by clicking on the best answer. Your participation is greatly appreciated.

1. Does your organization use an internal or external source to identify changes in duties and responsibilities of an employee's position?

- ○ Internal
- ○ External

2. What is the size of your organization?

- ○ less than 50
- ○ less than 100
- ○ 101 - 150
- ○ 151 – 250
- ○ 251 – 500
- ○ 501 – 1000
- ○ 1001 or more

3. Choose the description below that best describes your company.

- ○ Consulting
- ○ Customer Service/Support
- ○ Distribution
- ○ Finance/Accounting
- ○ Information Technology
- ○ Marketing/Advertising/Communication
- ○ Product Management
- ○ Production/Precision
- ○ Research & Development
- ○ Sales
- ○ Skilled Trade
- ○ Other

4. Which job evaluation method(s) below is/are used to review/audit employee jobs in your organization.

- ○ Ranking Method
- ○ Point Rating Method
- ○ Factor Comparison Method
- ○ Hay Guide Chart-Profile Method
- ○ Job Classification Method
- ○ Other (please type in name)

>

5. Does the current job evaluation method(s) used by your organization determine the relative worth of a job effectively?

◉ Strongly Agree ○ Agree ○ No Opinion ○ Disagree ○ Strongly Disagree

6. Does the current job evaluation method(s) used by your organization find the "value" of the job in relation to other jobs within your organization?

○ Strongly Agree ○ Agree ○ No Opinion ○ Disagree ○ Strongly Disagree

7. Do the compensable factor(s) of your current evaluation method(s) (i.e., education, experience, skills, problem solving, or decision making) facilitate the process of evaluating different jobs and the relative worth of each?

○ Strongly Agree ○ Agree ○ No Opinion ○ Disagree ○ Strongly Disagree

8. In evaluating jobs, your organization takes a more intuitive overview approach such as deciding that one job is "more important" than another within the organizational structure without relying on job evaluation methodologies.

◉ Strongly Agree ○ Agree ○ No Opinion ○ Disagree ○ Strongly Disagree

9. Under your current review/audit process if a supervisor wants to increase an employee's salary , the most effective way to do that is to use a job evaluation methodology.
○ Strongly Agree ○ Agree ○ No Opinion ○ Disagree ○ Strongly Disagree
10. The current job evaluation method is considered fair and reasonable.
○ Strongly Agree ○ Agree ○ No Opinion ○ Disagree ○ Strongly Disagree
11. Your company's current job descriptions accurately reflect their technological requirements.
○ Strongly Agree ○ Agree ○ No Opinion ○ Disagree ○ Strongly Disagree
12. A job review/audit using a job evaluation method examines the duties and responsibilities of the position not the person holding the position.
○ Strongly Agree ○ Agree ○ No Opinion ○ Disagree ○ Strongly Disagree
13. Using the current evaluation method, job reviews/audits are applied equitably throughout your organization.
○ Strongly Agree ○ Agree ○ No Opinion ○ Disagree ○ Strongly Disagree
14. Employees and their managers should participate in the job evaluation process.
○ Strongly Agree ○ Agree ○ No Opinion ○ Disagree ○ Strongly Disagree
15. Salary increases, resulting from a job review/audit, should <u>not</u> be denied due to budget reasons.
◉ Strongly Agree ○ Agree ○ No Opinion ○ Disagree ○ Strongly Disagree
16. There should be separate job evaluation methods for exempt and non-exempt positions.
○ Strongly Agree ○ Agree ○ No Opinion ○ Disagree ○ Strongly Disagree

17. Employee salary increases should be possible without reviewing/auditing the job.

○ Strongly Agree ○ Agree ○ No Opinion ○ Disagree ○ Strongly Disagree

18. A job review/audit using a job evaluation method should be conducted only if the job duties and responsibilities have changed.

○ Strongly Agree ○ Agree ○ No Opinion ○ Disagree ○ Strongly Disagree

19. Employee performance should be considered when determining a job classification.

○ Strongly Agree ○ Agree ○ No Opinion ○ Disagree ○ Strongly Disagree

20. Unit wide job reviews/audits should be conducted on a regularly scheduled basis, for example, once every four years.

○ Strongly Agree ○ Agree ○ No Opinion ○ Disagree ○ Strongly Disagree

21. Job reviews should be requested: (mark any that apply)

○ 1. when job responsibilities have increased.

○ 2. when job responsibilities have decreased.

○ 3. when an employee has requested a salary increase.

○ 4. prior to a planned reorganization.

○ 5. before new job duties are implemented.

○ 6. after new duties and/or responsibilities are implemented.

