Assessment of Rewarding Knowledge Workers and Manual Workers in Organizations

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Abstract

Rewarding as a means of providing income and incentives for employees and as a cost of doing business to the employer, constitute one of the most important areas in the field of human resource management. This article explores the issues concerning rewarding knowledge workers and manual workers in organizations. The work discovered that the approaches to rewarding knowledge workers include total reward policy, pay, flexibility, pay related to competency, and career and job-family structures. Also, incentive schemes for manual workers consist of payment-by-results, contingent pay schemes, and collective schemes. The study recommend that organizations should identify key motivators such as personal growth, occupational autonomy, task achievement, and money rewards for knowledge workers. Equally, time rate should be employed in rewarding the manual workers in organizations.

Key Words: Reward, Workers, Knowledge, Manual, Organization, Management.

Introduction

Reward management is concerned with the formulation and implementation of strategies and policies in order to reward people fairly, equitably and consistently in accordance with their value to the organization. It deals with the development of reward strategies and the design, implementation and maintenance of reward systems that is reward processes, practices and procedures, which aim to meet the needs of both the organization and its stakeholders (Armstrong, 2007). Reward can be regarded as the fundamental expression of the employment relationships. In this vain, Peter (1988), described knowledge worker as someone who knows more about his or her work than anyone else in the organization. Today, knowledge workers are generally regarded as people whose work requires a marked degree of expertise. Their work is defined by the knowledge they need to do it. Knowledge worker play a steadily increasing part in organizations'. The importance of the contribution made by knowledge workers means that attention has to be given to how reward policies and practices can be developed to attract, retain and motivate them having taken account of their particular needs. This is an area of reward management where segmentation may be appropriate. Manual worker pay systems that have not been harmonized, that is, brought into line with the reward system for staff, frequently differ from other systems. First, the use of a time-rate basis of payment, second the use of spot rates, and third, the use of individual payment by-results schemes are adopted for manual worker.

Motivation of Knowledge Workers

According to Reeves and Knell (2001), it can be said of all knowledge workers that: "They are the brightest and the best want of an intellectual challenge and the chance to keep learning". Coyle (2001) explains that: "Skilled programmers do not seem to fret about getting enough money. The more highly valued reward, because it is so much harder to come by, is the esteem in which they are held by their peer group." In a study Tampoe (1993) discovered four key motivators for knowledge workers.

1. Personal Growth: The opportunity for individuals to fully realize their potential.
2. Occupational Autonomy: A work environment in which knowledge workers can achieve the task assigned to them.

3. Task Achievement: A sense of accomplishment from producing work that is of high quality and relevance to the organization.
4. Money Rewards: An income that is a just reward for their contribution to corporate success and that symbolizes their contribution to that success.

To which could be add, especially for scientific or research and development workers, the facilities required to carry out their work and the opportunity to gain recognition and prestige from their achievements. These may be more significant than financial rewards relating to performance.

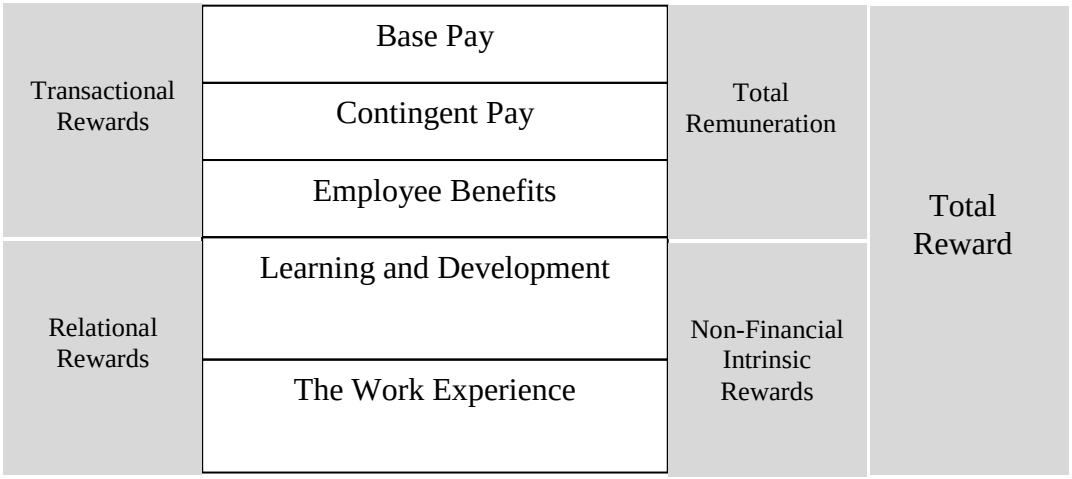
Approaches to Rewarding Knowledge Workers

