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Job Evaluation: Foundations and applications.





The Korn Ferry Hay Group Guide Chart-Profile Method of Job EvaluationSM is the most widely accepted method worldwide, in use by over half of the world's largest employers and thousands of organizations in every sector of the global economy.

The Guide Chart method is well known for its use in establishing the value of work in organizations. Korn Ferry Hay Group's job evaluation method also serves as the basis for many other important human capital applications, such as clarifying organization structures, defining job interdependencies and accountabilities; identifying capability requirements needed for talent development, and setting competitive pay practices.

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Introduction

In this challenging business environment, organizations realize that lax control of human resource programs increase organizational risk, which are reflected in higher costs, inadequate talent pipelines, mis-aligned reward programs, and reduced employee engagement. Organizations are asking for effective and efficient programs that meet multiple needs and reduce costs. Korn Ferry Hay Group’s job evaluation methodology can help organizations achieve these goals.

Korn Ferry Hay Group’s approach is designed to maximize an organization’s return on its human resources investment. While historically linked primarily to reward management, we evolved a set of methods that clarify organization structure design, facilitate mapping of job accountabilities to business objectives, and link characteristic job evaluation patterns to behavioral competencies. All of these approaches are supported with rigorous methodologies, technology tools, and streamlined processes, which when applied have become the best practice standard used by the world’s most admired organizations.

This paper provides an overview of the Korn Ferry Hay Group Guide Chart-Profile Method of Job Evaluation, related applications, and streamlined approaches that are based on the core methodology.

Organizations are asking for effective and efficient programs that meet multiple needs and reduce costs. Korn Ferry Hay Group’s job evaluation methodology can help organizations achieve these goals.



Korn Ferry Hay Group job evaluation: foundations.

Korn Ferry Hay Group pioneered the 'factor comparison' job evaluation method and in the early 1950s consolidated the method into the Korn Ferry Hay Group Guide Charts (Bellak, 1984). The Korn Ferry Hay Group Guide Charts are proprietary instruments that yield consistent and legally defensible evaluations of the content of jobs. Korn Ferry Hay Group's job evaluation approach is the world's most widely utilized, accepted, and tested over time as a fair and unbiased way to determine job worth.

Organizations use the Korn Ferry Hay Group methodology to evaluate jobs against a set of common factors that measure inputs required (knowledge, skills, and capabilities), throughputs (processing of inputs to achieve results), and outputs (end result expectations). We define these

three factors as 'know-how,' 'problem-solving' and 'accountability.' During the evaluation process, a job's content is analyzed relative to each factor and assigned a numerical value. These factor values are then totaled to determine the overall job 'size.' The various job size relationships, as well as the factor proportions associated with each job, can be useful in a number of organizational and human resource planning applications.

Most Korn Ferry Hay Group clients use the full power of the core Guide Chart methodology to evaluate a core set of benchmark jobs. These benchmark evaluations, which reflect both the breadth of the organization's functions and business units and the various levels in the organizational hierarchy, form the foundational framework or backbone of the job leveling structure.

Some of our clients continue to use the full Guide Chart methodology to evaluate all other positions. Others, depending on their specific needs and applications of the job evaluation process, adopt one or more of a set of streamlined approaches. Streamlined approaches are built on the foundation of the full Guide Charts, and are based on the benchmark job structure.



Korn Ferry Hay Group job evaluation: factors.

The input-throughput-output model is reflected in the Korn Ferry Hay Group method as knowhow, problem solving, and accountability. Each factor includes two-to-three subfactors.

The output factor—accountability— is covered first, since every job is designed to achieve predetermined results. This factor typically receives the least attention and weight in many other evaluation methodologies. In the Korn Ferry Hay Group methodology, accountability related concepts are woven into all three factors, with the most direct linkage in the accountability factor. The accountability also grows in relative weight and important as job size increases, unlike some models that keep accountability at a fixed weight.

Accountability.

Every job exists to add organizational value by delivering some set of results (or outputs). Accountability measures the type and level of value a job can add. In this sense, it is the job's measured effect on an organization's value chain. In the Korn Ferry Hay Group evaluation methodology, it has three dimensions (in order of importance):

1. Freedom to act: The degree of organizational empowerment to take action and the guidance provided to focus on decision-making.

