

PART 6

PAY

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If we were all paid the same amount for working, life would be very straightforward, but not many of us would be satisfied with the arrangement! This part of the book deals with the ways in which what we are paid differs between us. There must always be a reason to justify the difference.

It may be that one person is paid more than another for having a higher level of skill, so the skilled artisan is paid more than the labourer, or it may be that the difference is justified by experience, so that the experienced schoolteacher will be paid more than the newly qualified teacher. Managers have always been interested in making arrangements for the better performer to be paid more than the average performer, and we can see many schemes currently that are working towards that objective. Aspects of payment do not only affect our working life; there is an effect also on our pension at the end of our working life and other effects on our attitudes to our work as a result of associated benefits that are provided.

Pay is a feature of management arrangements where fairness is always both important and problematic, so job evaluation is a means of introducing fairness into the calculations, and negotiation is a way in which the equity of changes to pay and working methods can be tested.

