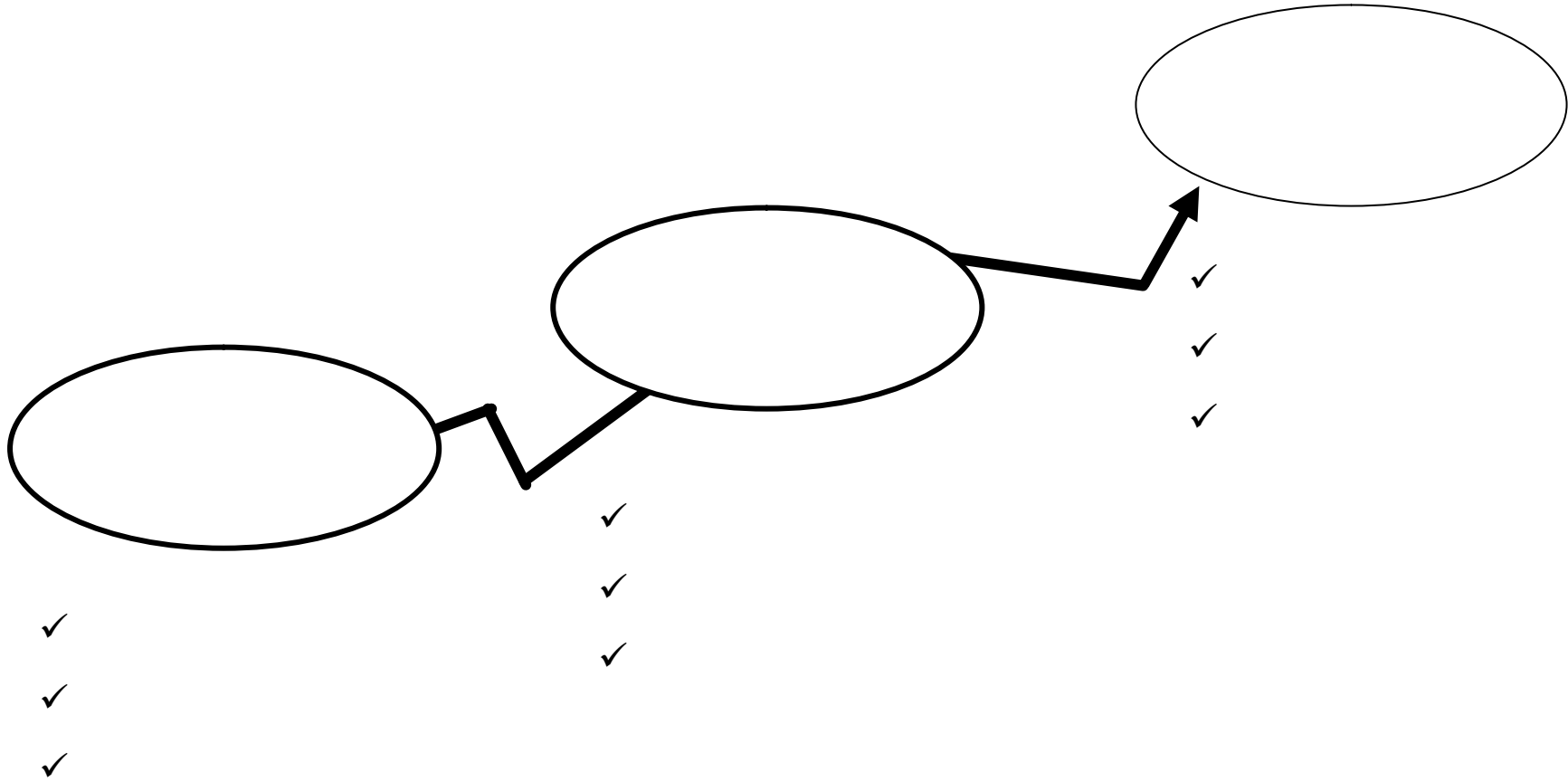


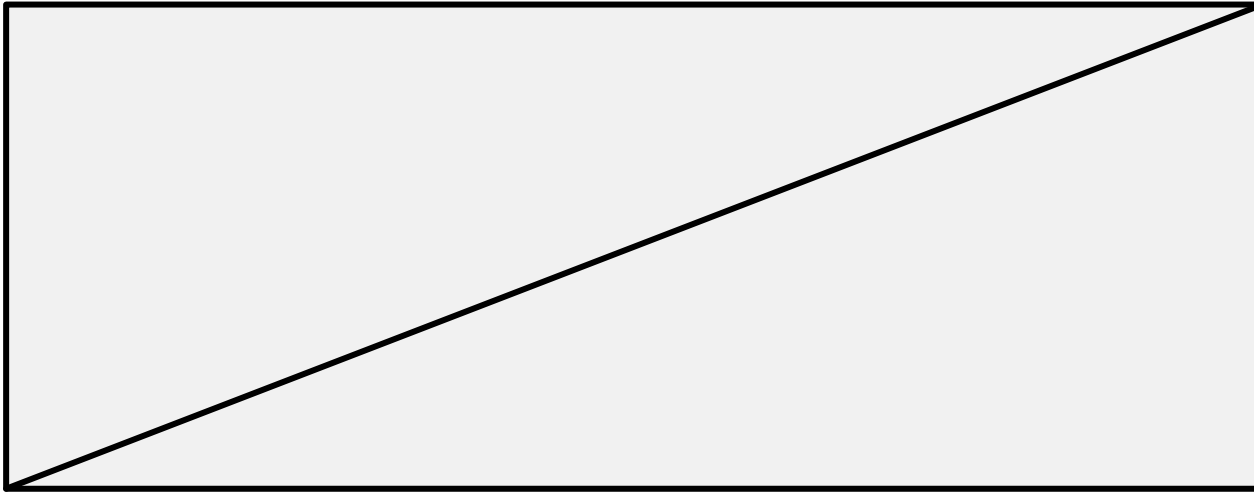
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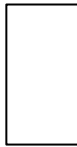
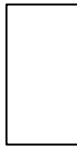



