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Exam

Name_____

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

1) In establishing pay rates, an employer should conduct a salary survey for the purpose of: 1) _____
A) job evaluation.
B) performance appraisals.
C) slotting jobs into pay grades.
D) pricing jobs.
E) fine tuning pay rates.

Answer: D
Explanation: A)
B)
C)
D)
E)

2) Compensation policies are usually written by the HR or compensation manager together with: 2) _____
A) supervisors.
B) compensation consultants.
C) senior management.
D) employees.
E) stockholders.

Answer: C
Explanation: A)
B)
C)
D)
E)

3) A total rewards approach considers: 3) _____
A) business strategy.
B) employee value.
C) compensation and benefits together.
D) individual reward components as part of an integrated whole.
E) cost constraints.

Answer: D
Explanation: A)
B)
C)
D)
E)

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4) Assigning pay rates to each pay grade (or to each job) is usually accomplished with a: 4) _____
A) performance appraisal.
B) wage grade.
C) rate range.
D) wage curve.
E) job evaluation.

Answer: D
Explanation: A)
B)
C)
D)
E)

5) Total rewards refers to: 5) _____
A) contractual pay methods or fringe benefits to employees.
B) all forms of pay or other compensation provided to employees.
C) cash payments only.
D) certain forms of pay and rewards to employees.
E) payroll costs.

Answer: B
Explanation: A)
B)
C)
D)
E)

6) You are the HR professional at a forestry company. You are responsible for implementing a pay equity plan. Which of the following questions would not be beneficial for the purpose of avoiding pay equity problems? 6) _____
A) Is the pay system clearly documented in a salary administration manual?
B) Have pay equity consultants been hired?
C) Are job duties and responsibilities clearly documented?
D) Are pay equity laws being monitored and adhered to in each province?
E) When was the pay system last reviewed?

Answer: B
Explanation: A)
B)
C)
D)
E)

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7) Job evaluation is mostly a judgmental process which requires close cooperation and input from the following EXCEPT: 7) _____
A) supervisors.
B) compensation specialists.
C) customer responses.
D) union representatives.
E) employees.

Answer: C
Explanation: A)
B)
C)
D)
E)

8) The following are primary functions of the job evaluation committee EXCEPT: 8) _____
A) selecting a job evaluation method.
B) identifying 10 or 15 key benchmark jobs.
C) selecting behavioural anchors.
D) evaluating the worth of each job.
E) selecting compensable factors.

Answer: C
Explanation: A)
B)
C)
D)
E)

9) The job evaluation committee will want to group similar jobs (in terms of their ranking or number of points, for instance) into grades for: 9) _____
A) personal growth.
B) pay purposes.
C) assessment purposes.
D) non- economic reasons.
E) wage structure purposes.

Answer: B
Explanation: A)
B)
C)
D)
E)

10) Experience has shown that competency- based pay is more efficient in the _____ years of its existence. 10) _____
A) first B) first 10 C) first 5 D) last E) later

Answer: A
Explanation: A)
B)
C)
D)
E)

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11) Engagement is: 11) _____
A) transactional rewards which are consistent across competing organizations.
B) the belief that the organization cares about talent management.
C) positive emotional connection to the employer and a clear understanding of the strategic significance of the job.
D) providing competitive base pay.
E) relational work experiences.

Answer: C
Explanation: A)
B)
C)
D)
E)

12) Wage surveys undertaken by the human resources department may collect other data which would include the following EXCEPT: 12) _____
A) vacation time.
B) industry demand.
C) employee benefits.
D) sick leave benefits.
E) insurance benefits.

Answer: B
Explanation: A)
B)
C)
D)
E)

13) The following are elements in a manager's compensation package EXCEPT: 13) _____
A) long- term incentives.
B) benefits.
C) salary.
D) commission.
E) short- term incentives.

Answer: D
Explanation: A)
B)
C)
D)
E)

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14) Establishing pay rates involves three stages, which are: 14) _____
A) collecting data used to price every job in the organization, working with a compensation consultant, and working with a benefits specialist.
B) consulting with industry, determining salaries for executive positions, and deciding on a benefits plan.
C) pricing of benchmark jobs, collecting data on insurance benefits, evaluating benefits packages.
D) collecting data on insurance benefits, creating a salary survey, and hiring external consultants.
E) job evaluation, conducting salary surveys and combining job evaluation and salary survey results.

