

Establishing a Pay Structure

人力資源管理



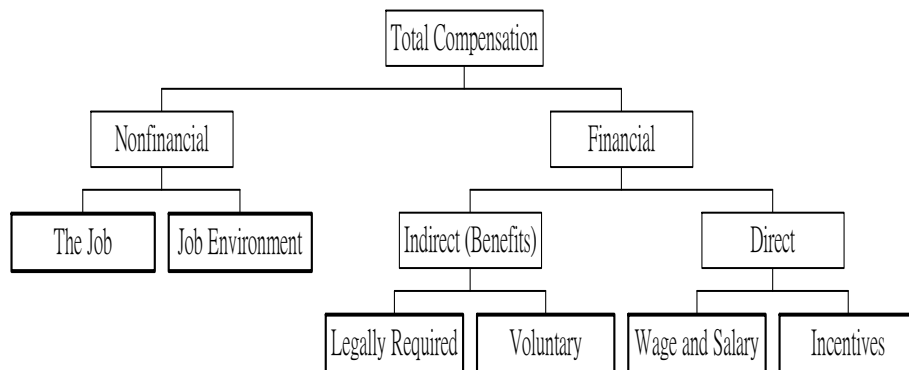
靜宜大學企管系
林昌榮

Case #1

面對全球化的競爭，台灣產業過去一二十年以來，持續面臨資金緊縮及利潤下降的窘境，由於營收及財務狀況受到限制，台灣企業給予員工的薪資，經常都低於其他國家或地區，也使的台灣企業在全球勞動市場裡，很難與其他地方競爭優秀員工。請問在這樣的困境下，你認為有甚麼樣的方法可以幫助企業吸引並留住優秀的員工？



Total Compensation



Case #2

建弘是某保全公司的協理，最近接到獵人頭公司的電話，詢問他是否有意願轉到另一家保全公司任職，工作內容及職責相似，但是新公司開給他的薪資，則比現在公司領的多20%。你認為建弘做決定之前，會考慮哪些因素？薪資的差異對建宏的決定會產生甚麼影響？你贊成原先的公司也給建弘加薪20%來留住他嗎？

Developing a Pay Structure

Copyright © McGraw-Hill Education. Permission required for reproduction or display.



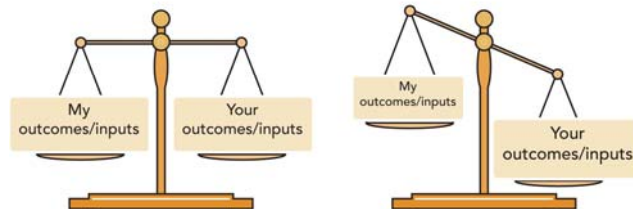
Case #3

惠宜及琪好是大學同系同學，去年一起考上財經公司，並任職於會計部門，惠宜主要負責處理企業帳戶，而琪好則是負責一般個人帳戶。這一年多來，惠宜感覺琪好的工作量似乎比他少很多，幾乎都是準時上下班，而他則必須經常加班才能完成工作。然而根據公司的薪資制度，由於惠宜及琪好都是大學畢業，因此每個月領到的薪水幾乎一樣，所以惠宜心理覺得很不平衡，感覺付出沒有得到適當的回報。請問你覺得這樣的情形不公平？

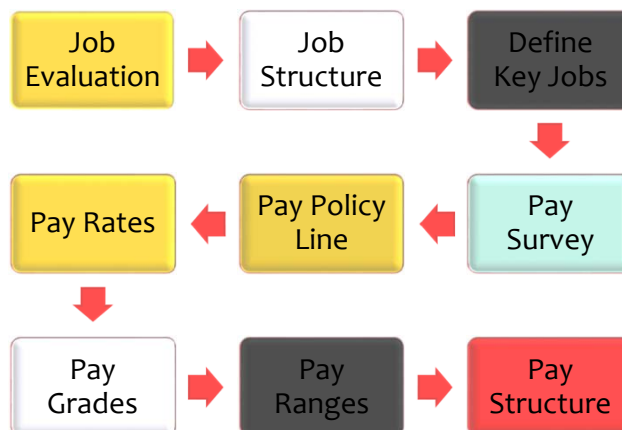
Pay Equity

- ◆ Internal Equity
- ◆ External Equity

Copyright © McGraw-Hill Education. Permission required for reproduction or display.
Equity: Pay Seems Fair **Inequity: Pay Seems Unfair**



Pay Structure





Internal Equity: Job Structure

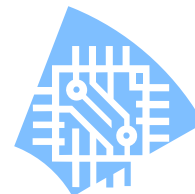
JOB TITLE	COMPENSABLE FACTORS			TOTAL
	EXPERIENCE	EDUCATION	COMPLEXITY	
Computer operator	40	30	40	110
Computer programmer	40	50	65	155
Systems analyst	65	60	85	210