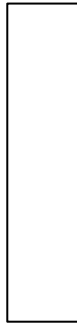


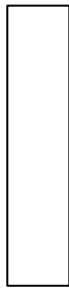






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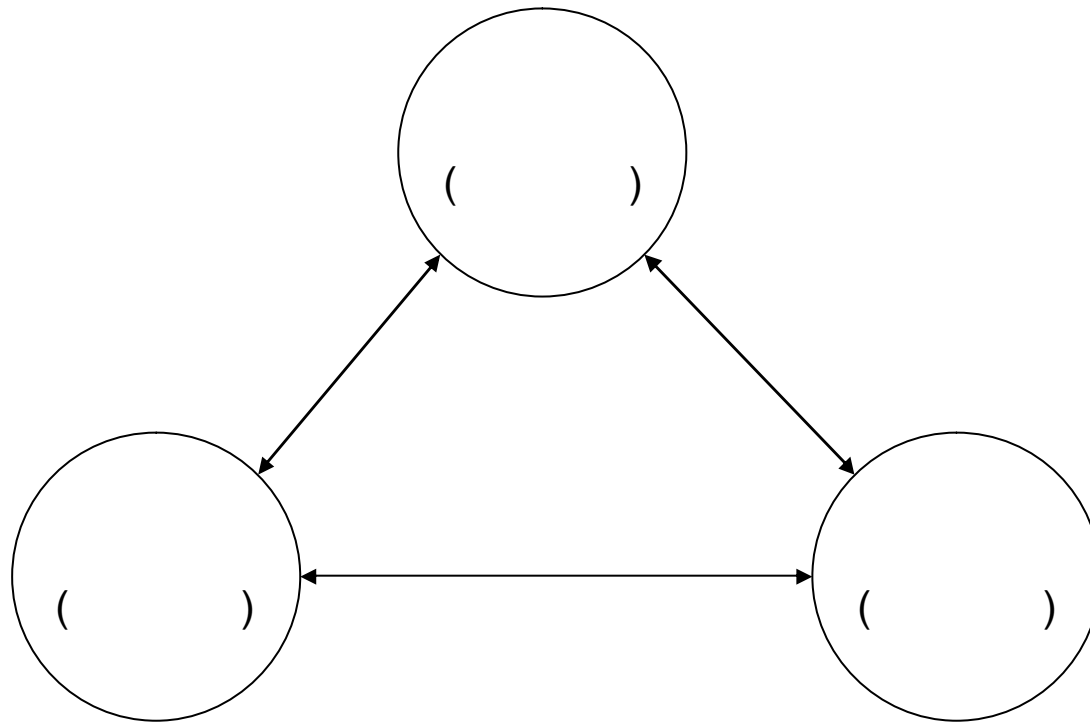
