

employees associate with their work. Armed with knowledge about employee preferences and perceived rewards, the organization can begin to build EVPs that are of the right magnitude, mix, and distinctiveness. Learning about job rewards involves looking both within and outside the organization. It is important to note that a meaningful job rewards analysis must be specific to each job category—overall preferences and rewards in the organization as a whole will tend to be too vague and will not be useful for assessing person/job fit.

Within the Organization

To learn about employee reward perceptions within the organization, interviews with employees, or surveys, might be used.

Interviews With Employees. The interview approach requires decisions about who will guide the process, interview content, sampling confidentiality, data recording and analysis, and reporting of the results. The following are a few suggestions to guide each of those decisions. First, a person with special expertise in the employee interview process should guide the total process. This could be a person within the HR department, a person outside HR with the expertise (such as in marketing research), or an outside consultant. The person guiding the process may be the only interviewer; if not, he or she should carefully select and train those who will do the interviews, including supervising a dry run of the interview.

Second, the interviews should be structured and guided. The major content areas and specific questions should be decided in advance, tested on a small sample of employees as to their clarity and wording, and then placed in a formal interview protocol to be used by the interviewer. Potential questions are shown in Exhibit 4.16. Note that the major content areas covered in the interview are rewards offered, reward magnitude, reward mix, and reward distinctiveness.

Third, employees from throughout the organization should be part of the sample. In small organizations, it might be possible to include all employees; in larger organizations, random samples of employees will be necessary. When sampling, it is important to include employees from all job categories, organizational units, and organizational levels.

Fourth, it is strongly recommended that the interviews be treated as confidential and that the responses of individuals be seen only by those recording and analyzing the data. At the same time, it would be useful to gather (with their permission) interviewees' demographic information (e.g., age, gender) and organizational information (e.g., job title, organizational unit) since this will permit breakdowns of responses during data analysis. Such breakdowns will be very useful in decisions about whether to create separate EVPs for separate employee groups or organizational units.

Surveys of Employees. A survey of employees should proceed along the same lines, following many of the same recommendations, as for an employee interview process. The biggest difference will be the mechanism for gathering the data—

EXHIBIT 4.16

Rewards Offered

- What are the pay and benefits?
- Looking at the rewards, how would you describe the reward mix?

Reward Magnitude

- Overall, are the rewards too little, too much, or just right?
- Describe the rewards.
- Do you feel the rewards are fair? If not, why not?

Reward Mix

- If you could have any reward, what would it be?
- Of the rewards, which are most important to you?
- What type of rewards are most motivating to you?

Reward Distinctiveness

- Which rewards are most distinctive?
- Which rewards are least distinctive?
- What are the most distinctive rewards?