2. Nature of impact: The nature of the job's impact and influence on organizational results. See the in-depth discussion 'So, who is accountable?' on the following page.

3. Magnitude (area of impact): The business measure(s) the job is designed to positively impact (measured on an annual basis, typically in financial terms, to achieve consistency across jobs).

Know-how.

To achieve the accountabilities of a job requires 'know-how' (or inputs), which is the sum total of every capability or skill, however acquired, needed for fully competent job performance. Know-how has three dimensions:

4. Practical/technical knowledge: Depth and breadth of technical or specialized knowledge and skills needed to achieve desired results.

5. Planning, organizing, and integrating (managerial) knowledge: The requirement to undertake managerial functions, such as planning, organizing, staffing, directing, and controlling resources. This knowledge is applied in an integrated way to ensure organizational results are achieved.

6. Communicating and influencing skills: The active requirement for interpersonal skills that are needed for successful interaction with individuals and groups, inside and outside the organization.



So, who is accountable?

A clear understanding of impact and its relation to overall accountability is critical when designing and evaluating jobs.

Consider the case of a major hotel chain CEO who insisted that the annual planning around ‘rack rates’ for each property would be shared between the managers of national sales and operations. He reasoned that if he left it only to national sales, then the hotel managers would blame them if they did not achieve their goals. Likewise, if he delegated it just to the hotel managers, then national sales could blame the hotel managers if they failed to attract accounts to their properties.

Just when it looked like he had agreement, the finance director asserted that she had the most critical information on past trends plus impact on profitability under different scenarios. She believed she should share in—or maybe even drive—the decision. The CEO, however, wisely decided that three people responsible for making decisions would slow the process. In addition, having the finance director make the decision would give the national sales reps and hotel managers an excuse to hide behind if they did not make their numbers.

Clearly, the finance director had to contribute to the decision. The national sales people and hotel managers could not make decisions without relevant financial information. By properly defining shared accountability between the sales leadership and hotel management, and contributory accountability for the finance director, the CEO actually sped up decision-making and increased accountability for results. The ‘impact’ element when evaluating accountability can be defined along a continuum from lower to higher as follows:

Remote. Informational, recording, or incidental services for use by others in relation to some important end result. Job activity may be complex, but impact on the overall organization scope measure used is relatively minor. These jobs are usually involved with collection, processing, and explanation of information or data, typically required by others to make decisions impacting organizational results. An example may be a payroll manager or general accounting manager’s impact on overall company budgets.

Contributory. Interpretive, advisory, or facilitating services for use by others in taking action. This type of impact is appropriate where jobs are accountable for rendering significant ‘advice and counsel’ in addition to information and/or analysis and when decisions are likely to be made by virtue of that counsel. Such impacts are commonly found in staff or support functions that significantly influence decisions relative to the magnitude of various resources.

Shared. Participating with peers, within or outside the organization, in decision making. This impact is used to describe horizontal, not vertical (hierarchical), working relationships. This type of impact, while direct, is not totally controlling relative to the magnitude of the result. Shared impacts typically exist between peer jobs and/or functions, and suggest a degree of ‘partnership’ in, or ‘joint accountability’ for, the total result. Organizations described as ‘matrixed’ typically fit this definition.

For example, there may be shared accountability between engineering and manufacturing functions for a successful product (e.g. quality, production efficiency). Sharing is also possible with ‘partners’ outside the organization (e.g., between project manager and external contractors). Some line functions are designed for shared impact between geography and line of business, or function and either line of business or geography. When this impact is selected, it is important to clarify specific role contributions and to identify initiators as well as tie-breakers for decision making.

Primary. Controlling impact on end results, where any contributing inputs are secondary. Such impacts are commonly found in operations and managerial positions that have ‘line accountability’ for key end-result areas, whether large or small.