22. How long have you been associated with the job review-audit process?

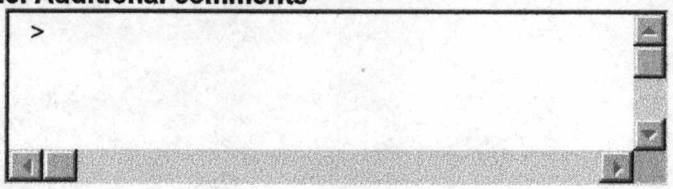
23. Using the Likert Scale below, click the button under the column adjancent to the factors listed in the left hand column that you consider important in job evaluation methodology(s).

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
Accountability	○	○	◉	○	○
Accuracy	○	○	◉	○	○
Being a Team Player	○	○	◉	○	○
Complexity of Work	○	○	◉	○	○
Current Employee Performance	○	○	◉	○	○
Dependability	○	○	◉	○	○
Education Required	○	○	◉	○	○
Employee's Value to the Unit	○	○	◉	○	○
Job Conditions	○	○	◉	○	○
Latitude/Freedom to Act	○	○	◉	○	○
Physical Effort	○	○	◉	○	○
Problem-Solving	○	○	◉	○	○
Responsibility for End Result (Buck Stops Here)	○	○	◉	○	○
Skill Level Required	○	○	◉	○	○
Supervision of Student Employees	○	○	◉	○	○
Supervision of Other Employees	○	○	◉	○	○
Technological Skills Required	○	○	◉	○	○
Volume of work	○	○	◉	○	○

24. What are the top three (3) factors from the above list that you consider to be most important in job evaluation methodology?

1. > 2. > 3. >

25. Additional comments



Submit Job Evaluation Feedback Survey

Appendix E

Questions of Study in Relation to Survey

Questions	Survey Source
1. What job evaluation methods are being used? 1.1. Job Evaluation Methodology. 1.1.1. Choice of method by size of organization? 1.1.2. Choice of method by type of organization? 1.2. What is the length of time the participant has been associated with job evaluation methods? 1.3. Does the company rely on internal methods of job evaluation vs. relying on external sources to provide job evaluation results?	Survey Questions 1, 2, 3, 4, & 22 will be used to answer Question 1.
2. What are opinions concerning the effectiveness of job evaluation methods? 2.1 Examines Duties and Responsibilities 2.2 Facilitates Process of Evaluating Different Jobs and Relative Worth 2.3 Finds Value of a Job in Relation to Other Jobs Within Organization 2.4 Fair and Reasonable 2.5 Equitable 2.6 Current Job Descriptions 2.7 Salary 2.8 Intuitive	Survey Questions 5, 6, 7, 8, 9, 10, 11, 12, 13, will answer Question 2.
3. What are the factors that should be considered when choosing a job evaluation method? 3.1 What group of factors is important to include in a job evaluation method? 3.2 What are the three most important factors from the identified factors?	Survey Questions 23 & 24 will be used to answer Question 3.
4. How should job evaluation methods be conducted? 4.1 Should job reviews/audits be conducted only if the job duties & responsibilities changed? 4.2 Should employees & managers both participate in the job evaluation process? 4.3 Should there be separate job evaluation methods for exempt and non-exempt jobs? 4.4 Should employee performance be considered in determining job classifications? 4.5 Should salary increases be possible without a job review/audit? 4.6 When should job analysis be requested? 4.7 Should unit wide job reviews/audits be conducted? 4.8 Should salary increases resulting from job reviews/audits be denied due to budget reasons?	Survey Questions 14, 15, 16, 17, 18, 19, 20 and 21 will be used to answer Question 4.

VITA

Frances Elizabeth Burns Clemmons was born in Florence, Alabama on December 17, 1950. She attended the local university for one year. In June, 1970 she married and worked for five years in banking before having three sons. She and her family relocated to Knoxville, Tennessee in 1992. Spring of 1993 she enrolled at the University of Tennessee (UT) and soon afterwards started working with the Tennessee Valley Authority part-time as a training associate. After receiving her undergraduate degree in Human Resource Development in December 1995, she began work in February of 1996 at the University of Tennessee in the Department of Human Resources Management as a compensation specialist. She later enrolled in the Master's program in 1996 while working full-time. In January of 2000, she resigned from UT to begin a career with Wackenhut Services, Inc. of Oak Ridge, TN as a compensation and performance specialist. She received her degree of Master's of Science with a major in Human Resource Development from the University of Tennessee in May 2001. She currently has four and half years of experience in compensation and performance planning. All three of her sons have attended the University of Tennessee. Two sons have graduated and one is presently a Junior.