

JOB EVALUATION

Equal pay for equal work

During the past ten months, all divisions of CERN have been visited in turn by members of Personnel Services who were out to do a 'Job Survey'. Since very little information has been given until now about the purpose of these surveys it is their intention in this article to make known some details about the exercise.

WHAT IS BEING DONE ?

With the growth of CERN it became necessary to work out a system of gradings — this was done in 1959 — and a method for finding out which grades to assign to which jobs. We believe that we have found such a method in 'Job Evaluation'.

While it cannot and does not pretend to be an exact system of measurement, Job Evaluation is an orderly approach, based on judgement, to determine the relative values of various jobs. It is not a study of individuals — although it is through the individual that the approach is made — but a study of the various jobs within the Organization.



... does not pretend to be an exact system of measurement

WHY IS IT BEING DONE ?

The purpose of our present exercise, and of its future repetitions is, among other things, to attempt to establish fair relationships among the jobs within CERN, and to ensure both 'Equal pay for equal work' and differences in grades where these are based on differences in duties and responsibilities.

WHAT IS IT NOT ?

From what has been said so far it becomes clear that Job Evaluation is

concerned with grades and not with the salaries attached to the different grades, nor with the individual's personal situation which, at CERN, is taken into account by various allowances and differentials. Our system of assigning grades does not alter CERN's efforts to pay competitive salaries — it complements it so as to achieve maximum staff satisfaction.

HOW IS IT BEING DONE ?

Before a grade is assigned to a post it is necessary to know what the job is and to analyse its contents. This is why many individual staff members and their supervisors are being consulted as to what the assigned duties are. We then write a 'Job Description'.

This description obviously cannot contain all the details of the job ; it therefore limits itself to listing duties which :

1. recur regularly ;
2. take up a reasonable amount of time ;
3. require special knowledge or ability.



... require special knowledge or ability

COMPARING JOBS

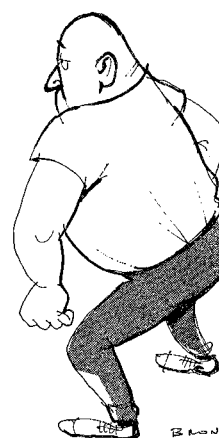
Once we know what is done, why it is done and by what means, the job under review is compared with other

jobs in CERN. We have already established a number of standard job descriptions ('Evaluation Guides') covering similar jobs inside or outside CERN, which serve to facilitate this task. In order to make this comparison as precise as possible, each job reviewed is studied on the basis of 'Evaluation Factors'. Because there is a wide variety of jobs in CERN, the factors are different for different types of work.

EVALUATION FACTORS

For predominantly 'manual' jobs, the following factors are taken into consideration :

1. Experience and training: the knowledge and skill necessary for the satisfactory performance of the duties relating to the post.
2. Physical demand: the physical effort which the staff member will be required to make in his work.



Physical demand

3. Mental application: the degree of attention required from the workman in the discharge of his duties.
4. Responsibility for equipment and for the safety of others.
5. Working conditions, which include such elements as noise, odours, temperature, etc., making the work more or less tiring or involving more or less hazard.

The evaluation of **'workshop supervisory' jobs** is based on these three elements :

1. The difficulty of the work done in the workshop : since the grade of a workman depends on the degree of work difficulty, his grading will be one of the elements for evaluating the supervisor's job.
2. The number of trades represented in the workshop.
3. The number of workmen and/or teams supervised.

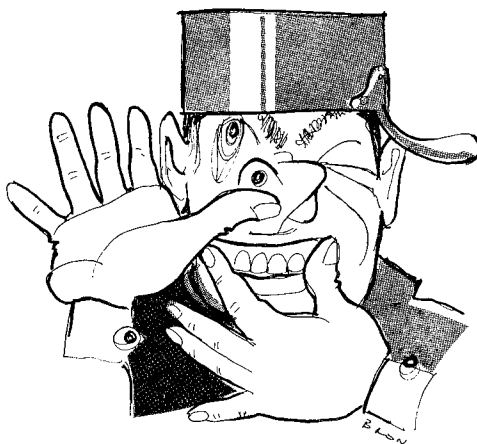
Predominantly **'non-manual' jobs** are evaluated according to the following factors :

1. Nature and variety of the work : varied work involving certain difficulties should be better paid than simple routine work.
2. Nature of available guide lines for the performance of work : it is clear that an activity where the guide lines are well established involves less responsibility than one for which only very general instructions are given.
3. Nature of supervisory control exercised over the work : all other things being equal, a job which is subject to constant supervision is inferior to that of someone working more independently.



... subject to constant supervision

4. Originality : certain jobs call for originality and new ideas from their holders, and this of course is taken into account when making the evaluation.
5. Work relationships : these are professional contacts between one staff member and others, or with bodies outside CERN. These relationships, which may involve commitment of CERN to certain action or policy, of course must have a bearing on the job grade.
6. Nature and scope of decisions taken and recommendations made



... certain jobs call for originality

by the staff member : this is self explanatory.

7. Supervision of other people's work : normally the supervisor is better paid than those who are supervised.

'Research' jobs. We are still at the discussion stage as to what factors could best be used in evaluating the jobs of physicists and engineers on research assignments.

EXCLUSIONS

The above factors in evaluation are usually accepted as reasonable. On the other hand, there are some factors which are often considered to have an influence on the grade, whereas reflection shows that this should not be so. Among the latter the most typical are :

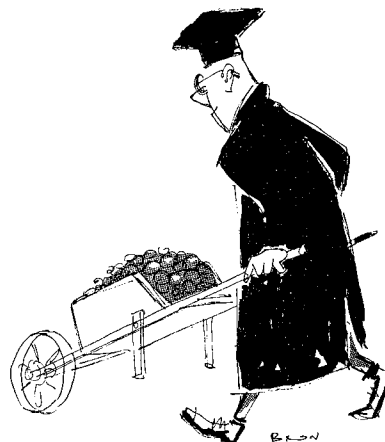
1. Seniority. Often a staff member thinks that he should be promoted because he has been in the same grade for several years. If his duties have not changed, if his work is the same, and if we want to abide by the principle of equal pay for equal work, there is no reason to change his grade. It is to reward long and satisfactory



Seniority

service that there are salary steps within each grade.

2. Age. One often hears : 'X is so much older than the rest of the group'. However, if X is doing the same work as his younger colleagues he cannot be promoted merely for reasons of age.
3. Quality and quantity of work. Of two people with the same functions, one may work very well and the other less well. Nevertheless, they have the same grade because the job is the same. However, there are rewards for outstanding staff members — Exceptional Performance Awards — and sanctions against poor performers, such as withholding the Annual Increment.
4. Special qualifications. The principle of equal pay for equal work means that staff members are graded for what they do and not for what they are capable of doing. Therefore, if a person is 'over-qualified' for his job, raising him one or two grades (which would arouse the indignation of his colleagues, and justifiably so) would be no solution ; he should be found another post more in keeping with his qualifications.



... for what they do and not for what they are capable of doing

We have thus briefly outlined what enters and what does not enter into the evaluation of a job. We have seen that job evaluation can ensure that staff members with equivalent responsibilities and doing work involving comparable difficulties have comparable grades. There is nothing mysterious about Job Evaluation ; it has only one purpose : to assign grades in fairness. If this result is achieved, if everyone knows why and how his grade was determined, the essential source of labour conflicts is eliminated and everyone can concentrate on his work, for his own benefit and that of CERN ●