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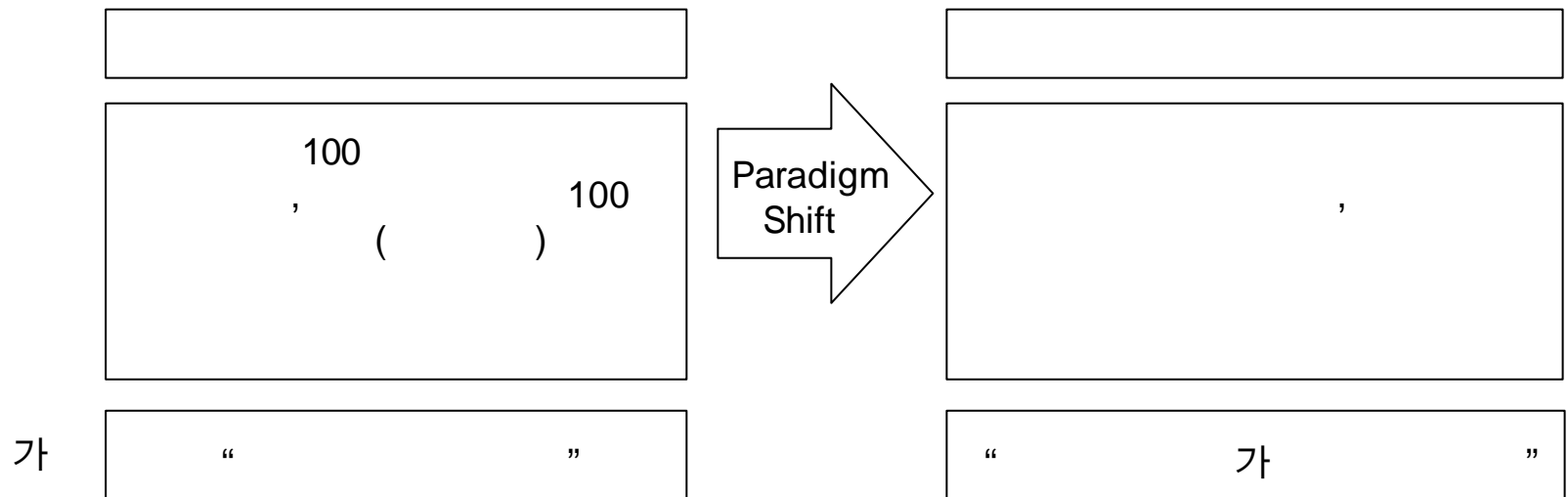
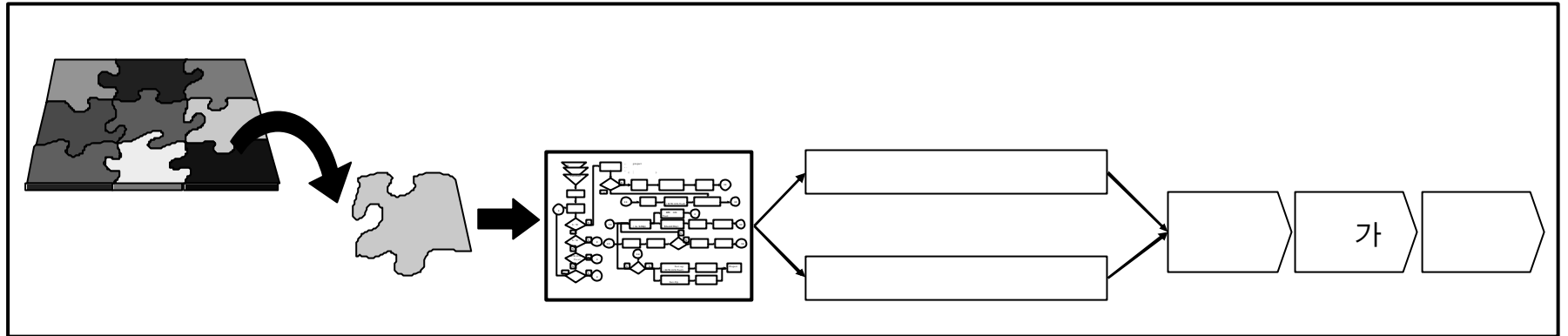
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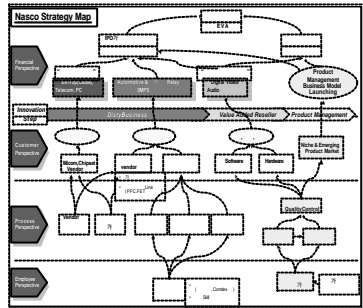
- 가 가

