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- ↕ Unit 4 Methods of Classification
  INTRODUCTION

  This unit will prepare you to appreciate the complexities of rewarding employees for their performance on the job. Methodologies to pay employees for their work are critical in attracting employees as well as keeping them, and to this is added the need to motivate them to achieve high performance. You will identify the pros and cons of the major conceptual models in rewarding staff and explore some simplifications that have evolved over the years, such as broad-banding.

  To complicate the rewarding of employees for high-performance work, there are many regulatory and legal issues that must be navigated successfully by the human resources manager. You will gain an appreciation of these issues in this unit as well. To conclude this unit, you will explore these complexities in a case study of a minority recruiting situation that may help you in your own organization's future.

  OBJECTIVES

  To successfully complete this learning unit, you will be expected to:

  1. Explore the methods of classification of employees within an organization.

  2. Use existing theory bases to interpret the effect of customer service requirements on position classifications.

  3. Articulate and discuss the advantages and disadvantages of the major classification methodologies.

  4. Articulate the legal and regulatory requirements of personnel classification.

  Unit 4 Study 1
  Studies

  ## Readings

  Use the Capella Library to read the following:

- Job analysis and design. (2014). In R. F. Bortz, & P. H. Steisel Goldfarb (Eds.), *Encyclopedia of business and finance* (3rd ed., Vol. 2, pp. 467–470). Farmington Hills, MI: Macmillan Reference.
- Hawkes, C. L., & Weathington, B. L. (2014). Competency-based versus task-based job descriptions: Effects on applicant attraction. *Journal of Behavioral & Applied Management*, *15*(3), 190–211.
- Risher, H. (2015, June 16). What's in a name? everything that's wrong with job classification. *Government Executive*, p. 1.
- Writing job descriptions: An 8-question checklist. (2013). *HR Specialist*, *11*(12), 6.
- Haggerty, P. (2015). Labor department offers guidance to determine worker classification. *Payroll Practitioner's Monthly*, 26(9), 1–8.
- Mellow, M. A., Niedbalski, T., & Wehmer, J. S. (2016). Employee or independent contractor? How the effects of classifications impact employer liability. *Defense Counsel Journal*, *83*(1), 45–67.
- Huang, W., & Kleiner, B. H. (2012). How to properly classify personnel as either contract workers or employees. *Franklin Business & Law Journal*, *2012*(4), 158–162.

↕ Unit 4 Study 2
Project Preparation

The next component of your course project will be due in Unit 6.

It is recommended that you take time now to read the Job Description and Delivery Model assignment and scoring guide in Unit 6, and begin preparing for it. This assignment is cumulative and builds from your Unit 3 assignment. After reading the assignment, if you have any questions about its requirements, contact your instructor.

↕ Unit 4 Discussion 1
Understanding Job Classification

Compare and contrast the major classification methodologies. In your discussion, be sure to address the requirements different classification methodologies pose for the organization and the effect of the methodology on employees. These requirements and effects should include (but are not limited to):

- Ranking.
- Classification.

- Point evaluation.
- Factor comparison.
- Market comparison.

You may include pay systems that modify these systems—for example, broad-banding. Support your points and observations with appropriately cited references to the texts or to articles from peer-reviewed or professional journals.

Response Guidelines

Read the posts of your peers and respond to at least two by either expanding on the points being made or by critiquing them. Be sure to support your own points with references to academically sound sources such as the texts, peer-reviewed journals, or professional publications in the field.

Resources

- ☑Discussion Participation Scoring Guide.

↕Unit 4 Discussion 2
Identifying Needed Skills

Review the case study "Who's Most Qualified to be Minority Recruitment Director" in *Public Personnel Management*. Using the questions listed under Process as your guidelines, discuss what you think the ideal knowledge, skills, and abilities for a minority recruitment director for your organization would be.

Response Guidelines

Read the posts of your peers, and note the themes and trends that arise. Respond to at least two peers by comparing their ideas not only to your own, but also to the themes you identified..