

ALEXANDRU IOAN CUZA UNIVERSITY
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SUMMARY OF DOCTORATE THESIS

**Techniques and methods to increase the
objectivity of analysis and evaluation of
posts**

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Key words: Method, the items shown, the assessment by tasks, results.

Introduction

Processes of the analysis and evaluation of the posts positive implications on the environment micro and macroeconomic framework. Analysis of posts boosts reducing unemployment,

improve the state of health of the population and, at the same time, support processes for the organization, recruitment, selection, career management, professional training.

The items shown, by the influence they have on salary expenses, shines on the demand aggregates, social stability and, not least on the level of motivational employees. Positive impact is powerful but limited reduced the use of the analysis and evaluation of posts in the firms.

Fundamentally, the phrase of doctorate is facing assessment posts. This process cannot but take place in the plan without empirical progress in advance of the test posts. In the absence of analysis, the implementation of an assessment is doomed to failure, the station is not truly known.

Problem, hypothesis, purpose and objectives sentence doctorate

The main problem faced by staff human resources in the existing methods of valuing consists in the fact that, they do not meet properly features. He stood up so the question if it can be identified new methods, or improved to ensure that the existing evaluation processes of the posts to meet the expected level functions for which they were designed?

From the assumption that we can answer yes to the question as stated above, we can highlight the purpose of this sentence of doctorate and, namely, the identification of new methods for the evaluation of the posts, which to carry out the functions.

The objectives of the doctoral thesis

Design of a new method for the assessment of posts:

1. To ensure objectivity evaluations.
2. To determine rewards related financial posts assessed by use of information from the studies' wage, salary or by using "mark" provided by the organization applying for system deployment.

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3. To provide a higher reliability and lower cost of maintenance, as compared with the method of evaluation by score.
4. Easy to compile the impact which the introduction, the replacement, change, or remove tasks at the level of posts evaluated would have on financial Unirii Boulevard.
5. To use computer programs at minimum cost of deployment and operation.

I. Current stage of the analysis of posts in the literature

The demarcation of the main concepts, and an analysis of objectivity process and the methods of analysis of the items subject to this chapter.

By the analysis of posts shall be carried out both a collection of the elements that define station and the elements on which the staff member would have to hold for your motivation to do well.

Information that is collected through this process since it is highly diversified, multiple methods for the analysis of the posts have been made by the researchers. A presentation and an analysis of the following methods have been carried out in this chapter: the analysis of documents, observation, interview, computational techniques (O*NET), techniques for the determination of jurisdiction, the questionnaire, the analysis of hierarchical tasks, logs and the description of its own activity, analysis skills, analysis errors.

As a conclusion, as to the different methods of analysis highlight that, carrying out an effective collection of the information shall be ensured by selection in use of the most appropriate methods depending on requirements, as well as the combination.

II. Current stage of the assessment of posts in the literature

Being a process with the most significant impact on substance and labor costs, researchers have deposited their efforts with a view to the identification of methods for the evaluation to reflect better reality. A presentation and an analysis of prioritization of posts,

classification, benchmarking, method based on scores, comparison factors, market price, I have accomplished in the framework of this chapter

That and main findings highlight that, the results depend on the method used, the best in terms of the cost items being obtained by Methods non-analytical (ranking, classification and benchmarking the), these however, having two of the weakest results when you look at the qualitative criteria. In the plan are opposite analytical methods (assessment on the dots and comparison factors), which obtained best results on quality criteria, but weak on criteria of cost.

III. Analysis, evaluation of posts and set wage levels

A succinct analysis on the system of salaries and of the impact of the processes of the analysis and evaluation of the posts on rewarding, is the subject of this section of the thesis doctoral. Are identified essential factors needed for the existence of a system of wage really motivating, and are highlighted correlations of the systems of reward and satisfaction in work of the employees.

IV. A new method for the evaluation of the posts by tasks. Methodological Considerations

Proposed method is innovative, involving a radical change, in both practical aspect, as well as in theory of the method of assessment of posts. Basically, the change consists of the changing center of gravity of the assessment station as a whole, with each task being carried out. Method involves essentially the items shown on the basis of the weighted average of the values obtained at the level of each tasks (figure 1).

First step, consists in drawing up a organization charts of trial. We defined organizational structure of the process as being all tasks carried out within the structure analyzed present in a form which reveals the sequence and the connection between them. Collection tasks takes place by discussions held with occupants of

posts being analyzed. Due to these correlations is based, it ensures that all the information concerning the tasks performed.

Later stage of drawing up the organizational structure of the process, identify for each task all the aspects which it is built in.