Approaches to rewarding knowledge workers as mentioned by Armstrong (2010) include total reward, pay flexibility, pay related to competency, and career and job-family structure.

Total Reward Policies

Manus and Graham (2003), posit that total reward include all types of rewards, that is indirect as well as direct, and intrinsic as well as extrinsic. Each aspect of reward, namely; base pay, contingent pay, employee benefits and non-financial rewards, which include intrinsic rewards from the work itself, are linked together and treated as an integrated and coherent whole. Total reward combines the impact of the two major categories of reward (1) transactional rewards, that is, tangible rewards arising from transactions between the employer and employees concerning pay and benefits, and (2) rational rewards, that is, intangible rewards concerned with learning and development, and the work experience as shown in figure 1.

Figure 1: The Components of Total Reward



Actual reward approach is holistic, that is, reliance is not place on one or two reward mechanisms operating in isolation, account is taken of every way in which people can be rewarded and obtain satisfaction through their work. The aim is to maximize the combined impact of a wide range of reward initiatives on motivation, commitment and job engagement. Sandra (1998) explained that, total reward embraces everything that employees value in the employment relationship. Thus, taken into account the factors that motivate knowledge workers, there is an overwhelming case for adopting a total reward policy. This would as asserted by Armstrong (2010) mean focusing on non-financial rewards such as recognition, opportunity to grow and achieve, and learning and development opportunities as well as financial rewards. In short total reward is the combination of financial and non-financial rewards available to knowledge worker.

Pay Flexibility

The overall approach to rewarding knowledge workers should be flexibility within a framework. This means that a common framework of reward policies exists across the arrangements to suit the specific needs of particular groups of knowledge and professional workers and the individuals within those groups. Pay flexibility could include market rate supplements to attract and retain specific

categories of staff and the use of selected "market groups" that is separate pay structures for certain types of staff. This is in line with the explanation of Lawler (2002) that there should be a move away from job-based pay related to the market value of a person's skills and knowledge.

Pay Related to Competency

If knowledge workers exist to apply their expertise then it seems reasonable to reward them according to the level of expertise, that is, competency they posses and apply. There are three ways of doing this (1) by competency-related pay, (2) through structures in which grades or bands are defined in competency terms, and (3) the incorporation of skills and competencies into job evaluation factor plans.

Competency-Related Pay: In a competency-related pay scheme, people receive financial rewards in the shape of increases to their base pay by reference to the level of competence they demonstrate in carrying out their roles. It is a method of paying people for the ability to perform now and in the future. This seems to be a highly relevant approach for knowledge workers but there are measurement problems that have restricted its use.

Competency Defined Grade and Pay Structures: Job or career family structures typically define levels in terms of competencies.

Use of Competencies in Job Evaluation: Traditionally job evaluation schemes have always incorporated competencies in their factor plans, although they called them knowledge, skill or know-how. Factor plans have been developed recently that deliberately include competencies. This has applied in sectors or organizations such as higher education, the senior civil service etc, where there are 16 measurement factors but the knowledge, skills and experience factorss accounts for almost a quarter of the total points weighing. This scheme acknowledges the explicit bias towards knowledge in an organization with huge numbers of professional workers (Lawler, 2002).

Factors Affecting the Pay of Manual Workers

Armstrong (2010) has identified three main factors affecting the pay of manual workers such as bargaining arrangements, local labour market pressures, and trends in the use of technology on the shopfloor.