For example, a supervisor may have ‘primary accountability’ for the production or output (value added) of a unit within the context of available resources (e.g., personnel resources and controllable expenses); whereas the head of manufacturing may have a primary impact on total value added in the manufacture of products or on cost of goods manufactured. The key here is that the job exists to have at a specified authority level, the controlling impact upon certain end results of a given magnitude, and that accountability is not intended to be shared with others.



Problem solving

The value of know-how is in its application to achieve results. ‘Problem solving’ (or throughputs) refers to the use of know-how to identify, delineate, and resolve problems. We ‘think with what we know,’ so problem solving is viewed as the utilization of know-how required to achieve results, and has two dimensions:

- 7. Thinking environment (freedom to think):** The job’s context and the degree to which problems and solutions are organizationally guided and defined through strategy, policy, precedents, procedures, and rules.
- 8. Thinking challenge:** The nature of addressable problems and the degree to which thinking is required to arrive at solutions that add value.

Problem solving measures the requirement to use know-how conceptually, analytically, and productively.

Although the definitions of these job criteria have evolved over the more than 60 years they have been used, the underlying principles of know-how, problem solving, and accountability have been timeless as a general foundation for valuing work. While the design of jobs and the functionality of jobs have evolved over time, the basic constructs that define value have remained relatively constant.

Our factors have also been widely accepted as a basis for setting fair and equitable pay practices, and are compliant with the US Equal Pay Act and Canadian provincial pay equity legislation.

For more on this subject, see the in depth discussion ‘Legal aspects of the Korn Ferry Hay Group Method of Job Evaluation’ below.

Legal aspects of the Korn Ferry Hay Group Guide Chart-Profile Method of Job Evaluation.

The Korn Ferry Hay Group method effectively meets legal and regulatory challenges. The Korn Ferry Hay Group Guide Chart- Profile Method of Job Evaluation is gender-neutral. It has been legally tested in multiple environments and countries and has been found to be a biasfree methodology in every case where tested.

Our factors have been widely accepted as a basis for setting fair and equitable pay practices, and are compliant with the US Equal Pay Act and Canadian provincial pay equity legislation, which refers to job-to-job comparisons based on ‘skill, effort, and responsibility.’ Our method has been court-tested time and again, and has proven to be legally defensible since its inception.

Working conditions such as physical environment, hazards, manual effort, and mental concentration can be added to account for job-context factors and are required in some locales, such as Ontario and Quebec. Care must be taken in using these additional compensable factors to ensure they are gender neutral.

The Korn Ferry Hay Group Method is the job evaluation method of choice for employers in large part because the method has been tested and will serve them best if legal challenges arise. For example, the New Mexico State Supreme Court has established a compensation plan for all judicial branch employees in New Mexico, and has mandated by Judicial Rule that all such jobs must be evaluated in accordance with the Korn Ferry Hay Group Guide Chart-Profile Method of Job Evaluation, so as to provide each employee equitable compensation



The Korn Ferry Hay Group Guide Charts.

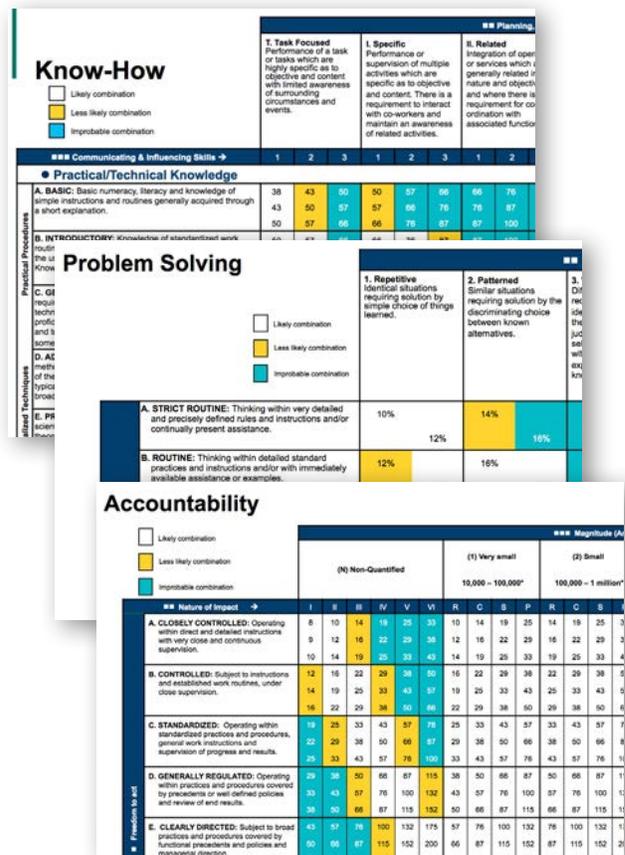
The Guide Charts are Korn Ferry Hay Group’s proprietary instruments that enable consistent work evaluations. Each of the factors—know-how, problem solving, and accountability—has its own Guide Chart that reflects the sub-elements identified above (see Figure 1).