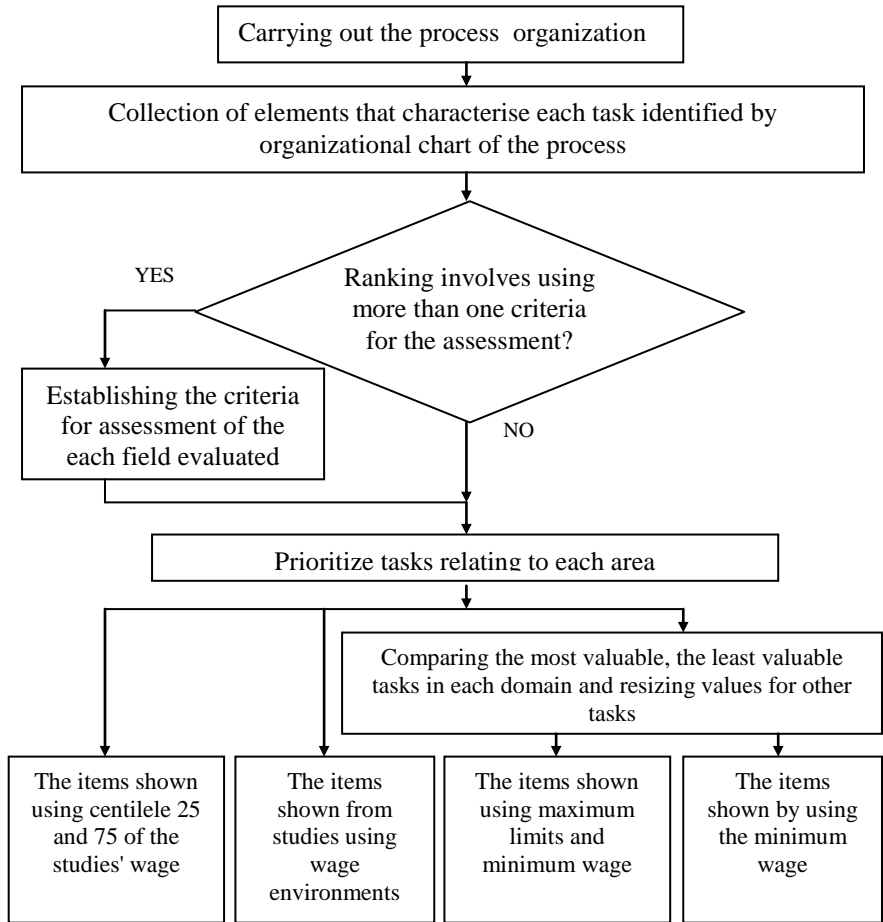


Figure 1. The main stages of method of assessment of the tasks

Analysis is complete allows to launch the evaluation process of posts. For each field, will be selected only the evaluation criteria to ensure a distinction between actual tasks carried out. As an

alternative to prioritize consists in making a comparison between tasks, using a criterion global. The method is similar to that of a comparison (Nica, 2010, pp 163-165), the difference consist in its application to the tasks, and not of the posts

For each criterion, are ranked all specific tasks same field. Subsequently, they are established the coefficients of importance of each criterion. To do this, choose tasks that have come out in first place for each criterion, analyzed, and pass to the grant rates of importance. The method, allows you to assign the weights are different on each area in part. In the end, is carried out prioritize tasks, taking into account the importance of, and the assessment on each criterion

After obtaining this information, may be indicative in determining the level of remuneration for each post. At this stage, relative values obtained in the evaluation process has been processed into wage data by applying different methods, which we are now introducing in the following.

A first method that uses percentile 75 and 25 provided by wage studies, contains the following steps:

1. Identification of the largest and lowest salary concerned percentile 75 and 25, and belonging to scope analyzed (financial accounting, human resources, production, etc.) specific business and geographical area of origin of the firm.
2. Granting to the most valuable and to the less valuable load percentile employees of 75 and 25.
3. Relative wage calculation values relating to each task.
4. Determining the values of posts, depending on the data obtained in the previous step, as well as the weights tasks.

A second assessment method based on averages of wage labor market, is constituted of the following steps:

1. Average identification each area examined (financial accounting, human resources, production, etc.) specific business and geographical area of origin of the firm.

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2. Calculating the average values obtained by hierarchical tasks concerned scope analyzed. Shall be assigned to environmental score thus obtained, the average salary.
3. Relative wage calculation values relating to each task.
4. Determining the values of posts, depending on the data obtained in the previous step, as well as the weights tasks.

For methods that are not appeal to the information in labor market, it was necessary one additional step, the reassessment by which, the most valuable and the least valuable relating to each area located in assessment, are ranked between them. Subsequently, the other tasks are resized, depending on the new values of most valuable and the least valuable tasks. After performing this step, may be for the purpose of calculating wages by means of the methods below.

A first method consists in the use of a maximum wage level and one minimum, for the most valuable, and the least valuable post. Wages and salaries other posts are calculated pro rata, depending on your score and to the limits set out above.

A second method, consists in determining wages according to a minimum level set by factors of decision. In this method, wage developments in the other posts are conducted in a inversely proportional to the score obtained from prioritization. Motivation inverse proportionality occurs as a result of the way for the allocation of scores to prioritize tasks. The higher your score is less than, the post is more valuable.