Bargaining Arrangements

The pay of manual workers is often influenced strongly by local agreements with trade unions, which will determine rates for particular jobs or skill levels. This constitutes an aspect of the effort bargain. The objectives of workers and their trade union officials and representatives is to strike a bargain with management about what they consider to be a reasonable amount of pay that should be provided by their employer in return for their contribution. It is, in effect, an agreement between workers and management, that is, pay/work bargain, that lay down the amount of work to be done for an agreed wage, not just the hours to be worked. Explicit or implicit, all employers are in a bargaining situation with regard to payment systems. This applies whether or not workers are unionized. Negotiated wage settlements can also affect non-unionized companies.

Local Labour Market Pressures

Manual workers are usually recruited from the local labour market, where the laws of supply and demand can have a marked effect on the rates of pay for particular occupations if there is a skills shortage or surplus or reluctance on the part of workers to carry out certain jobs. The local labour market is a fairly perfect market in one of the senses used by economists, that there is wide-spread and easily available knowledge of rates of pay that is, the price of labour , and there may also exist, although not for every occupation, a fair degree of choice by both buyers and sellers of where they obtain labour or where they provide it (Binder, 1990).

Technology

The increased use of technology on the shopfloor, for example, in the form of computer-aided manufacture has meant that the demand for a number of traditional skills has diminished, while the demand for new ones has increased (ACAS, 1982). Computer-controlled machines are more likely to be operated by technicians than by members of the old skilled trades. This is one of factors that

has led to pressures to harmonize shopfloor and office or laboratory payment systems.

Time Rates For Manual Workers.

Time rates, also known as day rates, day work, flat rates or hourly rates, provide workers with a predetermined rate for the actual hours they work (Armstrong, 2010). The rate is fixed by formal or informal negotiations, on the basis of local rates or, less often, by reference to a hierarchy produced by job evaluation. The rate only varies with time, never with performance or output (Okere, 2019). However, additional payments are made on top of base rates far overtime, shift working, night work, call outs, adverse working conditions and, sometimes locations. The situation where time rates are most commonly used is where it is thought impossible or undesirable to use a payment-by-results system, for example in maintenance work (Armstrong, 2007). From the viewpoint of employees, the advantage of time rates is that their earnings are predictable and steady and they do not have to engage in endless arguments with rate fixers and supervisors about piece rate or time allowances. The argument against them is that they do not provide a direct incentive relating the reward to the effort or the results. Two ways of modifying the basic time-rate approach are to adopt high day rates or measured day work (Okere, 2019). Binder (1990), pointed out that time rates may take the form of what are often called high day rates. These are higher than the minimum time rate and may contain a consolidated bonus rate element. The underlying assumption is that higher base rates will encourage greater effort without the problems created when operating an incentive scheme. High day rates are usually above the local market rates to attract and retain high quality workers.

Pay Structures for Manual Worker

Okere (2019), highlight that pay systems for manual workers are seldom graded, unless their conditions have been harmonized. Time rates are usually paid in the form of spot rates, that is, a fixed rate for a job or an individual. However, spot rates may be designed for different levels of skill. Traditionally, a person-based pay system was adopted with three basic rates of pay attached to people, that is, unskilled, semi-skilled and skilled, above which there might be special rates for highly skilled occupations such as tool makers. Earnings from payment-by-result schemes are added to these rates. Another arrangement is to have a more

discerning hierarchy of rates linked to skill level, a firm of skill based pay. Yet another arrangement is to have job-based pay system with different rates for different jobs, in a distribution centre for example, picker, packer and fooklift-truck driver.

Incentive Schemes for Manual Workers

Guzzo et al (1985) are of the view that incentives schemes for manual workers consist of:

1. Payment-By-Results (PBR) schemes, which pay for output and include piecework, work-measured schemes and measured day work. Payment are added to base rate although, rarely, payment is entirely related to output.
2. Contingent Pay Schemes, which relate pay to performance or skill, that is, performance-related pay and skill-based pay. Increases may be consolidated or paid as lump sum bonuses.
3. Collective Schemes, which pay bonuses related to either team or plant performance.

