

Student Zone: HR-related Skill Development: Job Evaluation Exercise Chapter 10

The formal job evaluation process is concerned with assessing the relative worth of different jobs in an organization, not the performance of the individual employee occupying the position. As we have emphasized in this chapter, the process is systematic rather than scientific. It depends on the judgement of people. This exercise has been devised to give you experience of the job evaluation process, using the point methods.

EXERCISE: JOB EVALUATION AT SUN MOUNTAIN HOTEL

Objective

The purpose of this activity is for you to experience the activities of job evaluation, and to be able to consider the issues involved in job evaluation.

Procedure

Working as members of a job evaluation committee of Western Pacific Hotels, your task is to evaluate six jobs at the newly opened Sun Mountain Hotel, based at Sun Peaks Ski Resort, using the point system matrix and supporting material. The six jobs are maintenance technician, dishwasher, snowboard instructor, chef, room cleaner, and front-desk manager.

- 1 Working individually, each participant determines the points to assign to the six jobs; do this one job at a time.
- 2 Share your decisions with your group. As a group, arrive at a consensus. Make sure the group spokesperson records the reasons for the differences that cannot be reconciled.
- 3 Locate each job in the exercise on the graph, showing points scored (horizontal line), and current basic rates of pay (vertical line).
- 4 On completion of the job evaluation exercise, as a group discuss the following questions:
 - (a) Identify the reasons for the initial differences in the points assigned to the job.
 - (b) How were the differences reconciled?
 - (c) What further information would you seek?
 - (d) Does the process contain hidden biases?

**EXERCISE: JOB EVALUATION AT SUN MOUNTAIN HOTEL
PROFILE FORM**

JOB NAME: _____

	CRITICAL FACTORS	LEVELS			
		MINIMUM I	LOW II	MODERATE III	HIGH IV
1.	RESPONSIBILITY				
	a. Use of company resources	20	40	60	80
	b. Assisting trainees	5	20	35	50
	c. Service quality	20	40	60	80
	d. Safety employees/guests	25	50	75	100
2.	SKILL				
	a. Education/training	25	50	75	100
	b. Experience	45	90	135	180
3.	EFFORT				
	a. Mental (e.g. judgement)	35	70	105	150
	b. Physical (e.g. dexterity)	25	50	75	100
4.	WORK ENVIRONMENT				
	a. Unpleasant conditions	20	40	60	80
	b. Hazards	20	40	60	80
		Total points			1000

Profiled by: _____

Date: _____

Agreed: _____

Date: _____

PLOTTING JOB EVALUATION RESULTS

Plotting each job on the graph is one method of presenting the information in a form which enables some experimentation with grade and pay structures. In this example the lowest scoring jobs at 240 points have a current basic rate of \$300 per week (\$7.50 @ 40 hours). While the highest scoring job at 980 points has a current basic rate of \$880 per week (\$22 @ 40 hours).