Answer: E
Explanation: A)
B)
C)
D)
E)

15) Wages must compare favourably with rates in other organizations or an employer will find it hard to attract and retain qualified employees. This is known as: 15) _____
A) compensation policy.
B) internal equity.
C) external equity.
D) need for equity.
E) wage compensation.

Answer: C
Explanation: A)
B)
C)
D)
E)

16) The job evaluation method in which a number of compensable factors are identified, and then the degree to which each of these factors is present on the job is determined, is the: 16) _____
A) factor comparison method.
B) point method.
C) ranking method.
D) job classification method.
E) Hay plan method.

Answer: B
Explanation: A)
B)
C)
D)
E)

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17) Collapsing salary grades and ranges into just a few wide levels or "bands" is called: 17) _____
A) job specialization.
B) broadbanding.
C) red circle banding.
D) compensation banding.
E) wide banding.

Answer: B
Explanation: A)
B)
C)
D)
E)

18) The job evaluation method that rates each job relative to all other jobs, usually based on some overall factor like "job difficulty," is the: 18) _____
A) classification method.
B) point method plan.
C) critical incidence method.
D) factor comparison method.
E) ranking method.

Answer: E
Explanation: A)
B)
C)
D)
E)

19) The point method of job evaluation identifies several compensable factors, each having several degrees, in addition to: 19) _____
A) degrees within a present job.
B) ranking jobs.
C) establishing points in ranking jobs.
D) degrees to which each of these factors is present in the job.
E) identifying behavioural anchors.

Answer: D
Explanation: A)
B)
C)
D)
E)

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20) When compensating professional employees, most employers use a: 20) _____
A) job- based pay approach.
B) market- pricing approach.
C) pay equity approach.
D) job evaluation approach.
E) skill- based pay approach.

Answer: B
Explanation: A)
B)
C)
D)
E)

21) The type of wage survey that pertains to members of associations includes: 21) _____
A) Professional Engineers Ontario.
B) geographic surveys.
C) area surveys.
D) benefits surveys.
E) local surveys.

Answer: A
Explanation: A)
B)
C)
D)
E)

22) An alternative method to a traditional job evaluation is pay: 22) _____
A) for responsibility.
B) for education.
C) for skill/competency.
D) based on seniority.
E) for ability.

Answer: C
Explanation: A)
B)
C)
D)
E)

23) The basic procedure of job evaluation is to compare the content of jobs in relation to one another in terms of the following EXCEPT: 23) _____
A) responsibility.
B) skill.
C) working conditions.
D) personality traits.
E) effort.

Answer: D
Explanation: A)
B)
C)
D)
E)

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24) There are several steps in pricing jobs with a wage curve. The second is: 24) _____
A) determine the rate range.
B) find the average pay for each pay grade.
C) create a wage line.
D) plot the pay rates.
E) price jobs.

Answer: D
Explanation: A)
B)
C)
D)
E)

25) Once a job evaluation method has been used to determine the relative worth of each job, the committee can turn to the task of assigning pay rates to each job, but it will usually want to first group jobs into: 25) _____
A) pay grades.
B) personal contracts.
C) range rates.
D) labour contracts.
E) department classes.

Answer: A
Explanation: A)
B)
C)
D)
E)

26) There are several steps in pricing jobs with a wage curve. The first is: 26) _____
A) determine the pay grade.
B) find the average pay for each pay grade.
C) determine the rate range.
D) determine the pay rate for a cluster of jobs.
E) create a wage line.

Answer: B
Explanation: A)
B)
C)
D)
E)

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27) Originally, total rewards were conceptualized as having three broad categories: They are: 27) _____
A) performance and recognition, benefits, work experience.
B) compensation, benefits, work experience.
C) development/career opportunities, benefits, work experience.
D) compensation, flexible benefits, work experience.
E) bonus, benefits, work experience.

Answer: B
Explanation: A)
B)
C)
D)
E)

28) When developing compensation plans for managers and professionals, job evaluation is central to: 28) _____
A) bonuses.
B) incentives.
C) non- salary issues.
D) base salary.
E) benefits.