2) Paradigm Shift



3) HR Model

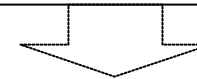
Business Strategy



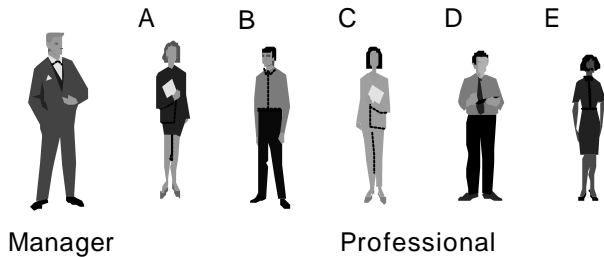
Key Process



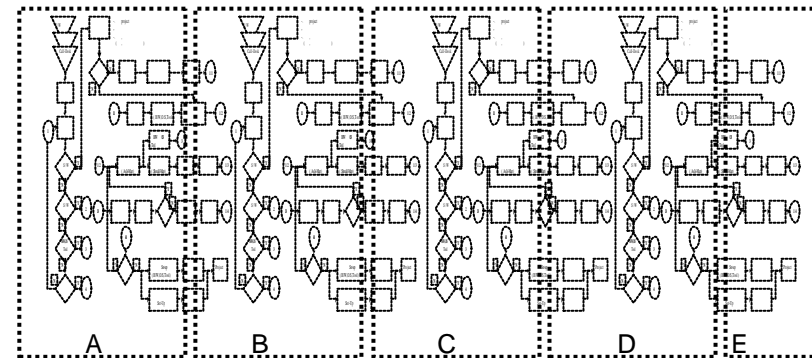
Organization Structure



Staffing Team Management



Work Process



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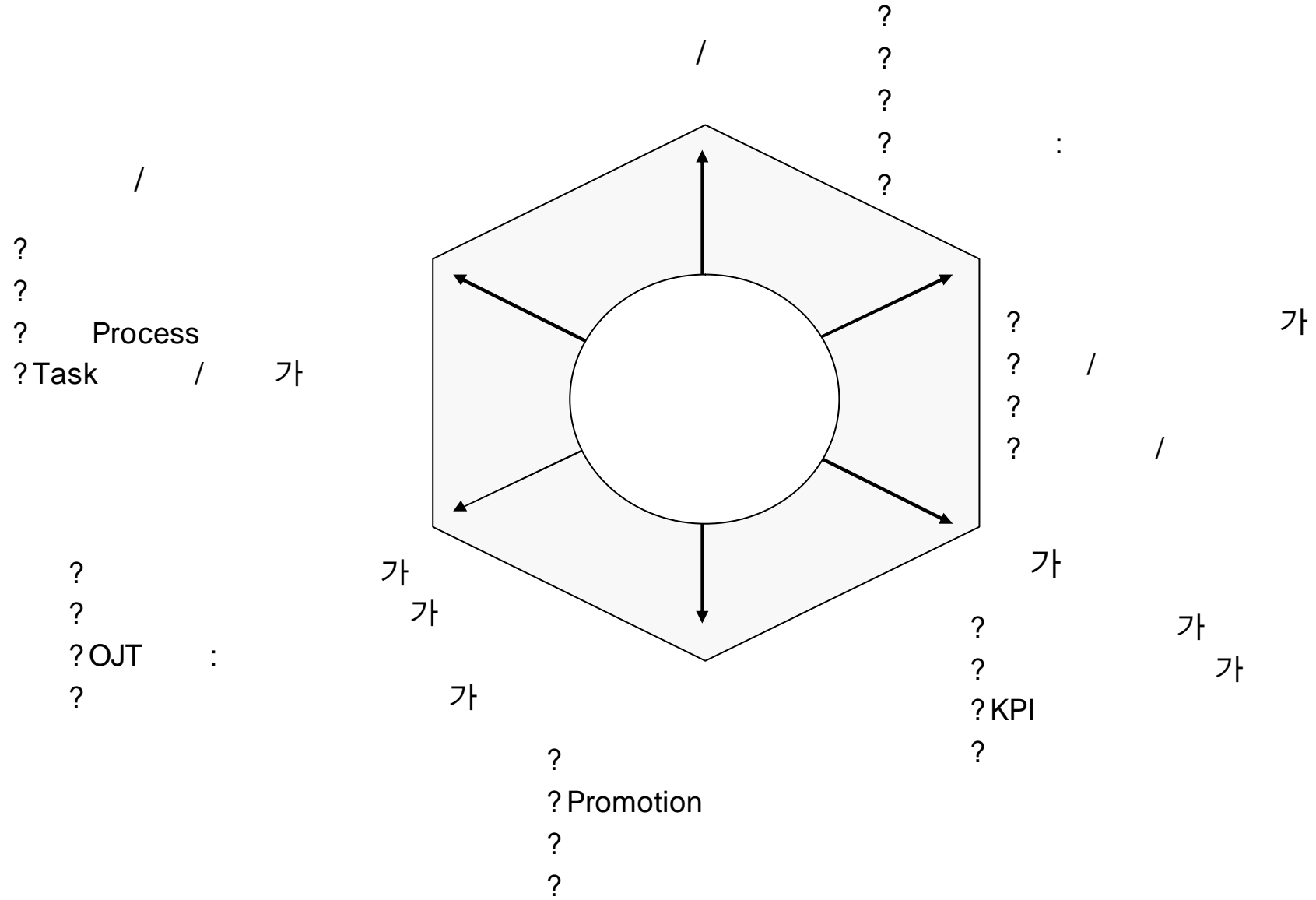
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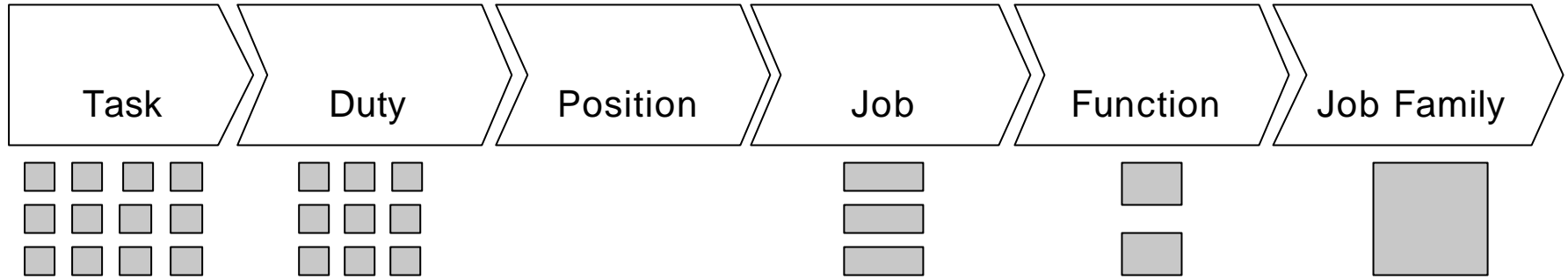


