

Accountability

■ ■ ■ Magnitude (Area of Impact)

	(N) Non-Quantifiable	(V) Very small	(S) Small	(M) Medium	(L) Large
		10,000 - 100,000*	100,000 - 1 million*	1 million - 10 million*	10 million - 100 million*

■ ■ Nature of Impact →

	I	II	III	IV	R	C	S	P	R	C	S	P	R	C	S	P	R	C	S	P	
A. CLOSELY CONTROLLED: Operating within direct and detailed instructions with very close and continuous supervision.	8	10	14	19	10	14	19	25	14	19	25	33	19	25	33	43	25	33	43	67	A
	9	12	16	22	12	16	22	29	16	22	29	38	22	29	38	50	29	38	50	66	
	10	14	19	25	14	19	25	33	19	25	33	43	25	33	43	67	33	43	67	74	
B. CONTROLLED: Subject to instructions and established work routines, under close supervision.	12	16	22	29	14	22	29	38	22	29	38	50	29	38	50	66	38	50	66	87	B
	14	19	25	33	19	25	33	43	25	33	43	67	33	43	67	74	43	67	74	100	
	16	22	29	38	22	29	38	50	29	38	50	66	38	50	66	87	50	66	87	116	
C. STANDARDIZED: Operating within standardized practices and procedures, general work instructions and supervision of progress and results.	19	25	33	43	25	33	43	67	33	43	67	74	43	67	74	100	67	74	100	132	C
	22	29	38	50	29	38	50	66	38	50	66	87	50	66	87	116	66	87	116	162	
	25	33	43	67	33	43	67	74	43	67	74	100	67	74	100	132	74	100	132	174	

Hay Group Guide Chart

Jean M. Phillips



Hay Group Guide Chart:

Reward Management Michael Armstrong, Helen Murlis, 2007 Based on the authors experience research and benchmarking activities this definitive book explains that reward management is about performance of individuals teams and the whole organization It examines in detail the processes and various approaches that can be adopted to achieve and reward outstanding skill and competence levels in the workplace Comprehensive and highly practical in its approach it takes a strategic perspective and addresses the wide gap that exists between theory and practice with a focus on the implications for practitioners This revised fifth edition includes new and updated chapters on age discrimination bonus schemes recognition schemes and pensions

HRM Core Concepts Jean M. Phillips, 2019-01-15 Formerly published by Chicago Business Press now published by Sage In HRM Core Concepts author Jean Phillips provides a concise yet comprehensive overview of human resource management The central theme of this text is to prepare your students to effectively apply HRM concepts in the areas of hiring developing motivating and retaining the right people enabling them to become better managers and more effective leaders

The Executive Handbook on Compensation Charles H. Fay, 2001 For more than fifty years human resources departments have turned to HayGroup for concrete practical advice on how to structure compensation programs Also the authority behind leading books on compensation HayGroup renders all others obsolete with this publication the new last word on compensation The Executive Handbook on Compensation speaks directly to businesses most important concerns highlighting dramatic changes in the world of business over the past decade changes caused by the globalization of the economy the diversification of the workforce new work habits including flexible time and telecommuting and organizational shifts that require that compensation packages maximize employee employer partnerships like never before The Executive Handbook on Compensation shows managers how to Reward and retain key people Determine affordable appropriate pay scales Evaluate employee expectations and boost morale Develop nontraditional and contingency based compensation Use the latest electronic media to improve the way businesses document evaluate price and plan jobs

Human Resource Management Jean M. Phillips, 2024-11-20 Formerly published by Chicago Business Press now published by Sage Focusing on knowledge acquisition and skill development Human Resource Management An Applied Approach is designed to prepare future managers and non managers alike to effectively utilize human resource management strategies to advance their own careers while supporting the growth and development of those they manage Author Jean Phillips adopts an applied approach encouraging students to take action and create a lasting impact in the field of HRM that goes beyond theoretical learning The Fourth Edition features new end of chapter exercises company examples throughout the book and a new section called Using This Knowledge at the end of each chapter providing additional support for applying the topics covered Through case studies videos and exercises students will develop their personal skills and gain practical experience in applying various HR concepts enabling them to become better managers and more effective leaders