Answer: D
Explanation: A)
B)
C)
D)
E)

29) Executive compensation tends to emphasize _____ more than for other employees' pay plans. 29) _____
A) salary
B) commissions
C) base pay
D) performance incentives
E) benefits

Answer: D
Explanation: A)
B)
C)
D)
E)

30) Work/life programs help employees do their jobs effectively using: 30) _____
A) flexible scheduling and childcare.
B) vacation and holidays.
C) advancement opportunities.
D) employer- paid insurance.
E) recognition programs.

Answer: A
Explanation: A)
B)
C)
D)
E)

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31) Statistics Canada provides monthly data on earnings by: 31) _____
A) city and occupation.
B) industry and city.
C) geographic area and size of company.
D) geographic area, industry, and occupation.
E) size of company.

Answer: D
Explanation: A)
B)
C)
D)
E)

32) Broadbanding facilitates less specialized, boundaryless: 32) _____
A) division of work.
B) geographic dispersion.
C) job evaluation.
D) leniency and error.
E) jobs and organizations.

Answer: E
Explanation: A)
B)
C)
D)
E)

33) When compensating professional employees, the commonly used job evaluation method is: 33) _____
A) job classification method.
B) competency.
C) point.
D) ranking.
E) factor comparison.

Answer: A
Explanation: A)
B)
C)
D)
E)

34) A disadvantage of the job classification method of job evaluation is the difficulty in: 34) _____
A) writing job descriptions.
B) developing job clusters.
C) classifying jobs.
D) writing grade descriptions.
E) grouping jobs.

Answer: D
Explanation: A)
B)
C)
D)
E)

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35) Another way to categorize jobs, other than using class descriptions, when undertaking the job classification method is to: 35) _____

A) draw up a set of classifying rules.
B) rank jobs against one another.
C) rank jobs by compensable factors.
D) assign points to compensable factors.
E) rank jobs from lowest to highest.

Answer: A
Explanation: A)
B)
C)
D)
E)

36) Executive compensation tends to emphasize performance incentives more than do: 36) _____

A) stockholders' pay plans.
B) other employees' pay plans.
C) pay plans for boards of directors.
D) pay plans for boards of trustees.
E) pay plans for boards of governors.

Answer: B
Explanation: A)
B)
C)
D)
E)

37) Most Canadian human rights acts prohibit discrimination in pay based on the following grounds EXCEPT: 37) _____

A) colour.
B) height.
C) physical disability.
D) age.
E) sex.

Answer: B
Explanation: A)
B)
C)
D)
E)

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38) Quantitative job evaluation systems, primarily the point plan, are widely used in Canada, partly due to: 38) _____

A) employee behaviour that is limited to what is on paper.
B) job descriptions that restrict employee behaviour.
C) the influence of job specifications on employee behaviour.
D) the need for hourly jobs to be compared to salaried positions.
E) the requirements of pay equity legislation.

Answer: E
Explanation: A)
B)
C)
D)
E)

39) The job classification method of job evaluation is a widely used method in which jobs are categorized into: 39) _____

A) groups.
B) functions.
C) clusters.
D) factors.
E) departments.

Answer: A
Explanation: A)
B)
C)
D)
E)

40) Rate ranges are a series of steps or levels of pay within a pay grade, usually based upon: 40) _____

A) years of service.
B) peer appraisals.
C) teamwork.
D) amount of responsibility.
E) years of education.

Answer: A
Explanation: A)
B)
C)
D)
E)

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41) There are often more opportunities for advancement with skill- based pay plans than with job- based pay plans because of: 41) _____

A) the lack of job evaluation.
B) less bureaucracy.
C) the company- wide focus on skill building.
D) higher base pay.
E) the emphasis on years of experience.

Answer: C
Explanation: A)
B)
C)
D)
E)

42) The Revlex Company did a salary survey, and the results showed that 10 of its key positions had lower wages compared with similar positions at their key competitors. The problem the company faces is: 42) _____

A) pay equity.
B) comparable worth.
C) internal inequity.
D) external inequity.
E) broadbanding.

