

REWARD & COMPENSATION



Powered by Gauge™

THE JOB EVALUATION SCHEME

Why Job Evaluate?

A job evaluation process is designed to:

- Enable objective judgements to be made about relative job size and grading
- Enhance objectivity by providing factual evidence (job analysis) on which informed judgements can be based rather than relying on preconceived opinions
- Evaluate the job and not the person – evaluation takes no account of any personal characteristics or performance of individuals, although it must be recognised that there must be some flexibility as the content of the job can be influenced by the job holder
- Ignore the volume of work
- Provide a framework of defined yardsticks which will help to channel judgements – to achieve the highest degree of objectivity and consistency as possible, these are based on an analysis of job demands under different headings (the factors)
- Provide internal relativity between jobs but not to take account of market rates of pay.

A Technology Solution

Gauge™ is the software tool that can incorporate either Pilat's Fixed Factor Scheme or factors tailored to suit the client's specific requirements. The software is designed to provide a fair, consistent and objective approach to job evaluation by:

- Having no requirement for paper input, for example job descriptions
- Being based on direct on-screen evaluations by a trained job analyst who inputs the responses to a set of carefully tailored questions under each of the factor headings
- Enabling each job evaluation to be completed in approximately 60 minutes – hence speeding up the process
- Providing a consistency in decision making, as a job score is directly linked to the way in which questions are answered
- Providing an automatic 'overview' of the way that the job holder has responded to the questions asked
- Capturing an 'audit trail' of answers to questions and enabling cross comparisons of scores across the sample of evaluated jobs.

Principal benefits of Gauge?

The principal benefits of Gauge are:

- The system does away with the need for a Job Evaluation Panel – as evaluation takes place 'on screen'
- The software is easy to use and requires a minimal amount of training in order to realise the benefits
- Evaluations can be completed quickly and new jobs can be evaluated as and when necessary
- Job holders feel 'bought in' to the process as they are directly involved by answering questions about 'their own job'
- It provides a 'rank order' of job scores that can then be used to produce a grading structure (including, for example, a career family structure).

Functionality

Gauge™ contains a library of questions through which a fully trained job analyst guides a jobholder. The software captures the logic behind typical evaluation panel deliberations in a set of inter-related questions, possible responses and their conclusions. Once Gauge™ can determine the correct level on a factor, questioning moves to the next factor, this culminates in the generation of a Job Overview. At this point, the evaluation can either be concluded or revisited for consistency checking with other evaluations.

For example, Gauge™ includes a comparison tool (see Figure 1), allowing two jobs to be compared at once, highlighting any differences. The final scores for all evaluated jobs can provide a basis for pay and grading discussions.

Gauge™ has three main elements:

- **Evaluator** – Where the evaluation of the job is undertaken
- **Administrator** – Where the job data is stored, benchmarked and analysed
- **Grade Modeller** – Where you can begin the design of pay and grading structures.



Factor	Evaluation			Comparison		
	X	Y	Points	X	Y	Points
B Knowledge	7	1	142	7	1	142
Mental Skills	6	1	78	6	1	78
Interpersonal Skills	5	1	95	5	1	78
Physical Skills	4	1	38	4	1	38
Initiative and Independence	4	1	62	4	1	62
Mental Demands	3	1	101	3	1	62
Physical Demands	5	1	50	5	1	50
Emotional Demands	2	1	20	2	1	20
Responsibility for People	3	1	38	3	1	38
Responsibility for Supervision	3	1	38	3	1	38
Responsibility for Financial Resources	4	1	62	4	1	62
Responsibility for Physical Resources	4	1	62	4	1	62
Working Conditions	2	1	20	2	1	20

Figure 1: Job Comparison Screen

Standard Reports

In order to help clients get the most from Gauge™, Pilat has designed a number of standard reports within the system. These include:

- **The job overview** – This report provides a positive description of the evaluation that has taken place.
- **The full job overview** – Key for moderation purposes and an extension of the job overview report, this incorporates all aspects of the evaluation both positive and negative.
- **The question trace** – An invaluable document that demonstrates the transparency of the system by showing every question and answer the jobholder went through and how the job overview was created.
- **The elimination question trace** – A variation on the question trace, this report shows the levels eliminated in place of the job overview statements. This helps the re-evaluation/quality assurance process by helping to identify specific answers. These answers may have led to factor scores being too high or low for a particular job.
- **Question library based reports** – A graphical representation of the way the software works. This is useful during training and preparation.
- **Factor level summaries** – Allows quick comparison between the factor levels of a group of jobs.

Gauge™ also incorporates a full query and extract tool for ad-hoc reporting. This enables users to separate data, such as evaluations, based on any criteria or information that is stored within the system and then output data printed or exported into another software package for further analysis.

Documentation

Pilat offers supporting documentation setting out Key Questions In Gauge™. All questions presented during a Gauge™ Evaluation (together with their supporting help screens and answer options) are carefully worded to capture and reflect the client's factor definitions and guidance notes.

Implementing the Solution

Pilat provides clients with comprehensive support, before, during and after the implementation of the scheme.

When you purchase a Gauge licence and software, a Pilat consultant will visit you and install the software. A key part of this day will be to provide training in both the Administrator and Evaluator modules.

Additionally, we provide further days of training designed to address specific steps around implementation of job evaluation. The training will also include discussion of the resources (and skills of individuals) required to successfully implement job evaluation in your organisation.

Further training can also be provided for specific topics, for example, project management, or group training for job analysts, steering group members, moderation panels and system administrators.

Pilat HR Consultants are available to help organisations and unions successfully implement the underpinning processes of job evaluation. Past experience has shown that early involvement of consultants in setting up job evaluation procedures is both extremely useful and cost effective.

Consultants can advise on practical issues such as:

- The principles of job evaluation
- How the scheme has been developed and the intentions behind it
- The factors and how to interpret them
- Techniques in job analysis and interviewing
- Reviewing and auditing the evaluation outcomes
- Equal value considerations
- Administration of the evaluation programme
- Use of the Evaluation software
- Development of a project plan including resources required, key milestones, dates and proposed implementation
- Any further training requirements, including individual and group training
- Desk research into existing pay and grading, and terms and conditions of employment
- Risk assessment, both short and longer term
- Pay modelling, including the use of Pilat's Grade Modeller software package (which is separate from Gauge)
- Advice on running a 'pilot' exercise
- Advice on setting up an external review of the job evaluation results, especially after evaluating the 'benchmark' sample of jobs.

POWERING PERFORMANCE & POTENTIAL

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