Each Guide Chart scale is expandable and customizable to account for the nature, complexity and size of the organization to which it is applied, and the scale descriptions can be modified when appropriate. An important distinction is that the Korn Ferry Hay Group methodology can be calibrated to the value systems of each client with other organizations within Korn Ferry Hay Group’s compensation databases.

This enables a wide range of benchmarking activities, potentially improving the accuracy of market pricing and increasing confidence in job evaluation results.

We generally see differences in job size in terms of ratio differences rather than absolute unit differences, and the numbering pattern of the Guide Charts conforms to this principle, using a 15 percent step-value progression by job-evaluation factor to represent the ‘just noticeable’ difference between jobs.

Figure 1
Illustrative guide charts.





Organizational design and analysis.

Many people presume that organizational structures are the result of systematic and methodical planning. In our experience, they evolve over time and are often shaped by personalities, politics, and compromise into complex mosaics of operating and support functions, business units, and internal alliances.

The unintended consequences of this evolution are often overlaps and gaps in key accountabilities necessary to meet core business objectives. Important decisions flounder and business processes bog down, resulting in confusion and potential turf wars.

Korn Ferry Hay Group's job analysis and job evaluation process provides organizations with a common framework and language to more effectively design jobs within the structure that best supports business strategy. Strategic goals and objectives are clarified and distributed into job-specific accountabilities to ensure that there are no gaps or redundancies.

Job evaluation also enables organizations to identify and align key interrelationships across critical business processes. Organization and job design must be integrated, just as automobile engine must be designed to operate in harmony with both efficiency and effectiveness. Improperly integrated designs may cause an engine to fail to achieve intended objectives. The same is true for organizations.



Step differences.

The Korn Ferry Hay Group method utilizes step values that increase in constant 15 percent progressions. Steps can be used to analyze organizational hierarchy. In this context, we can consider the consequences of changes that have occurred as organizations moved to leaner and flatter organization structures. Figure 2 compares the 'traditional' manufacturing hierarchy with a leaner, flatter structure typically found in similar businesses today.

The steps of difference between the positions can be clearly measured through use of the Korn Ferry Hay Group job evaluation methodology. In a traditional structure, the distance between the work of a manager and subordinate is typically two steps, providing for a meaningful and manageable promotion between the levels.

(See below 'Succession planning and development.')

The distance between manager and subordinate in a lean structure may be four or more steps, making job content progression between the levels difficult, even for a top performing incumbent. Flatter structures often require career pathing opportunities that are horizontal (across streams of work) rather than vertical (within the function).

Since the recent economic downturn, a large number of jobs have been eliminated without a commensurate reduction in work, which means the content of many jobs may have increased. Plus, employees still with the organization assume accountabilities of remaining jobs, often without any rationalization or integration of existing accountabilities. Adding too many and/or unrelated accountabilities often creates distractions and confusion that limit job effectiveness.

Figure 2
Step differences between traditional and delayed structures.

Job content steps/grades	Traditional/hierarchical structure	Delayed structure	Bands
1	VP production	VP production	E
2			
3	Director, production	Plant manager	D
4			
5	Plant manager		
6		Cell leader	C
7	Area manager		
8		Team leader	B
9	Superintendent		
10			
11	Supervisor	Operator	A
12			
13	Operator		



Talent development and succession planning.