Answer: D
Explanation: A)
B)
C)
D)
E)

43) You are advising the President of a newly formed company as to payroll obligations. This company is provincially regulated and is located in British Columbia. She has asked you to advise her as to legislative minimum standards regarding pay. You respond that the British Columbia Employment Standards Act sets minimum standards regarding pay for each of the following categories EXCEPT: 43) _____

A) minimum wage.
B) pensions.
C) overtime pay.
D) paid statutory holidays.
E) paid vacation.

Answer: B
Explanation: A)
B)
C)
D)
E)

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44) An example of an informal survey conducted by an employer would be a(n): 44) _____
A) governmental agency survey.
B) industry- wide survey.
C) commercial survey.
D) telephone survey.
E) professional organization survey.

Answer: D
Explanation: A)
B)
C)
D)
E)

45) Pay rates must be equitable for each employee relative to other pay rates inside the organization. This is known as: 45) _____
A) wage compensation.
B) external equity.
C) internal equity.
D) need for equity.
E) compensation plan.

Answer: C
Explanation: A)
B)
C)
D)
E)

46) The problem resulting from using data in employee compensation surveys is known as: 46) _____
A) systemic undervaluing.
B) employee discrimination.
C) upward bias.
D) report bias.
E) stereotyping of data.

Answer: C
Explanation: A)
B)
C)
D)
E)

47) Pay equity laws were enacted in response to: 47) _____
A) the variety of job evaluation systems being used to evaluate jobs.
B) the variety of compensable factors being used to evaluate jobs.
C) pay discrimination against senior citizens
D) the historical undervaluing of "women's work."
E) gender- neutral job evaluation systems.

Answer: D
Explanation: A)
B)
C)
D)
E)

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48) Important considerations for paying employees include the following EXCEPT: 48) _____
A) union considerations.
B) legal considerations.
C) policy considerations.
D) average age considerations.
E) equity considerations.

Answer: D
Explanation: A)
B)
C)
D)
E)

49) An advantage of using rate ranges for each pay grade is that it allows for: 49) _____
A) gender differences.
B) employer inflexibility.
C) age differences.
D) performance differences.
E) education differences.

Answer: D
Explanation: A)
B)
C)
D)
E)

50) The total rewards approach has arisen from the: 50) _____
A) changing global economy.
B) employee's requirement for stability.
C) organization's business needs.
D) changing business environment of the last several decades.
E) executive boardroom.

Answer: D
Explanation: A)
B)
C)
D)
E)

51) Rates being paid to overpaid employees are often called: 51) _____
A) silver circle pay rates.
B) red circle pay rates.
C) premium jobs pay rates.
D) black circle pay rates.
E) excessive pay rates.

Answer: B
Explanation: A)
B)
C)
D)
E)

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52) The Employment Insurance Act provides unemployment benefits varying by region and other factors for up to _____ weeks. 52) _____

A) 18 B) 45 C) 52 D) 26 E) 30

Answer: B

Explanation: A)
B)
C)
D)
E)

53) The graphic description of the relationship between the value of the job and the average wage paid for this job is called a: 53) _____

A) pay grade.
B) rate range.
C) wage curve.
D) wage structure.
E) wage grade.

Answer: C

Explanation: A)
B)
C)
D)
E)

54) One way to depict the pay rate ranges for each pay grade is with a wage structure graphically depicting the: 54) _____

A) range of pay grades for each pay rate.
B) range of pay rates for each pay grade.
C) range of jobs.
D) scatter- plot points within a pay grade.
E) pay for each job.

Answer: B

Explanation: A)
B)
C)
D)
E)

55) With skill/competency- based pay, employees are not paid for the job they currently hold, but instead for the following EXCEPT: 55) _____

A) range of skills.
B) types of skills.
C) years of experience.
D) depth of skills.
E) knowledge.

Answer: C

Explanation: A)
B)
C)
D)
E)

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56) The general trend in executive compensation today is to decrease the relative importance of _____ and increase the relative importance of short- and long- term executive incentives. 56) _____

A) perquisites
B) commissions
C) base salary
D) employee benefits
E) pension plans

Answer: C
Explanation: A)
B)
C)
D)
E)

57) Jeffrey is the newly hired HR professional who is responsible for evaluating compensation practices at the company. To determine if there are issues with internal equity he has chosen to conduct a job evaluation according to the method popularized by the Hay consulting firm. Which of the following are the compensable factors he uses to evaluate jobs: 57) _____

A) effort, responsibility, authority, and working conditions.
B) know- how, problem solving, accountability, and working conditions.
C) responsibility, skill, effort, and working conditions.
D) skill, effort, problem solving, and working conditions.
E) knowledge, problem solving, responsibility, and working conditions.

