



Re-Classifying the “Hybrid” Job

By Cory Nelson, Sr. Research Associate

In the last year, as the economy has struggled and many companies have re-organized or reduced staff, we have seen an upswing in client requests to provide job analyses for what we call “hybrid” jobs. Quite often, “hybrid” jobs are those that result when an employee is asked to assume some of the duties previously performed by a former employee in addition to his/her existing responsibilities.

In these situations, the human resources professional is faced with the question of whether or not the nature of the job has changed enough to warrant a higher job classification or grade change. More often than not, and in most of the cases we have seen, the answer is no. We arrive at this conclusion through our process of labor market analysis in which we compare the different elements of the new hybrid job to surveyed jobs of the different types that comprise these elements. For example, if payroll responsibilities are added to an accounting job, we would look at comparable data for both accounting and payroll jobs to determine the market range for the new hybrid job. In most cases, the market data overlap significantly with the outcome being that the job value doesn’t change.

A job value or salary grade classification is determined based on (1) the job’s relative internal value, and (2) external labor market indicators. Both of these measurements apply only to the *nature* of the job, not to the quantity of work the job requires. Adding responsibilities that are of the same nature or market value may result in more work for the incumbent employee. However, the type of work, even if quite different, may not be valued higher in the market than the work the incumbent is already performing.

Moreover, if the responsibilities being added to the job are of a lesser value internally or externally than the original job responsibilities, one could even justify a lower grade!

Therefore, remember to compare the nature of the different work elements that comprise the hybrid job, not the quantity or volume of work. The quantity of work will affect staffing levels, but not the job value.