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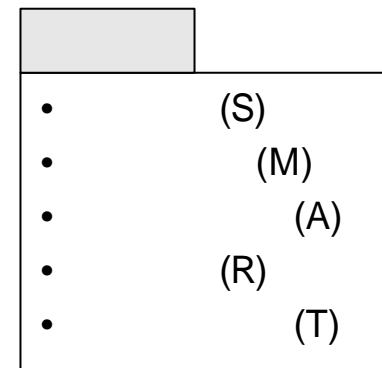
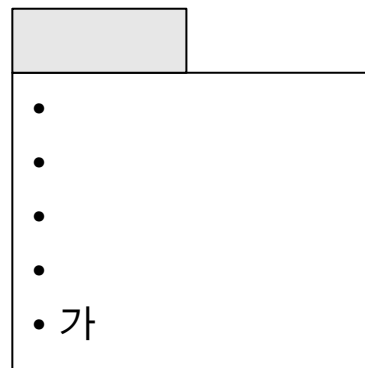
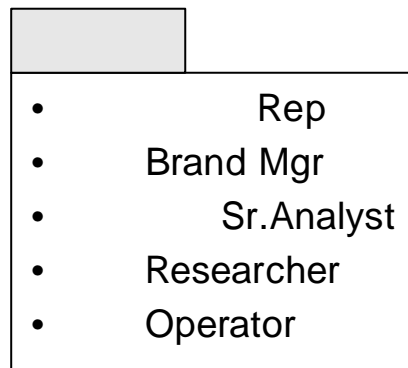
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- 가 가(SME: Subject Matter Expert)

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- (Competency) (Accountability)
3 : 가 ‘ ’
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	(Observation Method)	(Interview Method)	(Questionnaire Method)	(Critical Incident Method)
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	Functional Job Analysis	Position Analysis Questionnaire
	<ul style="list-style-type: none"> ▪ (people), (Things) (data), 3가 	<ul style="list-style-type: none"> ▪ 6 194
	<ul style="list-style-type: none"> ▪ ▪ ▪ (60%, - , 30%, - , 30%) ▪ ▪ 	<ul style="list-style-type: none"> ▪ 6가 - - - - - - ▪ 가 , ,
		, 가 .
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	<p>? (Job Title),</p> <p>?</p> <p>?</p> <p>?</p> <p>?</p> <p>?</p> <p>?</p> <p>?</p> <p>?</p> <p>?</p> <p>?</p> <p>?</p> <p>,</p>	<ul style="list-style-type: none"> ▪ ▪ (aptitude) ▪ (ability)- , ▪ / (skills) ▪ (knowledge) ▪ (personality) ▪ (interest) ▪ 가 (values) ▪ (attitudes) ▪ (work history) ▪ (education level) ▪ (responsibility)
	<p>가</p>	<p>.</p>

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2. 가

1) 가 (internal wage differentials)

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4) 가 (J.L. Otis & R.H. Leukalt)