Answer: C
Explanation: A)
B)
C)
D)
E)

58) Job evaluation is a technique used to determine: 58) _____

A) performance appraisals of individuals to the group.
B) promotability.
C) the relative value of an individual's career earnings to the group's.
D) merit reviews of individuals to the group.
E) the relative worth of each job.

Answer: E
Explanation: A)
B)
C)
D)
E)

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59) The great challenge of competency- based pay is: 59) _____
A) competency definition.
B) measurement of skills, abilities and competencies.
C) determining base pay.
D) educational levels of employees.
E) determining bonuses.

Answer: B
Explanation: A)
B)
C)
D)
E)

60) Research conducted by WorldatWork has clarified the "work experience" category of total rewards by splitting it into three parts. They are: 60) _____
A) work/life programs, HR strategy, and development/career opportunities.
B) work/life programs, organizational culture and development/career opportunities.
C) work/life programs, succession programs, and salary grade.
D) work/life programs, business strategy and development/career opportunities.
E) work/life programs, performance and recognition, and development and career opportunities.

Answer: E
Explanation: A)
B)
C)
D)
E)

61) The process whereby several people meet together who are familiar with the jobs in question, and who may have different perspectives regarding the nature of the jobs, is called a(n): 61) _____
A) management negotiating team.
B) position review committee.
C) job evaluation committee.
D) union negotiating team.
E) performance appraisal.

Answer: C
Explanation: A)
B)
C)
D)
E)

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62) Unions tend to believe that no one can judge the relative worth of jobs better than: 62) _____
A) management.
B) union leaders.
C) job evaluation consultants.
D) workers.
E) HR staff.

Answer: D
Explanation: A)
B)
C)
D)
E)

63) The "wage gap" between men and women is a result of systemic discrimination, as well as the following EXCEPT: 63) _____
A) education levels.
B) experience levels.
C) level of unionization.
D) differences in hours worked.
E) performance levels.

Answer: E
Explanation: A)
B)
C)
D)
E)

64) The rate range is usually built around the: 64) _____
A) Hay system.
B) job evaluation.
C) wage line or curve.
D) performance appraisal.
E) job specialization.

Answer: C
Explanation: A)
B)
C)
D)
E)

65) Job evaluation methods include the following EXCEPT the: 65) _____
A) Hay plan method.
B) factor comparison method.
C) ranking method.
D) job classification method.
E) point method.

Answer: A
Explanation: A)
B)
C)
D)
E)

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66) The type of job evaluation method where the groups are called classes if they contain similar jobs is called the: 66) _____

A) ranking method.
B) Hay plan method.
C) point method.
D) factor comparison method.
E) job classification method.

Answer: E
Explanation: A)
B)
C)
D)
E)

67) The problem with having a wage structure with underpaid employees can be solved through raising their wages to: 67) _____

A) the midrange of an employee's pay grade.
B) be competitive with other jobs in the firm.
C) the maximum of the rate range for their pay grade.
D) the minimum of the rate range for their pay grade.
E) another pay grade.

Answer: D
Explanation: A)
B)
C)
D)
E)

68) When compensating professional employees, compensable factors tend to focus on the following EXCEPT: 68) _____

A) creativity.
B) working conditions.
C) problem solving.
D) technical expertise.
E) technical knowledge.

Answer: B
Explanation: A)
B)
C)
D)
E)

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69) Job evaluation involves comparing jobs to one another based on their content. Job content is assessed using: 69) _____

A) critical incidence.
B) job design.
C) comparable worth.
D) compensable factors.
E) behavioural anchors.