Korn Ferry Hay Group’s experience and research reveals a strong link between the nature and shape of jobs, particularly management jobs, and the competencies required to achieve outstanding performance.

Understanding the work’s scope significantly increases the ability to select and develop high-performing managers and executives. Conversely, it also enables job design that increases the likelihood that jobholders will succeed. Two elements of the Korn Ferry Hay Group method—job size and shape—are particularly useful in talent development applications.

Job size and shape.

Job size and shape are both important components of the Korn Ferry Hay Group Guide Chart- Profile Method of Job Evaluation. Job size is determined by the total of the three factor point values (accountability, know-how, and problem solving), and this total point value is a starting point in determining the job’s value to the organization.

Job size is a characteristic in all point factor job evaluation approaches. Job size is affected by the overall magnitude of the position, as well as its tactical or strategic level of work as reflected significantly in the problem solving evaluation.

A key differentiating feature of the Korn Ferry Hay Group method is job shape, which is based on the relative proportions of points in accountability, know-how, and problem solving (see Figure 3).

Job shape reflects the extent to which a job is primarily concerned with achieving results (often late in the value chain), or is focused on research and analysis (often early in the value chain).

Sales positions and business unit managers commonly have a high degree of accountability relative to problem solving, and are accountable for selling products already developed. Conversely, early-stage research positions are commonly associated with having a high degree of problem solving relative to accountability to develop new products, services, and processes. Staff positions that are in support of organization value chain activities (e.g. accounting, human resources, and legal) are relatively balanced between analysis and end results (i.e. problem-solving and accountability). Lower level positions are dominated by know-how. Each of these different kinds of roles has a different job shape.

Figure 3

Job shape depends on the proportion of know-how, problem solving and accountability.





Job/person alignment.

Korn Ferry Hay Group research (Garonzik, Nethersell and Spreier, 2006) demonstrates a strong relationship between job shape, the strategic or tactical level of work, and required behavioral competencies. Using this research, we have developed differentiating competency models for each of 14 characteristic leadership roles.

Armed with information about job shape of a jobholder's past and proposed new roles, organizations match individual capabilities to the demands of the position. This reduces risk for both the organization and employee—high potential candidates are not thrown into a role for which they are not prepared.

For example, the four business value chain positions in Figure 4 have similar job sizes, but very different shapes. The personal characteristics associated with success in these roles are also very different. Not surprisingly, most people who excel in sales positions do not necessarily excel as product development managers and vice versa—although both jobs add significant organizational value.

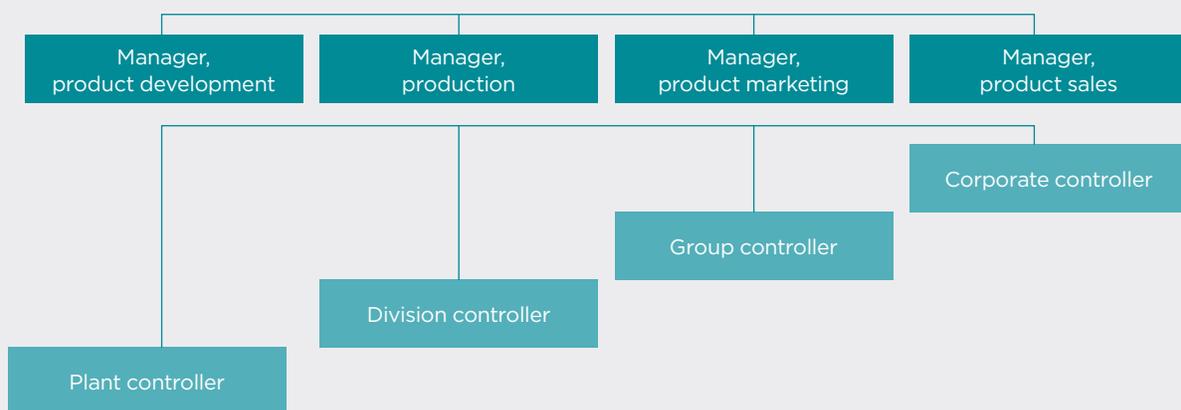
Our research (and our consulting experience) reveals that the successful controller of a business unit has a high probability of also being successful

in a similar, but larger business controller role as the progression is within 'staff' support roles. Promotion into a role with similar job shape is an easier adjustment than moving the same jobholder into a line management position. In moving from a smaller to larger unit, the same basic competencies are at work: the role is simply larger, not necessarily different. But the lateral move from an advisory role that provides functional advice and guidance to an action-oriented, target focused role requires deploying very different behaviors.