Payment by Result Schemes

Piecework

Piecework is the oldest and simplest form incentive scheme for manual workers. Operators are paid at a specific rate according to their output or the number of 'pieces' they produce. Pay is directly proportional to output, although most piecework schemes provide a fallback rate at minimum earnings level. The proportion of the minimum rate to average earnings varies. It is typically set at 70 or 80 percent, although it can be as low as 30 percent.

Work-measured schemes

Work-measured schemes are the most popular form of incentive plan for shopfloor workers. They use work-measurement techniques to determine standard output levels over a period or standard times for tasks. The incentive pay is then linked with the output achieved relative to the standard, or to the time saved in performing each task.

The form of work measurement used is time study. Jobs are broken down into their constituent parts or tasks and the time taken by workers to complete each part is measured with a stop-watch by a work-study or industrial engineer. A number of measurements will be made of the time taken by different workers on the same task or the same worker carrying out the task at different times of the day and night. Time study is based on objective measurements, but account has to be taken of the fact that there will probably be significant differences between the rates at which operators work-the effort they put into the job. Work-study engineers have therefore to assess what that rate is, a process known as effort rating.

Individual effort is rated in terms of 'standard performance'. This is the performance that a qualified and motivated worker should be able to achieve without over-exertion. The effort needed to achieve standard performance is sometimes represented as equivalent to walking at four miles an hour (i.e. quite briskly). All the operators studied are given an effort rating relative to this standard. The raw time observed in the work study are then adjusted by the work-study engineer to produce a basic time that represents a rating of 100 to indicate the performance of an average operator working conscientiously without financial motivation. This involves a large element of subjectivity, although experienced and well-trained engineers should be capable of making reasonably accurate and consistent assessments.

The basic time will be further adjusted to incorporate allowances for relaxation, personal needs, fatigue and any time regularly taken up by other aspects of the work such as cleaning or resetting machines. The result is the standard time for the task, usually expressed as 'standard minutes'.

Work-measured schemes can use performance ratings that are calculated by a formula as in the following example:

$$\frac{\text{Number of Units Produced per day (132) x Standard Minutes per unit (4)}}{\text{Actual Time taken in Minutes per day (48)}} = \frac{528}{480} \times 100 = 110\%$$

An In the most common proportionate system of payment, the performance rating is applied directly to the base rate, so that in the above example the incentive payment would be additional 10 per unit.

The problem with time study is that, although it is based on objective measurements, the standard time that is ultimately obtained is the product of a number of additional subjective judgements. Employees who are being timed may deliberately restrict their performance in order to achieve low standard times and therefore higher bonuses with less effort. It is up to the work-study engineer's skill and judgement to detect such restrictions, and this can lead to arguments and even strife. In organizations with trade unions it is common practice to train some representatives in work-measurement techniques to promote the achievement of acceptable judgements on standard times.

Alternatively, PBR payments can be based on the time-saved principle. The amount of the bonus depends on the difference between the actual time taken to perform the task and the standard time allowed. If a task is done in less than the standard time, then the percentage of time saved is applied to the base rate to calculate the bonus. The standard times may be determined by work measurement, although traditionally 'rate fixers' were employed to make more subjective and therefore often more controversial judgement.

Measured Day Work

Measured day work schemes were originally developed for large batch or mass-production factories in the 1950s and 1960s, when it became evident that, despite all efforts, it was impossible to control wage drift. They are, however, much less common now. Manufacturing firms often prefer to pay a high day rate.

When they exist, measured pay work schemes provide for the pay of employees to be fixed on the understanding that they will maintain a specified level of performance, but in the short term pay does not fluctuate with their performance. The arrangement depends on work measurement to define the required level of performance and to monitor the actual level. The fundamental principles of measured day work are that there is an incentive level of performance and that the incentive payment is guaranteed in advance, putting employees under the

obligation to perform at the effort level required. In contrast, a conventional work-measured incentive scheme allows employees discretion as to their effort level but relates their pay directly to the results they achieved. Between these two extremes there are a variety of alternatives, including banded incentives, stepped schemes and various forms of high day rate.