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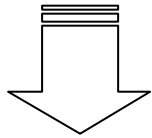
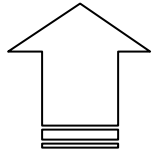
1. (skill)
2. (effort)
3. (responsibility)
4. (job conditions)

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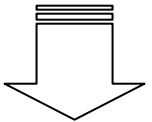
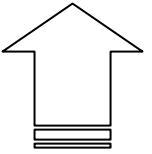
가

Simple



Analytical

- Whole Job Ranking
- Paired Comparison Method
- Classification Method
- Market Pricing & Slotting
- Factor Comparison Method
- Point Factor Method



	Whole Job Ranking	Paired Comparison Method	Classification Method
	<ul style="list-style-type: none"> ▪ 가 ▪ 가 ▪ 가 ▪ 가 ▪ 가 	<ul style="list-style-type: none"> ▪ (numerical scale) ▪ 가 ▪ 가 ▪ 가 ▪ 가 ▪ 가 ▪ 가 	<ul style="list-style-type: none"> ▪ (class) ▪ , ▪ (class definition) ▪ 가 ▪ (assign)
	<ul style="list-style-type: none"> ▪ , ▪ communication ▪ (modification) ▪ 	<ul style="list-style-type: none"> ▪ 가 ▪ 	
	<ul style="list-style-type: none"> ▪ 가 ▪ 가 ▪ 가 ▪ (guiding principle) 	<ul style="list-style-type: none"> ▪ 가 ▪ 가 (多) ▪ 15 ▪ 가 	

	Market Pricing & Slotting	Factor Comparison Method	Point Factor Method
	<p>whole job ranking , market data (benchmark jobs) , 가 (slotting)</p>	<p>가 (compensable factor) 3~6 가 가 (weight) 가 Total score</p>	<p>- 가 가 , 가 가 - 가 가 가 가 , (가 level) 가 , Knowledge(), Skill(), Responsibility(), Decision making authority (), Organization Impact (), Impact of error Scope (budget, revenue, dir. & indirect report)</p>

4. 가

1) Whole Job Ranking()

가

가

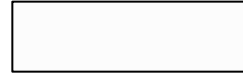
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communication .
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(guiding principle) .

2) Paired Comparison Method()

(numerical scale)

가 가 가 가?
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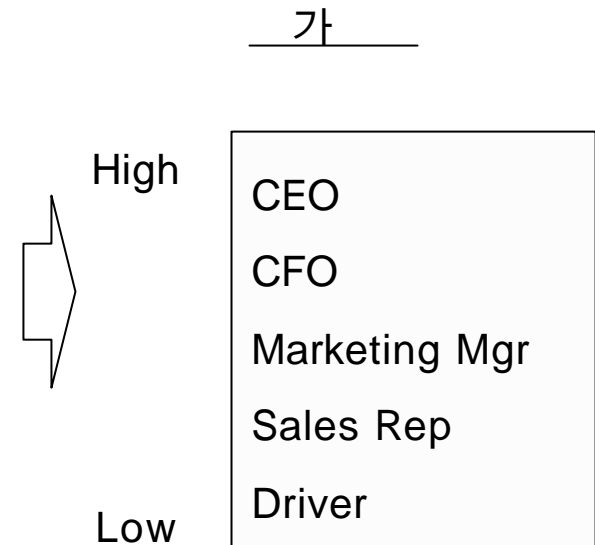
가	.
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3) Paired Comparison Method()

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(JOB)	A	B	C	D	E	
A (CEO)		2	2	2	2	8
B (CFO)	0		2	2	2	6
C (Mgr)	0	0		1	2	3
D (Sales Rep)	0	0	1		2	3
E (Driver)	0	0	0	0		0



4) Classification Method ()

(class)

(class definition)

(assign)

가

Level 1	Level 2	Level 3
Typical Title: Director	Typical Title: Manager, Senior Technical Expert	Typical Title: Manager, Team Loader, Technical Specialist
Roles Focus	Role Focus	Role Focus
<ul style="list-style-type: none"> ▪ Accountable to Managing Director for a major business activity/function ▪ Formulates strategy for own function to support and achieve strategic goals of the UK operation; 	<ul style="list-style-type: none"> ▪ Typically accountable to Director level, will be responsible for translating strategy into action by managing processes, resources and people. May also be the highest level technical expert 	<ul style="list-style-type: none"> ▪ Managers/team leaders will manage a small department of a significant team in a larger department ▪ Will create and manage relationships with others ? customers, colleagues and providers
Functional Skills	Functional Skills	Functional Skills
<ul style="list-style-type: none"> ▪ Expert within own field; with extensive industry knowledge and experience and proven commercial sense 	<ul style="list-style-type: none"> ▪ Operates within the context of the UK operation 	<ul style="list-style-type: none"> ▪ Operates within the context of own function and with an awareness of the UK operation