These same considerations are important when re-designing an organization's structure. Consider the role of country manager in a multinational corporation. Traditionally, country managers were judged by profit-and-loss (P&L) responsibility, and enjoyed high degrees of autonomy and accountability. However, many highly complex businesses have transformed that role into one focused on adapting products for local markets and managing the political and regulatory landscape—with P&L now in the global president's hands. The country manager's role has changed, and these changes are reflected in job shape. When such transformations occur, revisit job requirements and the jobholder's capabilities to determine whether the incumbent remains a good fit.

Figure 4

Jobs may have similar size and different shape (top) or similar shape and different size (bottom).





Succession planning and development.

Earlier, we explained the concept of step difference as an aid to judgments about job-size relativities. When combined with organization structure analysis and job design, analysis of step differences between jobs within a hierarchy can also be used to assess the extent to which a job prepares one for the additional challenges of a larger role (see Figure 5).

A one-step difference between boss and subordinate roles means that there is a job that provides a good feeder situation for succession planning purposes. However, such a job may

present a bottleneck to decision making, so these types of designs are often used when the person in the senior role is in a planned transition out of the position. A two-step difference means that progression from the subordinate position to the manager's role is possible, but may be a stretch. Progression preparation greatly dissipates if the difference between roles is three steps or more.

'Traditional' line structures typically incorporate two-step differences between manager and subordinate, with opportunities for internal succession. In leaner structures, vertical progression is less possible, and career development and succession planning should look to lateral moves and moves 'outside the chimney' to secure future leadership development.

Figure 5
Job size illuminates development opportunities.

KFHG Guide Chart step	Obvious successor	Possible successor	Unlikely successor
1	Supervisor	Supervisor	Supervisor
2	Subordinate		
3		Subordinate	
4			Subordinate
Organization structure	Hierarchical	Traditional	Delayed



Job design and analysis.

When jobs are designed or changed, it is also important to determine whether or not a job is, in fact, 'doable' (see Figure 6). We often see jobs change when they are designed around the unique capabilities of a star performer with high potential who is seeking increased challenges.

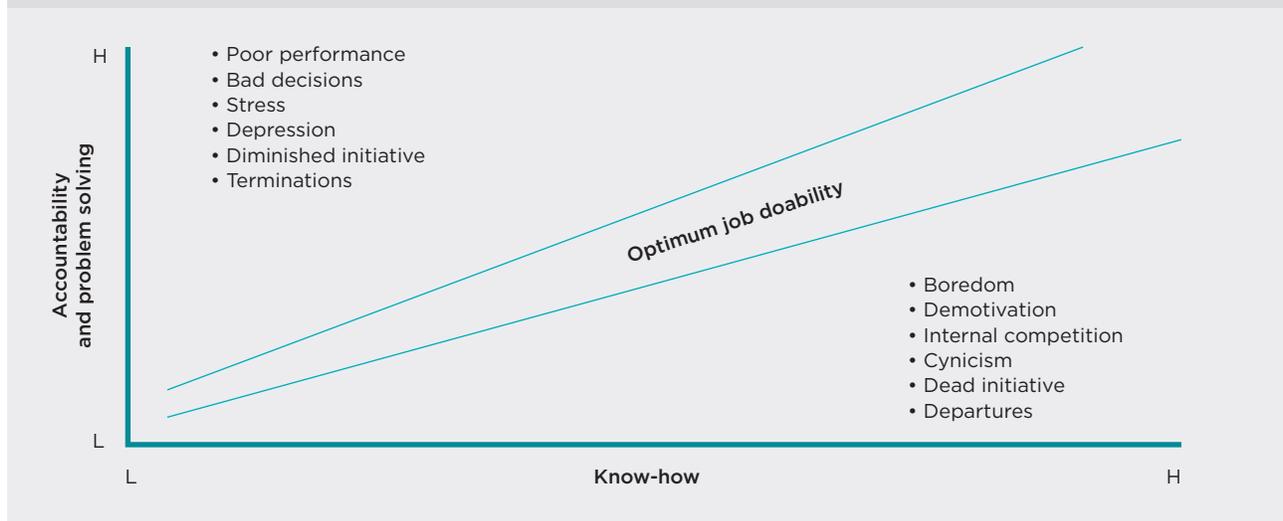
For example, to expect an individual in a mid-sized organization to function as vice president of corporate development setting new strategy, negotiating deals, and driving a growth agenda—while also managing a marketing department's day-today operations, can lead to serious problems. Although there is an apparent link between corporate development and marketing, the shapes of these jobs—and thus the competencies necessary to achieve outstanding performance—are quite different, and the complexity of this role is substantial. Either the person will burn out,