Contingent Pay Schemes

Performance-Related Pay

Performance-related pay systems can be used for manual workers. Employees receive a high base rate and an additional performance-related payment, which is either lump sum bonus or consolidated into basic pay. The award is governed by assessments of skill and performance ratings under headings such as quality, flexibility, contribution to team-working and ability to hit targets. The percentage award is usually small-up to 5 percent.

Performance-related pay is sometimes introduced for manual workers as part of a programme for harmonizing their conditions of employment with those of salaried staff. It can be appropriate in circumstances where work measurement is difficult or impossible to use, in high-technology manufacturing where operations are computer-controlled or automated and teamwork and multi-skilling are important, in organizations where the emphasis is on quality, and in those where just-in-time systems are used. But it is difficult to operate and trade unions tend to be hostile, and it is therefore uncommon.

Skill-Based Pay

Skill-based pay, rewards people with extra pay for acquiring and using additional skills. It can be paid as a supplement to a base rate or it can result in workers being placed on a higher spot rate.

Collective Schemes

Group or Team Incentive Schemes

Group or team incentive schemes provide for the payment of a bonus to members of a group or team related to the output achieved by the group in relation to defined targets or to work-measured standards.

Factory or Plant-Wide Schemes

Factory or plant-wide schemes pay a bonus to individuals that is related to the performance of the factory as a whole, which may be measured in terms of added value as in a gain-sharing scheme or some other index of productivity (e.g. units produced, cost per unit of output). The bonus may be added to individual incentive payments.

Assessment of Schemes

Table 1 contains an assessment of the advantages and disadvantages of each type of scheme from the viewpoint of employers and employees and a review of the circumstances when the scheme is more likely to be appropriate.

Table 1: Comparison of Shopfloor Incentive Schemes

Scheme	Main Features	For Employers		For Employees		When Appropriate
		Advantages	Disadvantages	Advantages	Disadvantages	
Piecework	Bonus directly related to output	Direct motivation; simple, easy to operate	Lose control over output quality problems	Predict and control earnings in the short-term; regulate pace work themselves	More difficult to predict and control earnings in the longer term; work may be stressful and produce RSI	Fairly limited application to work involving unit production controlled by the person, e.g. agriculture, garment manufacture.

Work-Measured Schemes	Work measurement used to determine standard output levels over a period or standard times for job/tasks; bonus based by reference to performance ratings compared with actual performance or time saved.	Provides what appears to be a 'scientific' method of relating reward to performance; can produce significant increases in productivity, at least in the short term.	Schemes are expensive, time-consuming and difficult to run, and can too easily degenerate and cause wage drift because of loose rates.	Appear to provide a more objective method of relating pay to performance; employees can be involved in the rating process to ensure fairness.	Ratings are still prone to subjective judgement and earnings can fluctuate because of changes in work requirements outside the control of employees.	For short-cycle repetitive work where changes in the work mix or design changes are infrequent, down time is restricted, and management and supervision are capable of managing and maintaining the scheme.

Scheme	Main Features	For Employers		For Employees		When Appropriate
		Advantages	Disadvantages	Advantages	Disadvantages	
Measured day work	Pay fixed at a high rate on the understanding that a high level of performance against work-measured standards will be maintained.	Employees are under an obligation to work at the specified level of performance	Performance targets can become easily attained norms and may be difficult to change.	High predictable earnings are provided.	No opportunities for individuals to be rewarded in line with their own efforts	Everyone must be totally committed to making it work; high standards of work measurement are essential, with good control systems to identify shortfalls on targets.
Performance-related pay	Payments on top of base rate are made related to individual assessments of performance.	Reward individual contribution without resource to work measurement; relevant in high-technology manufacturing.	Measuring performance can be difficult; no direct incentive provided.	Opportunity to be rewarded for own efforts without having to submit to a pressured PBR system	Assessment informing performance pay decisions may be biased, inconsistent or unsupported by evidence.	As part of a reward harmonization (shopfloor and staff) programmes; as an alternative to work-measured schemes or an enhancement of a high day rate system.