Job Evaluation

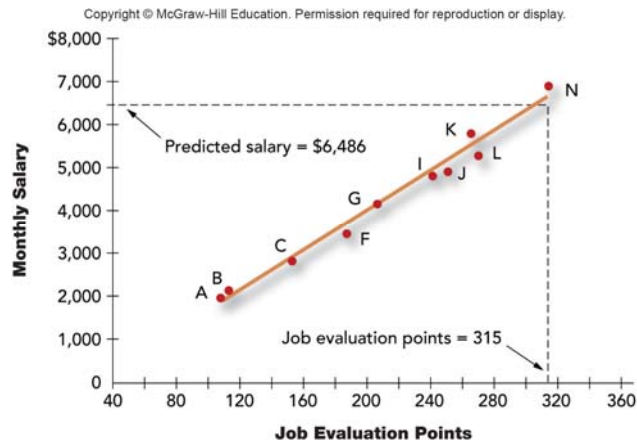


Define Key Jobs

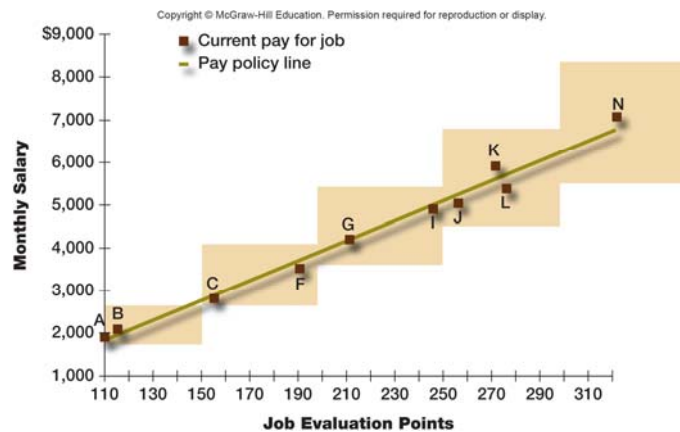
Key Jobs – jobs that have relatively stable content and are common among many organizations.



Pay Policy Line



Pay Grades

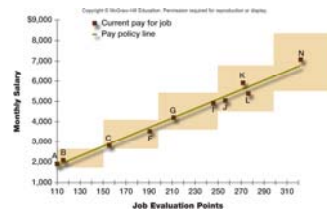


Pay Ranges

Pay ranges – a set of possible pay rates defined by a minimum, maximum, and midpoint of pay for employees holding a particular job or a job within a particular pay grade.

Red-circle rate – pay at a rate that falls above pay range for the job.

Green-circle rate – pay at a rate that falls below pay range for the job.



Pay Differentials

Pay differential – adjustment to a pay rate to reflect differences in working conditions or labor markets.



Compa-Ratio



Copyright © McGraw-Hill Education. Permission required for reproduction or display.

Pay Grade: 1

Midpoint of Range: \$2,175 per month

Salaries of Employees in Pay Grade

Employee 1	\$2,306
Employee 2	\$2,066
Employee 3	\$2,523
Employee 4	\$2,414

Compa-Ratio

$$\frac{\text{Average}}{\text{Midpoint}} = \frac{\$2,327.25}{\$2,175.00} = 1.07$$

Average Salary of Employees

$$\$2,306 + \$2,066 + \$2,523 + \$2,414 = \$9,309$$

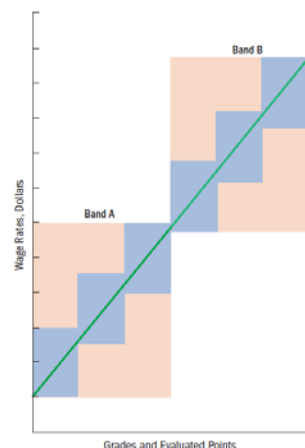
$$\$9,309 \div 4 = \$2,327.25$$

Compare actual pay to pay structure.

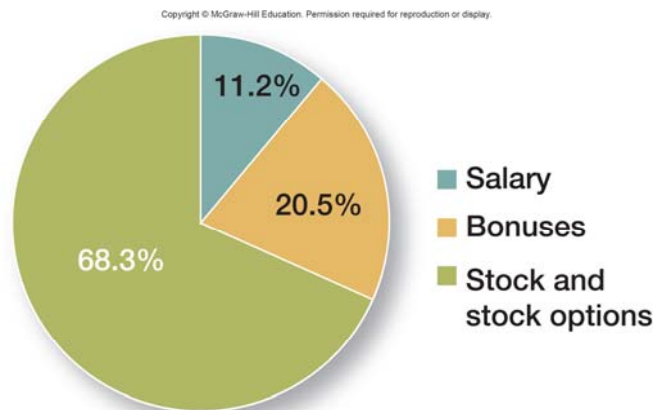
Delaying (Broadbanding)



Collapsing salary grades and ranges into just a few wide levels or bands, each of which contains a relatively wide range of jobs and salary levels



Pay for Executives



Average CEO Pay at 100 Large U.S. Companies

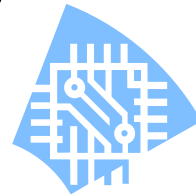
Case #4

某台灣美商公司員工手冊規定，公司同仁不得詢問他人之薪資狀況，同時個人也不得公開自己的薪資水準，否則最嚴重會受到開除的處分。請為你覺得公司這樣規定的目的為何？你認為這樣的規定合不合理？



Pay Disclosure

Open Pay VS. Secret Pay





Case #5

為了鼓勵同仁考取金融相關證照，某證券公司規定，員工每拿到一張金融相關證照，就可以加薪一千元，但是最多只可以加到五千元。你贊成公司這套制度嗎？你認為公司實施這樣的制度主要的目的為何？這樣的措施會對員工產生甚麼影響？



Compensation Systems

Job-based
VS.
Skill-based



問題？
建議？