or let one or both jobs suffer. If unchanged, these jobs may be just too overwhelming or complex for the newly promoted incumbent.

Users of the Korn Ferry Hay Group job evaluation methodology can use it to examine the relationship between an organization's job requirements and the job position to ensure it is doable. The role demands in problem solving and accountability need to be commensurate with the know-how brought to the role. If the demands are too overwhelming, failure is likely. The new person may lack the credibility or experience required, and will likely become overwhelmed, frustrated, or focused only on a subset of the job accountabilities the incumbent can master.

Conversely, if the demands are minor relative to the incumbent's capabilities, there is a good chance that the incumbent will grow bored, demotivated, and/or push for accountabilities in others' domains and not add value commensurate to their pay level.

Figure 6
Doable roles.





Global leveling

Korn Ferry Hay Group identified a pronounced trend among multi-national organizations to develop centralized reward decision-making and policy (Korn Ferry Hay Group, 2010). Advances in technology, particularly web-based systems, have enabled this trend, and allow organizations to have a clearer line of sight over their reward-related programs. This in turn facilitates the alignment of local practices to global priorities, increasing the return on investment and avoiding damaging inconsistencies.

Because of its close relationship to both reward and talent management, most organizations use job evaluation as the basis for globally consistent grades or bands (Borreback and Bowers, 2008). Job evaluation is immune from the influence of local currency fluctuations, and helps ensure internal equity across the organization. In countries like the UK and Canada antidiscrimination legislation, factor-based approaches are predominant.

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Pay structure design.

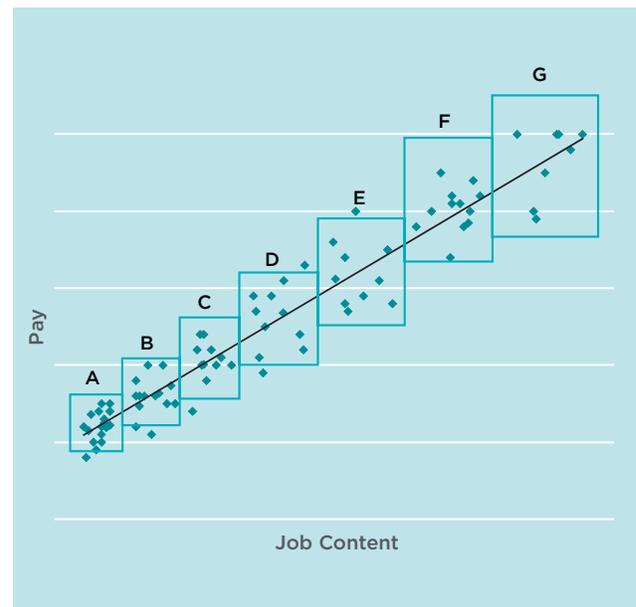
Job evaluation is often used for—and is primarily associated with—assessing internal relativities and developing compensation administration arrangements that reflect the value-added contribution of specific roles (Bowers, 2003). The relationship between job size and pay can easily be demonstrated in Figure 7. For salary administration purposes, this provides the basis for grouping jobs into grades and/or bands.