Scheme	Main Features	For Employers		For Employees		When Appropriate
		Advantages	Disadvantages	Advantages	Disadvantages	
Skill-based pay	Payments for acquiring and using new skills.	Encourage skills acquisition	May pay for skills not used.	Scope to develop.	Proper training may not be available	Where skills requirements are exacting.
Group or team basis	Groups or teams are paid bonuses on the basis of their performance as indicated by work measurement ratings or the achievement of targets.	Encourage team cooperation and effort; not too individualized.	Direct incentive may be limited; depends on good work measurement or the availability of clear group output or productivity targets.	Bonuses can be related clearly to the joint efforts of the group; fluctuations in earnings minimized.	Depend on effective work measurement, which is not always available; individual effort and contribution not recognized.	When team-working is important and team efforts can be accurately measured and assessed; as an alternative to individual PBR if this is not effective.
Factory wide bonuses	Bonuses related to plant performance-added value or productivity.	Increase commitment by sharing success.	No direct motivation.	Earnings increased without individual pressure.	Bonuses often small and unpredictable	As an addition to other forms of incentive when increasing commitment is important.

Considerations Affecting the Use of Incentive Schemes

The considerations to be taken into account in developing and maintaining incentive schemes are the criteria of effectiveness and their advantages and disadvantages.

Criteria of Effectives

Incentive schemes aim to motivate employees to exert greater effort. They will do so effectively only if:

1. The link between effort and reward is obvious and easily understood, that is, there is a clear line-of-sight.
2. The value of the reward is worthwhile in relation to the effort.
3. Individuals are able to influence their levels of effort or behaviour in order to earn a reward.
4. Rewards closely follow the effort.
5. The integrity of the scheme is preserved, that is, it is not allowed to degenerate and cannot be manipulated so that individuals are over-rewarded.

Rationale for Incentive Schemes

The basic rationale of incentive schemes is the simple proposition that people are motivated by money (Okere, 2019). It is believed that they will work harder if rewards are tied directly to results they achieve. This is essentially Taylorism, that is FW Taylor's concept of scientific management, meaning the use of systematic observation and measurement, task specialism and, in effect the reduction of workers to the level of efficiently functioning machines who will only work harder if they are paid more (Lawlar, 2002). Certainly, the experience of most people who have installed a payment-by-results (PBR) scheme in a workplace where it did not previously exist is that productivity increases substantially when the scheme is new, although the level of increase is not always maintained. Studies by Binder 1990, Guzzo et al (1985,Lawler, 1971, and Nalbantain 1987, have shown productivity increases of between 15% and 35% when incentive schemes have been put into place. Manus and Graham (2003) argued that incentive schemes are used in the belief that they yield increased output, lower the cost of production and provide higher earnings for the workers concerned. It is also commonly believed that less supervision is needed to keep output up. Indeed, when direct

supervision is difficult, payment-by-results (PBR) is often advocated as the only practicable form of payment.

Disadvantages of Incentives Schemes

The argument that people work harder only when they are paid more is regarded by some people as overwhelming. They do not accept the proposition that intrinsic and non-financial motivators can have an equally, if not more powerful and longer-lasting impact. However, Armstrong (2010) say's the disadvantages of shopfloor incentive schemes are that they can:

1. Be Unfair: earnings may fluctuate through no faulty of the individual because of lack of work, shortage of materials, design modifications or the need to learn new skills. It may also be felt that the method of altering rates is unfair.
2. Be Ineffective: workers may have their own ideas about how much they want to earn or how hard they want to work, and regulate their output accordingly.
3. Penalize Skill: the more skilled workers may be given the more difficult and often less remunerative jobs.
4. Cause Wage Drift: the difficulty of conforming to criteria such as clearly relating pay to effort and the lax approach of some organizations to the management of incentive schemes contribute to increases in earning at a higher rate than productivity. Degeneration and wage drift are a particular problem with work measured schemes.
5. Lead to Management Escaping its Responsibilities: team leaders and supervisors may rely on the incentive scheme to control output. Instead of taking poor performers to one side and informing them that their work is not up to standard, they are tempted to take the soft opinion and simply point to the figures.
6. Be Costly to Maintain: extra work study engineers, rate fixers and inspectors are often needed to maintain the scheme and exercise quality control.
7. Produce Strife: in the workplace arguments about rates and accusations of unjustified rate-cutting are common in workshops where incentive schemes are used.