V. Validate the method of valuing the tasks

By analyzes the correlation of the criteria for the evaluation, I've found, are recorded significant variations from one field to another. **As a result**, with the aim of avoiding situations to measure it, or of having factors whose values cancel each other, **it is required to identify these correlations is based of the factors for the assessment on each field, to achieve later elimination or consolidating some of them, if the situation requires.**

After analyzes carried out relative to *the values obtained on each item evaluated*, I've found:

1. Regardless of whether the sample of subjects is composed of specialists or lay persons, we can say that, using multiple criteria in the evaluation of posts will ensure that achieve better results with regard to standard deviation, coefficient of variation, as well as the limits of the confidence interval variations from the average for the posts assessed.
2. The results obtained to the variations in limits of the confidence interval from the average, can be considered as very good, if we count that, their values are in their great majority below 0.3 , as well as the fact that, have not been eliminated extreme values have not been worn discussions for the purpose of lowering discordanțelor between judgments and subjects which have expressed their views have been the wrong company. **It is demonstrated such objectivity method proposed.**
3. By using the indicators statistics above please specify at the level of load, assessors can easily identify areas where subjects, on a voluntary basis, or not, poor assessments have been carried out.

After inquiries. sample of subjects, which have participated in the assessment of posts, could be detached following remarks:

1. *Root mean square deviations and coefficients of variation determined, shows that we, there is a very large discrepancy between views, with respect to wages and salaries with which work is to be rewarded.* This fact demonstrates a strong opposition in the implementation of a salary system, regardless of the results obtained and of that it is correct.
2. *Variants with the best results are those that use ranking carried out by specialists, combined with establishing a system of reward based on the use of the studies percentile wages.* **It is demonstrated to achieve the objective of the use in the evaluation of posts of the information from the studies, and**

the use of wages "mark" provided by the organization applying for implementation of the evaluation system.

Another measure which I have analyzed it by simulations, with a view to improving results, consisted by *redistributing tasks, between stations*. By performing such a simulation, I got it and at a series of findings that you specify below:

1. The method demonstrated a great capacity to facilitate the transition of the task from a post to another, without the need for a reassessment, providing solutions to deal with situations where certain items are significantly better, or lower paid, as compared with the results of the evaluation, aimed at helping employees in to assimilate new knowledge and skills, in order to carry out tasks most valuable, in order to be more well-paid, and thus to evolve their career. **Easy passage of the tasks from a post to another demonstrate fulfilment of the objective with a view to ensuring high reliability and high to low cost of maintenance for the proposed but, and of the lens which consists in enabling the simulation of the impact of the introduction, replacing, modifying and eliminate tasks has on final amount of the items evaluated.**
2. Reorder items, arising as a result of redistribution tasks at a later time for carrying out assessments, may encounter resistance from the other employees as to any changes have occurred.

Conclusions

The method of evaluation of the posts by tasks is innovative, involving a radical change in both practical aspect, as well as in theory of the method of assessment of posts and can help to ensure that, depending on the company's aim, reductions or increases in wages or through the establishment landmarks' wage, depending on which shall be determined rewards, either by redistributing tasks between employees.

Basically, as compared with other methods, the change consists of the changing center of gravity of the assessment of posts as a whole, with each task being carried out. Practically, the station is no longer seen as a whole but as a sum of tasks to different values.

Achievement of the objectives demonstrates validity hypothesis laid down, as well as achievement of the aim this work, as a result of the fact that, have been identified new methods for the assessment of posts fulfill better functions for which they were designed, as compared to the methods already available.

Their own contributions

Through the work doctorală "techniques and methods to increase the objectivity of analysis and evaluation of posts", drilled both theoretical contributions, but most of all process-orientated, are brought to field of human resources and, more precisely, analysis and evaluation of those posts.

The main contribution consists of *the design of a new method of valuing* or evaluation by tasks.

An aspect that I consider particularly important to be is in the fact that the items shown by tasks *uses statistics, at a level more advanced as compared with existing methods*, thus ensuring objectivity assessments carried out.

For the implementation of new methods for the evaluation of the items we have made significant changes to the level of analysis of posts, which consisted in *the introduction organizational structure of the process* as well as instrument of work, as well as *to collect information at the level of load*.

To test and to analyze the results they would get your new method, *a series of software programs for the collection and processing of data, as well as a questionnaire* (used for the purpose of assessors on the results of determinations perception), *have been carried out*.

Joined by evaluation of posts by tasks, in the work, *are suggested ways of improving the prioritization of posts, i.e. the benchmarking.*

Future Research Directions

Future research directions that we recommend, for starters, study effects of the modifications to the method of evaluation of the posts by tasks would have on final results.

A first direction future research, consists in the determination of effects on which the introduction stage: "discussion of the results of the assessors", may have on the results of prioritization and, in particular, at the convergence of opinions.

As a result of obtaining results on which we can consider it unacceptable (negative values or values very large wage), with certain combinations of methods, it is proposed to research in the future of the impact of the use of assessment for each criterion, and for the evaluation using a criterion global of the most valuable, the least valuable tasks, would have on final results.

Another aspect worthy of being studied, is to determine the effect of the relative values of resizing tasks assessed with a view to their reintroduction in the range set up initially, would have on results.

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