5) Marketing Pricing & Slotting

whole job ranking

market data

(benchmark jobs) ,

, 가

(slotting)

Job	Market Rate	Grade	Grade Mid point
Human Resource Dir.	\$ 46,000	10	\$46,000
Assistant Controller	-	10	46,000
Mgr.	41,000	9	40,300
Maintenance Foreman	39,500	9	40,300
Sr. Financial Analyst	35,000	8	35,000
Payroll Mgr.	33,500	8	35,000
Warehouse Supervisor	30,000	7	30,400
Sr. Accountant	29,500	7	30,400
Land Mgmt. Administrator	-	7	30,400
Senior Buyer	26,500	6	26,500
Safty Coordinator	-	6	26,500

6) Factor Comparison Method()

가 (compensable factor) 3~6 가

가 (weight)

가 Total score

가

- 가 가 가

- (Reinforcement) Powerful

가

Step 1. : (factor)

例) Factor : (Impact)

	Job Title	
A	Accounting Mgr.	4
B	Sr. Financial Analyst	3
C	Payroll Supervisor	2
D	Account Receivable Supervisor	1

Step 2. : 가 ,

例) Job scoring worksheet

		(30%)	(30%)	, (40%)	Weighted Point Total
A	Accounting Mgr.	4	4	3	3.6
B	Sr. Financial Analyst	3	3	4	3.4
C	Payroll Supervisor	3	2	3	2.7
D	Account Receivable Supervisor	1	2	1	1.3

7) Point Factor Method

가 , 가 가

가 가 , 가 가

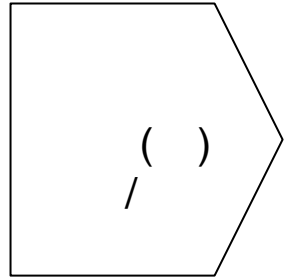
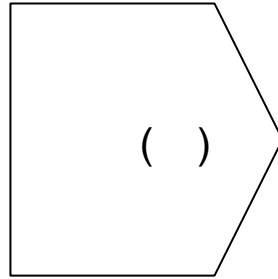
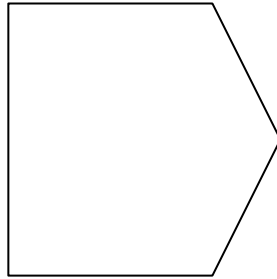
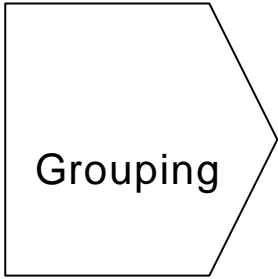
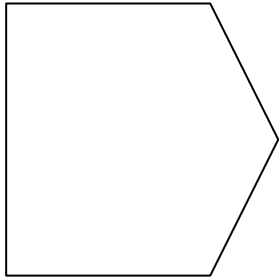
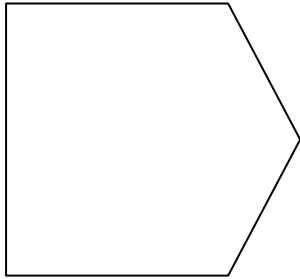
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Knowledge(), Skill(), Responsibility(),
Decision making authority(), Organization Impact(),
Impact of error, Scope (budget, revenue, dir. & indirect report)

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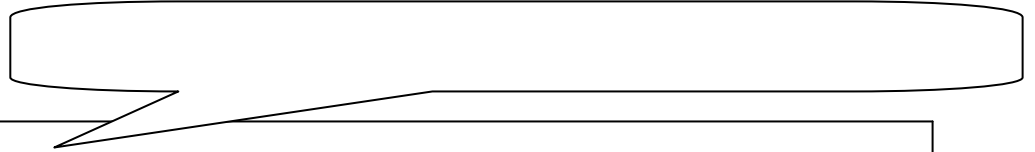
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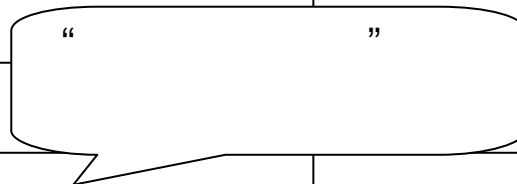
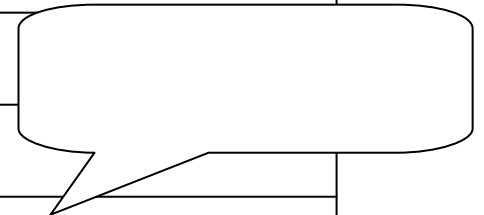
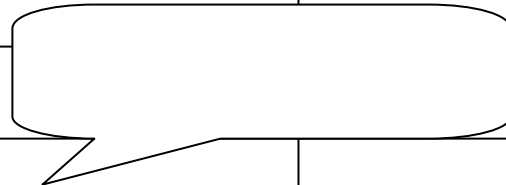
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Mission	
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			(Input)	(Output)



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1) Mission .

