

JOB EVALUATION AND GRADING



Every company has two organisational structures: The formal one is written on the charts; the other is the everyday relationship of the men and women in the organisation.

- Harold S. Geneen



92% of respondents believe Job Evaluation helps make more reliable compensation decisions - Mercer

Job Evaluation and Grading

Is it time to retire your old Job Evaluation methodology and introduce a modern and flexible approach?

Do you have a defensible approach to grading jobs and measuring the relative value of each role to each other?

Overview

For a long time it has been obvious that organisations no longer connect with traditional job evaluation systems and methodologies. They need fast measurement tools that can deal with flexible roles and multi skilling, and is easy and quick to deploy. Most importantly, firms in the new economy need open, direct input processes that support new work models and high-performance cultures.

The Engage methodology is a modern way of determining the relative size of all roles in an organisation. It was developed using hindsight and knowledge of the pitfalls in many traditional job evaluation methodologies.

The Engage job evaluation methodology has been used across all industries and has been deployed in various markets in Africa. It provides for effective application of the methodology for both leadership and non-leadership roles.

This easy to use system has the flexibility to be used with or without the input of incumbents in the role and requires no detailed role descriptor to use effectively.

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Business value gained through the solution

- The ability to ensure internal fairness as a result of understanding the relative value different jobs add to the organisation
- An easy way to map the pay of your organisation to external market information by considering the relative role size of your organisation's roles to the market
- A clear structure and value attached to each role in the organisation as a baseline for determining compensation and the development of internal pay models.
- The structure provides a natural view of the career paths within an organisation.
- A simple and cost-effective methodology that delivers fast results.

Solution features

- A simple methodology to evaluate all generic and unique roles in the organisation using five factors linked to a points system.
- The methodology can be deployed to evaluate with a small group or in larger groups for maximum buy in.
- The methodology provides for a sense check process where final draft results are checked against all roles in the organisation to identify potential anomalies that require rectification.
- The final result is a jobs matrix, that positions all roles in a hierarchy per job family and across job families.
- The results of the project can be presented in any well known, or lesser known grading or levelling framework, or can be customised to the organisation's own levelling framework.

- The results make for easy comparison to market data to determine suitability of pay and compensation.
- The Engage methodology is used widely in South Africa as well as in many others markets across the world.
- The time of deployment is significantly shorter than traditional methods, often resulting in lower project fees. Optional offerings include design of a change plan, access to an action planning tool and roll out of results.

Process overview

- The process starts with obtaining all company and role specific data.
- A key next step is to conduct an Executive education and engagement session, followed by the evaluation of the Executive roles.
- In the next phase roles are clustered together in order to evaluate roles that are similar in complexity and impact.
- The actual evaluation of the roles then takes place, either in a larger group or with a selected committee.
- The evaluation process concludes with the development of a matrix of roles per job family. This provides a single view of all roles that have been evaluated.
- Prior to sign off of final results a sense check meeting takes place with key stakeholders to validate results.

Optional:

- Internal trainers can be trained up to facilitate the process internally.
- Provide system access for grading future roles.
- Africa People Advisory Group can also assist organisations to develop and implementation and change plan for effective introduction of the new methodology.

Factors used to size roles