Human Resource Management Jean

Phillips,2018-01-15 Formerly published by Chicago Business Press now published by Sage Using a combination of knowledge acquisition and personal development Human Resource Management An Applied Approach is designed to prepare future HRM managers to effectively utilize HRM strategies to not only advance their own careers but also support the growth and development of those they manage Author Jean Phillips adopts an engaging approach encouraging students to take action and create a lasting impact in the field of HRM that goes beyond theoretical learning **Valuing Roles** Michael Armstrong,Ann Cummins,2008 Valuing Roles gives you practical advice on how to determine employee worth as well as how to structure and implement approaches that recognize it The book highlights the benefits and risks of the different approaches your organization can use putting job evaluation into perspective and demonstrating how it links to other people pay related processes systems and policies ensuring a transparent framework for talent management Written by two highly experienced practitioners Michael Armstrong and Ann Cummins the book thoroughly examines the why and how behind the concept giving you advice and techniques to help you to measure the relative value of people a practical methodology for ensuring fair and equitable outcomes at all levels in your organization and highly topical coverage of critical issues including equal pay and market pricing Valuing Roles uses the latest research on this hugely important topic including an analysis of a 2007 job evaluation survey carried out by e reward The theory is supported by a wide range of international case studies as well as checklists templates and flowcharts to help you determine the relative worth of jobs or individuals in your organization **Managing Employee Performance & Reward** John Shields,Michelle Brown,Sarah Kaine,Catherine Dolle-Samuel,Andrea North-Samardzic,Peter McLean,Robyn Johns,Patrick O'Leary,Geoff Plimmer,Jack Robinson,2015-10 This second edition offers a comprehensive coverage of employee performance and reward presenting the material in a conceptually integrated way **Human Resource Management, 11th Edition** Raymond J. Stone,Anne Cox,Mihajla Gavin,Joseph Carpini,2024-06-04 The new edition of Raymond Stone s Human Resource Management is an AHRI endorsed title that has evolved into a modern relevant and practical resource for first year HRM students This concise 15 chapter textbook gives your students the best chance of transitioning successfully into their future profession by giving them relatable professional insights and encouragement to exercise their skills in authentic workplace scenarios **Human Resource Management** Jonathan Crawshaw,Pawan Budhwar,Ann Davis,2020-05-30 A comprehensive introduction to HRM for students who are new to the field but who will be seeking employment in a global market working with diverse colleagues and across international borders Broken down into three parts covering Strategic Issues in HRM HRM in Practice and HRM in Context and weaving international and cross cultural perspectives throughout the text explores the ever changing world of human resource management The various theories practices and debates that populate this field are examined and the challenges and controversies that arise when theory meets practice are explored The international dimensions of HRM including cross cultural working diversity equality and international business have been considered throughout Practical

learning features have been included to help students develop skills they can apply to their course and in graduate employment In the new edition all chapters have been thoroughly updated and the authors have included an additional chapter on Digitization and Artificial Intelligence in HRM The book is supported by a wide range of online resources and tools for both lecturers and students including access to SAGE journal articles chapter specific podcasts SAGE video PowerPoint slides interactive multiple choice questions and SAGE Business Cases Suitable for undergraduates and post graduate students looking for a strategic and international perspective of HRM Human Resource Management, 10th Edition Raymond J. Stone, Anne Cox, Mihajla Gavin, 2020-12-14 The new edition of Raymond Stone s Human Resource Management is an AHRI endorsed title that has evolved into a modern relevant and practical resource for first year HRM students This concise 14 chapter textbook gives your students the best chance of transitioning successfully into their future profession by giving them relatable professional insights and encouragement to exercise their skills in authentic workplace scenarios Complementary to your courses with well written conceptual content Stone s 10th Edition will save you research and assessment prep time with a host of case studies that cement learnings and get students thinking critically

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