

Job Evaluation Manual and Tables (extract)

The following tables are applicable to all general staff positions in John Readings.

Explanatory Notes

Job evaluators have the choice of selecting a points value for each compensable factor from one of five columns. When the job in question is compared against the table for the value of the factor 'skill', the evaluator may choose 100, 200, 300, 400 or 500 points (these separate columns are sometimes called 'degrees'). The same should be done for each of the other compensable factors. When completed, the evaluator should then total the points allocated. This will give a points value for the position.

Important: When a group of closely-related, similar jobs are compared, it is likely that jobs may need to be reviewed several times. This 'fine-tuning' is a natural result of the process of comparison, as the relative value of one factor in one job with the relative value of the same factor in another, similar job. The fine differences in value to the organisation may not be immediately evident until this process takes place.

Job Evaluation Table: Customer Service Positions

Table 1(a) JOB EVALUATION TABLE: Operations Positions, Compensable Factors and Points Range (6 cols)

| Key Compensable Factors | Minimum Points 1 | 2 | 3 | 4 | Maximum Points 5 |
|-------------------------------|---------------------|-----|-----|-----|---------------------|
| 1. Effort | 100 | 200 | 300 | 400 | 500 |
| 2. Skill | 80 | 160 | 240 | 320 | 400 |
| 3. Knowledge | 60 | 120 | 180 | 240 | 300 |
| 4. Responsibility | 40 | 80 | 120 | 160 | 200 |
| 5. Job Conditions/Environment | 20 | 40 | 60 | 80 | 100 |

| | | | | | |
|-------|-----|-----|-----|------|------|
| TOTAL | 300 | 600 | 900 | 1200 | 1500 |
|-------|-----|-----|-----|------|------|

Contextual Definitions: Customer Service jobs

Effort

Physical aspects of the job including, problem solving, classifying, lifting, sorting, placement, packaging, movement and stacking of product.

Knowledge

Stock items, authors, fiction/non-fiction, technology, pricing policy, quality standards, handling, care, packaging, storage and transport (online business).

Responsibility

Customer service, checkout, occupational health and safety, including own PPE where appropriate, awareness of machine performance. Care of product, product transfer.

Skill

Customer service, communication, POS, broad experience with various authors, types of books and categories, technology assistance for customers, speed, dexterity in handling and preparing product. Safe operation of relevant machinery and equipment. Team work.

Job Conditions/Environment

Nature of work environment and job demands including shift work weekends and AH. Shop staff spend long periods on their feet etc.

Example

One of the store supervisors has been given the task of analysing the job of the customer service/sales consultant in a city store. The supervisor gathers all the relevant job-related information including job descriptions and person specifications, procedure manuals and other records. If the information is out-of-date or inadequate, a job analysis - generally including interviews with jobholders and supported by a structured questionnaire - may need to be conducted.

Only when this 'evidence' is gathered, and the information checked for validity and completeness, can company documents be updated and the job evaluation go ahead.

The supervisor now selects the table that best reflects the key compensable factors that are typical of jobs in the customer service area (e.g. Table 1). The same table will be used for most, if not all, the customer service/consultant related jobs in the company.

The job is then 'evaluated' by examining the updated job information in terms of each of the key compensable factors in the table. For each factor, the supervisor may choose from a range of points, depending on how important they regard the factor in the job being evaluated. This is often done by referring to descriptions provided within the table that help to explain what each of the compensable factors represents and, in very detailed tables, what each of the 'degrees' (grades of importance) means.

When a choice is made, the supervisor highlights the number of points chosen which best represent the value in the job, as in the following example (see Table 1 (b)). The same process is followed for each of the other factors. When complete, the point values for each factor are added up to give a total 'job points value' for the job of the sales consultant. Table 1(b) illustrates the way in which the supervisor arrived at a points value of 880 points for this position.

Table 1(b) Worked Example of JOB EVALUATION TABLE: Operations for the Position of Customer Service/Consultant, City Store (6 cols)

| Key Compensable Factors | 1 | 2 | 3 | 4 | 5 |
|-------------------------|-----|------------|------------|------------|-----|
| 1. Effort | 100 | 200 | 300 | 400 | 500 |
| 2. Skill | 80 | 160 | 240 | 320 | 400 |
| 3. Knowledge | 60 | 120 | 180 | 240 | 300 |
| 4. Responsibility | 40 | 80 | 120 | 160 | 200 |

| | | | | | |
|----------------------------------|-----|-----|-----|------|------|
| 5. Job Conditions/Environment | 20 | 40 | 60 | 80 | 100 |
| TOTAL | 300 | 600 | 900 | 1200 | 1500 |