Answer: D
Explanation: A)
B)
C)
D)
E)

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

70) With skill/competency- based pay, employees are paid for the range, depth, and type of skills and knowledge they are capable of using, rather than for the job currently held. 70) _____

Answer: ✓ True False
Explanation:

71) Classifying jobs, ranking them, or assigning points to them is not applicable to managerial and professional jobs. 71) _____

Answer: True ✓ False
Explanation:

72) The point method of job evaluation is easily explained to employees. 72) _____

Answer: ✓ True False
Explanation:

73) Total rewards refers to all forms of pay or other compensation arising from employment. 73) _____

Answer: ✓ True False
Explanation:

74) Management does not have the right to serve on a job evaluation committee, because this would constitute a conflict of interest. 74) _____

Answer: True ✓ False
Explanation:

75) The point method plan of job evaluation identifies several compensable factors, each having several degrees; as well as the degree to which each of these factors is present in the job. 75) _____

Answer: ✓ True False
Explanation:

76) The only way to categorize jobs is to draw up class descriptions and place jobs into classes based on their correspondence to these descriptions. 76) _____

Answer: True ✓ False
Explanation:

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77) Human rights legislation makes it illegal to discriminate in employment because of race, colour, religion, sex, and age. 77) _____

Answer: ✓ True False
Explanation:

78) Most employers pay just one pay rate for all jobs in a particular pay grade. 78) _____

Answer: True ✓ False
Explanation:

79) In most cases, the union's position is that it is accepting job evaluation only as an initial decision technique and is reserving the right to appeal the actual job- pricing decisions through grievances or bargaining channels. 79) _____

Answer: ✓ True False
Explanation:

80) The Employment Equity Act provides unemployment compensation for up to 65 weeks for all Canadian workers. 80) _____

Answer: True ✓ False
Explanation:

81) Most of the pay equity acts in Canada focus on four compensable factors- - skill, effort, responsibility, and working conditions. 81) _____

Answer: ✓ True False
Explanation:

82) The two bases upon which to pay employees are increments of performance and seniority. 82) _____

Answer: True ✓ False
Explanation:

83) Executive, administrative, and professional employees are included in the overtime requirements of employment/labour standards legislation. 83) _____

Answer: True ✓ False
Explanation:

84) Employers usually survey other firms to see if they are paying comparable pay for comparable jobs. 84) _____

Answer: ✓ True False
Explanation:

85) Job evaluation involves an informal and unsystematic comparison of jobs to determine the worth of one job relative to another. 85) _____

Answer: True ✓ False
Explanation:

86) Skill/competency- based and market- based pay entirely eliminates the need for evaluating the worth of one job relative to others in the firm. 86) _____

Answer: True ✓ False
Explanation:

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ESSAY. Write your answer in the space provided or on a separate sheet of paper.

87) Assenture Inc., a management consulting company, conducted an employee survey which indicated that 25% of junior associates felt their salary was low compared to what senior associates make. The survey also indicated that some senior associates felt that their pay did not match that of senior associates at other consulting companies. Advise Assenture Inc. as to what steps it should take to remedy this problem.

Answer: Determine the worth of each job within the organization through job evaluation (pick compensable factors such as skill, effort, and responsibility); group similar jobs into pay grades; conduct a salary survey; price each pay grade by using wage curves; fine- tune pay rates.

88) Identify the steps involved in developing the job- ranking method of job evaluation.

Answer: The steps involved in developing the job- ranking method of job evaluation are: obtaining job information; grouping the jobs to be rated; selecting compensable factors; ranking jobs; and combining ratings.

89) Identify and describe several of the minimum standards relating to pay, as set out in employment/labour standards acts.

Answer: Minimum wage, maximum hours of work, overtime pay, paid vacation, paid statutory holidays, termination pay, record keeping of pay information.

90) What are the primary steps involved in developing a job evaluation program?

Answer: The primary steps involved in developing a job evaluation program are: identifying the needs of the program; getting employees' cooperation; and choosing an evaluation committee which carries out the actual job evaluation.

91) There are several steps in pricing jobs with a wage curve using grades. Explain.

Answer: First, find the average pay for each pay grade; next, plot the pay rates for each pay grade; finally, price jobs.

92) Salary surveys play a large role in the pricing of jobs. Discuss some ways to conduct the survey.

Answer: Informal communication with other employees; regularly review newspaper and online job ads; survey employment agencies; use commercial, professional surveys; review online compensation surveys; and conduct formal questionnaire- type surveys with other employers.

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