Debate continues over the relative merits of traditional grades and broad bands. In the former, all positions are similar enough in work content to administer pay around a common midpoint or target salary. On the other hand, broad-banded structures cover too broad a span of pay to enable all jobs in the same band to be paid against the same target. Bands may provide greater flexibility and often focus management's pay decisions more on individual capability than job size. In times of low year-over-year wage inflation, bands may allow biases to enter into pay practices that are difficult to remove and which may reduce the organization's ability to control costs.

Note that broad banding is likely to be more appropriate where a hierarchical organization structure is either flat or deemphasized (in favor of a team- or projectbased approach) and promotional opportunities are few.

Using the Korn Ferry Hay Group job evaluation method brings further advantages, since it is integrated within Korn Ferry Hay Group's global total remuneration surveys. Our approach provides direct access to comparable market data reflecting all jobs in participating organizations, based on job size, rather than just the few jobs that match specific survey benchmark jobs. Such comparisons prove far more accurate than comparisons based on job/title matching, even when controlling industry and organization size.

Figure 7
Pay relative to job size and pay bands.





Streamlined approaches

Korn Ferry Hay Group developed a set of streamlined approaches that expedite organizationwide slotting of jobs. These approaches have different advantages; we recommend their selection based on specific organizational needs. Streamlined approaches deliver speed while maintaining alignment with core Guide Chart principles; enabling the use of the full methodology when required by unique circumstances.

Use of all of these methods is facilitated by Korn Ferry Hay Group Job Evaluation ManagerSM (JEM), a web-based system that enables consistent approaches to be used across business units, functions, and geographic locations.

Role profile

The role profile approach is designed for the assessment of management jobs. This approach builds on full Guide Chart evaluations of top executive jobs, and requires just three evaluation decisions. One of these three factors considers

the job's shape (see discussion above), which has a direct connection to the required behavioral competencies. For this reason, the role profile has a particularly strong relationship to talent management and succession planning. Users can judge the difficulty of prospective developmental assignments offered to current employees by referencing variations in evaluation scores between the current and proposed roles.

Job family models.

Job family models facilitate the slotting of non-benchmark jobs by reference to evaluations of benchmark jobs. Job family models are typically used below the level of senior management, and can be effective in talent management and career development.

Five-step and three-step evaluation.

Both the 5-step and 3-step evaluation approaches reduce the number of choices required in the job slotting process. The factors and the individual level descriptors are extracted from the full Guide Chart method, and require a trained evaluator or facilitator who guides the evaluation of individual jobs.



Job evaluation process.

Our research shows that only 18 percent of organizations have proactive audit processes on maintaining job evaluation appropriateness. The balance of the organizations face inherent risks in using a reactive job evaluation review process—that is, responding to job evaluation change requests as they are made by line management. Over time, job levels across the organization tend to creep up if there is not a proactive audit process.

Job levels typically are easier to move up than down. In only responding to the so-called ‘squeaky wheels,’ an organization runs the risk of job level inflation over time, as well as inconsistencies between business groups based on who more actively uses the job evaluation process. Rolling proactive reviews should be performed at a functional or business-unit level every few years. These can go a long way in improving a job evaluation program’s credibility and consistency, especially if it is performed in conjunction with a design and effectiveness review within the organization.

In addition, our experience demonstrates that effective job evaluation processes also validate added accountabilities to jobs by defining the incremental business value of these new accountabilities and their degree of alignment to organization objectives. If you transfer accountabilities from other jobs, then these processes typically determine the impact of a loss of these accountabilities from those jobs.



Conclusion

Leading organizations use job evaluation as a source of competitive advantage by improving the organization's ability to manage its investment in human resources with greater credibility, discipline, and fairness.

Job evaluation is not only about maintaining internal equity and consistency in the compensation program. It also facilitates organizational clarity, building talent and capability, and enabling employee engagement via culture and rewards. It is a critical management tool, extremely useful in ensuring an organization's proper integration of strategy, culture, structure, process, people, and reward.

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