

# The Concept of Position Evaluation

Common approaches vary in complexity

*Our focus will be mostly on...*

**Less Complexity**

**Greater Complexity**

	Ranking	Market Pricing	Standardized Point Factor <i>(e.g. Mercer IPE)</i>	Customized Point Factor
Description	Jobs ranked using general criteria of worth to organization	Market rates established for benchmark jobs	Points assigned to jobs based on universal factors, degrees and points	Points assigned to jobs based on customized factors, levels and factor weights
Strengths	Simple Easy to maintain	Relationship to market values Credible	Can compare jobs across functions and organizations. Common links to market	Can compare jobs across functions Is perceived to be objective and consistent
Limitations	Potential for bias May over emphasize a single factor	Slotting requires interpretation. Difficult if poor data or fast changing market	May seem inflexible Administration may seem to be a barrier	Effort required to develop factors Much effort to administer and implement

# Mercer Job Evaluation Manual

**Jianjun Gao**



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