Job Analysis and Evaluation in Human Resources

31 May – 4 June 2027
Milan (Italy)



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Ref: 3255902_212504 **Date:** 31 May – 4 June 2027 **Location:** Milan (Italy) **Fees:** 5200 GBP

Introduction

Job evaluation is a fundamental component of an effective and equitable human resources system. It enables organizations to determine the relative value of each position, clarify roles and responsibilities, and design structured job grades and compensation systems that reflect organizational needs and strategic priorities.

An effective job evaluation process begins with accurate job analysis, well-structured job descriptions, and clearly defined competency profiles. It also requires the selection of an appropriate evaluation methodology, such as the Ranking Method, Classification Method, Factor-Point Method, or Factor Comparison Method, to ensure that jobs are assessed consistently and objectively.

This course provides a practical and structured approach to job evaluation, beginning with job analysis and professional job description development, progressing through different job evaluation methodologies, and concluding with the design of job grades, salary structures, and pay ranges.

The course also addresses salary benchmarking, internal equity, external competitiveness, and the legal and ethical considerations related to compensation. Participants will learn how to align job evaluation results with organizational strategy and workforce planning while developing a practical implementation plan for their organizations.

Course Objectives

By the end of the program, participants will be able to:

- Apply job analysis methodologies to define roles and responsibilities accurately.
- Prepare job description cards and professional competency profiles.
- Conduct job evaluation processes using internationally recognized methodologies.
- Compare and apply different job evaluation methods, including:
  - Ranking Method.
  - Classification Method.
  - Factor-Point Method.
  - Factor Comparison Method.
- Design job structures and job grades.
- Develop fair and transparent compensation and salary systems.
- Conduct salary benchmarking against the labor market.
- Achieve internal equity and external competitiveness in salaries.
- Apply legal and ethical best practices in compensation.
- Align job evaluation results with organizational strategy and workforce planning.

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Course Outlines

Day 1: Fundamentals of Job Evaluation

- Concept and importance of job evaluation.
- Objectives and principles of job evaluation.
- Internal equity and external competitiveness.
- Legal and ethical considerations.
- Linking job evaluation to organizational strategy.

Day 2: Job Analysis and Job Description Development

- Job analysis methodologies.
- Conducting interviews and field observations.
- Preparing professional job descriptions.
- Identifying job competencies and capabilities.
- Documenting and classifying jobs.

Day 3: Job Evaluation Methodologies

- Ranking Method.
- Job Classification Method.
- Factor-Point Method.
- Factor Comparison Method.
- Selecting the appropriate methodology.
- Practical applications and exercises in job evaluation.

Day 4: Job Grade Design and Compensation Systems

- Building job families.
- Designing job structures and job grades.
- Developing salary scales and pay ranges.
- Salary benchmarking against the labor market.
- Analyzing salary equity.

Day 5: Implementing a Job Evaluation System and Best Practices

- Implementing a job evaluation system within the organization.
- Governance and regulatory policies.
- Communicating evaluation results to employees.
- Managing objections and reviews.
- Developing a practical implementation plan for the job evaluation system.



Why Attend this Course: Wins & Losses!

- Develop the ability to analyze jobs and define roles and responsibilities accurately.
- Prepare professional job descriptions and clear competency profiles.
- Gain practical knowledge of internationally recognized job evaluation methodologies.
- Understand the differences between Ranking, Classification, Factor-Point, and Factor Comparison methods.
- Select the most suitable job evaluation methodology for the organization.
- Design clear and structured job grades.
- Develop fair and transparent salary scales and pay ranges.
- Improve the ability to conduct salary benchmarking against the labor market.
- Strengthen internal equity across jobs and employees.
- Enhance the external competitiveness of salary and compensation systems.
- Reduce unjustified salary differences.
- Support recruitment, promotion, and career development decisions.
- Improve transparency and employee trust in compensation systems.
- Apply legal and ethical best practices in compensation.
- Align job evaluation with organizational strategy and workforce planning.
- Develop a practical plan for implementing a job evaluation system.

Conclusion

An effective job evaluation system supports fairness, clarity, and consistency across the organization. It enables management to determine the relative value of jobs, organize job grades, and design salary and compensation systems based on objective and transparent criteria.

This course provides a practical framework that begins with job analysis, job description development, and competency profiling. It then explores different evaluation methodologies before moving to job structure design, job grading, salary scales, and pay ranges.

Participants will also learn how to conduct salary benchmarking, balance internal equity with external competitiveness, and apply legal and ethical principles in compensation management.

By the end of the program, participants will be better prepared to implement a comprehensive job evaluation system, communicate its results, manage objections and reviews, and develop an implementation plan aligned with organizational strategy and workforce planning.

