

EXHIBIT 4.16 Examples of Job Rewards Interview Questions

Rewards Offered

- What are the most rewarding elements of your job? Consider both the work itself and the pay and benefits associated with your job.
- Looking ahead, are there any changes you can think of that would make your job more rewarding?

Reward Magnitude

- Overall, do you think the level of complexity and challenge in your job is too much, too little, or about right, compared to other jobs in the organization?
- Describe the amount of potential for growth and development in your job.
- Do you feel like the pay and benefits provided for your job are adequate for the work you do? If not, what would you change?

Reward Mix

- If you could change the mix of rewards provided in your job, what would you add?
- Of the rewards associated with your job, which two are the most important to you?
- What types of rewards associated with your job are irrelevant to you?

Reward Distinctiveness

- Which rewards that you receive in your job are you most likely to tell others about?
- Which of our rewards really stand out to you? To job applicants?
- What rewards could we start offering that would be unique?

namely, a written set of questions with response scales rather than a verbally administered set of questions with open-ended responses. To construct the survey, a listing of the rewards to be included on the survey must be developed. These could be chosen from a listing of the job's current extrinsic rewards, plus some questions about intrinsic rewards for the job. An example of a partial employee reward preferences survey is shown in Exhibit 4.17. Note that questions involve both extrinsic and intrinsic rewards and ask about the importance of various rewards as well as the extent to which each job provides these rewards.

As with interviews, it is recommended that a person with special expertise guide the project, that the survey content be specially constructed (rather than canned), that sampling include employees throughout the organization, that employees be assured of confidentiality, that thorough analysis of results be undertaken, and that reports of findings be prepared for organizational representatives.

Which to Use? Should the organization opt to use interviews, surveys, or both? The advantages of an interview are numerous: it is of a personal nature; employees