8. Create Reluctance to Exert the Expected Level of Effort: workers may believe that management will progressively increase the performance targets required to trigger the same bonus payment. They may therefore be reluctant to carry on at the incentivized level of performance they have achieved, on the grounds that this will only result in higher targets that will make the bonus more difficult to obtain.
9. Result in Poor Quality Work: concentration on output can lead to neglect of quality.
10. Lead to Poor Teamwork: individual incentive schemes by definition encourage individual rather than team effort.
11. Result in Accident and Health Hazards: workers may be tempted to cut corners and ignore safety precautions to achieve output targets; Repetitive Strain Injury (RSI) may result if they work too hard on tasks requiring repeated small movements.

These are powerful arguments but shopfloor incentive schemes persist. The number of workers paid on this basis may have diminished, but this is because of structural, that is, the reduction in manufacturing, and technological reasons rather than because managements have turned against it.

Single Status and Harmonization

Single status means that manual or shopfloor workers on wages are on salaried terms and conditions and are entitled to the same conditions of employment, such as sick pay, as other members of staff. Harmonization means the reduction of differences in the pay structure and other employment conditions between categories of employee, usually manual and staff employees. It involves the adoption of a common approach and criteria to pay and benefits for all employees.

The pressure for harmonization has occurred because of the belief that status differential between people in the same employment cannot be justified. Harmonization facilitates the more flexible use of labour, and the impact of technology has enhanced the skills of shopfloor workers and made differential treatment harder to defend. Equal pay legislation has been a major challenge to differentiation between staff and manual workers.

ACAS (1982), suggested that organizations, before pursuing a programme of harmonization, should seek answers to the following questions.

1. What differences in the treatment of groups of employees are a rational result of differences in the work or the job requirements?
2. Is it possible to estimate the direct costs of removing these differences?
3. What differences in status are explicitly recognized as part of the 'reward package' for different groups in the labour force?
4. What would be the possible repercussive effects of harmonization?
5. How do the existing differences affect industrial relations in the organization?

Conclusions

Rewarding is a means of providing income and incentives for workers, and a cost of doing business to the employer. Reward management is primarily concerned with the formulation and implementation of strategies and policies in order to reward people fairly, equitably and consistently in accordance with their organization. Approaches to rewarding knowledge workers include total reward, pay flexibility, pay related to competency, and career and job-family structure. Likewise, incentive schemes for manual workers include payment-by-results, contingency pay schemes, and collective schemes. Pay systems for manual workers are seldom graded, unless their conditions have been harmonized.

Recommendations

The study proffer the following recommendations for organizations:

1. Identify key motivators such as personal growth, occupational autonomy, task achievement, and money rewards for knowledge workers. Equally, time rate should be employed in rewarding the manual workers.
2. Adopt total reward policies emphasizing scope for achievement, recognition, and growth.
3. Consider segmenting the reward package for specific groups of knowledge workers.
4. Introduce competency base pay.
5. Create a career-fairly structure with levels defined in competency terms.
6. Define career ladders and the rewards associated with career progressive.

7. Develop work environment that ensures that knowledge workers have the resources they need, the scope to use and development their knowledge and skills, and the recognition they deserve.
8. Consider scope for single status or harmonization.
9. Ensure that rates of pay for jobs and people are linked to the level of skill or the degree of multi-skilling required.
10. If planning to introduce new payment-by-results schemes or amend existing ones, involve employees and their representatives in discussions on what needs to be done, and reach agreement on how the changes should be introduced.
11. Consider introducing team pay or gain-sharing.
12. Ensure that payment-by-results schemes are based on work measurement and provide a clear line of sight between effort and reward.
13. Review all existing payment-by-results scheme to ensure that they are functioning properly and are not encouraging wage drift.

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