Job Evaluation Table: Administration and Clerical Positions

Table 2 JOB EVALUATION TABLE: Administration and Clerical Positions,
Compensable Factors and Points Range (6 cols)

| | | | | | |
|-------------------------|---------|---|---|---|---------|
| Key Compensable Factors | Minimum | 2 | 3 | 4 | Maximum |
| | Points | | | | Points |
| | 1 | | | | 5 |

| | | | | | |
|----------------------------------|-----|-----|------|------|------|
| 1. Knowledge | 120 | 240 | 360 | 480 | 600 |
| 2. Skill | 100 | 200 | 300 | 400 | 500 |
| 3. Responsibility | 80 | 160 | 240 | 320 | 400 |
| 4. Effort | 60 | 120 | 180 | 240 | 300 |
| 5. Job Conditions/Environment | 40 | 80 | 120 | 160 | 200 |
| TOTAL | 400 | 800 | 1200 | 1600 | 2000 |

Contextual Definitions

Knowledge

Relevant company policy procedures, legislation, regulatory requirements. Company structure, people, responsibilities and roles, clients, suppliers.

Skill

Use of relevant technology, software and hardware, oral and written communication, relevant aptitudes.

Responsibility

Other people, financial delegation, plant and equipment.

Effort

Problem-solving, cooperation with others, initiating improvements, creative thinking, managing change.

Job Conditions/Environment

Nature of office/factory environment and conditions, physical and emotional job demands, use of equipment and machinery. Physical risk.

Job Evaluation Table: Sales Positions

Table 3(a) JOB EVALUATION TABLE: Sales Positions, Compensable Factors and Points Range

| Key Compensable Factors | Minimum Points 1 | 2 | 3 | 4 | Maximum Points 5 |
|-------------------------|------------------------|---|---|---|------------------------|
|-------------------------|------------------------|---|---|---|------------------------|

| | | | | | |
|----------------------------------|-----|------|------|------|------|
| 1. Effort | 180 | 360 | 540 | 720 | 900 |
| 2. Knowledge | 140 | 280 | 420 | 560 | 700 |
| 3. Skill | 100 | 200 | 300 | 400 | 500 |
| 4. Responsibility | 60 | 120 | 180 | 240 | 300 |
| 5. Job Conditions/Environment | 20 | 40 | 60 | 80 | 100 |
| TOTAL | 500 | 1000 | 1500 | 2000 | 2500 |

Contextual Definitions

Effort

Identifying potential clients, cold-calling, chasing up leads, follow-up, developing customer relationships, setting and meeting targets, market and customer needs.

Knowledge

Stock items, range, technology applications, stock levels, order processes, customer needs, demands and preferences. Competitor products and service agreements.

Skill

Initiating and closing sales. Client and supplier relations. Communication with client. Staff and supplies. Planning sales campaigns.

Responsibility

Company equipment (including vehicles). Representing JR on the field and at events.
Expenses budget. Demonstration and care of stock on consignment.

Job Conditions/Environment

Days away from office. Kilometres travelled in vehicle. Hours spent with clients.
Flying time. Out-of-hours business. Level of reporting/administration required.

Example

In an exercise similar to that required of the shift supervisor, the most senior of the sales managers has been asked to conduct a job evaluation on the newly created position of sales manager, WA. As you are aware, recruitment for this position is currently underway. While the position is very similar to that of the other sales managers, it's a new position and the office will be relatively small initially. The senior sales manager decides to form a job evaluation committee, consisting initially of two of the other sales managers, and you, the GM human resources.

Together, this committee gathers all the information about the job. The position description and person specifications are current (you can find these in the learning resources section of the unit), and committee members are familiar with current job demands as well as the different skills a start-up role might demand.

Table 3 (a) is the table used by the company for evaluation of sales and marketing staff, up to and including senior sales representatives. It is the company's policy to appoint area managers from the ranks of existing staff, where possible, and the WA job will be under the watchful eye of a more senior manager for the first year. It has been decided that the appointment will be paid as non-management for a probationary period of approximately six months, and then will be upgraded with a commensurate salary increase if all is going well.

The results of the job evaluation committee's review can be seen in Table 3 (b). Where the point-values against each of the compensable factors are totalled, it can be seen that the job is valued at 2220 points - as expected, near the top of the scale. It may be interesting to note that John Reads has several sales representative's jobs which are valued at the 2000 – 2200 points range.

**Table 3 (b) JOB EVALUATION TABLE: Sales positions, Compensable Factors
and Points Range (6 cols)**

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| Key Compensable Factors | Minimum Points 1 | 2 | 3 | 4 | Maximum Points 5 |
|----------------------------------|------------------------|------|------------|------------|------------------------|
| 1. Effort | 180 | 360 | 540 | 720 | 900 |
| 2. Knowledge | 140 | 280 | 420 | 560 | 700 |
| 3. Skill | 100 | 200 | 300 | 400 | 500 |
| 4. Responsibility | 60 | 120 | 180 | 240 | 300 |
| 5. Job Conditions/Environment | 20 | 40 | 60 | 80 | 100 |
| TOTAL | 500 | 1000 | 1500 | 2000 | 2500 |