* Mission .

- : Mission

Mission	<ul style="list-style-type: none">▪ 가▪
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2) Mission

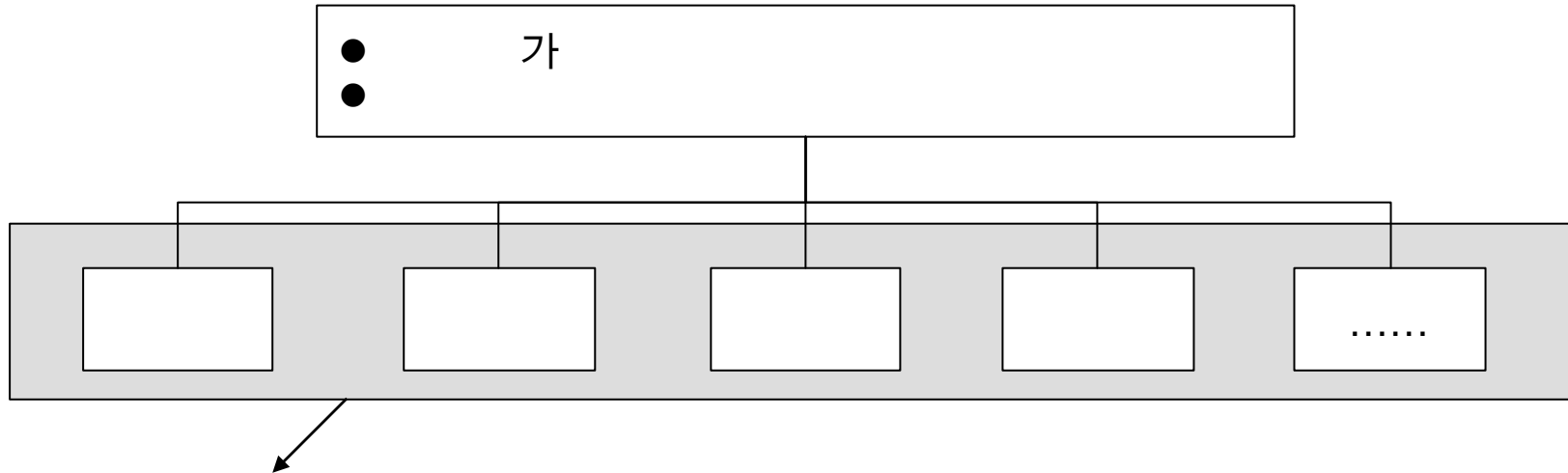
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Mission

Brainstorming

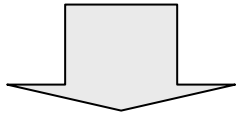
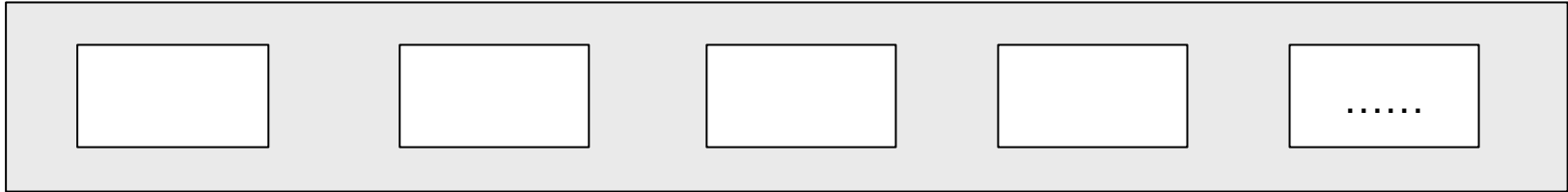
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			(Input)	(Output)
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4) “ : ” , .
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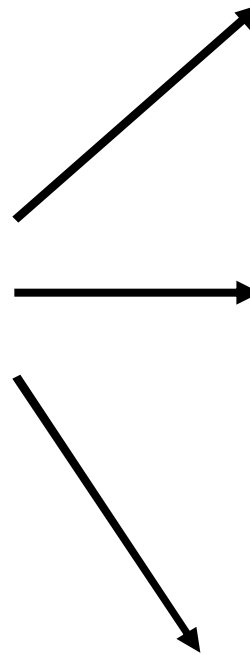
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: "A" "B" "C"

			"B"		
"A"			"C"		

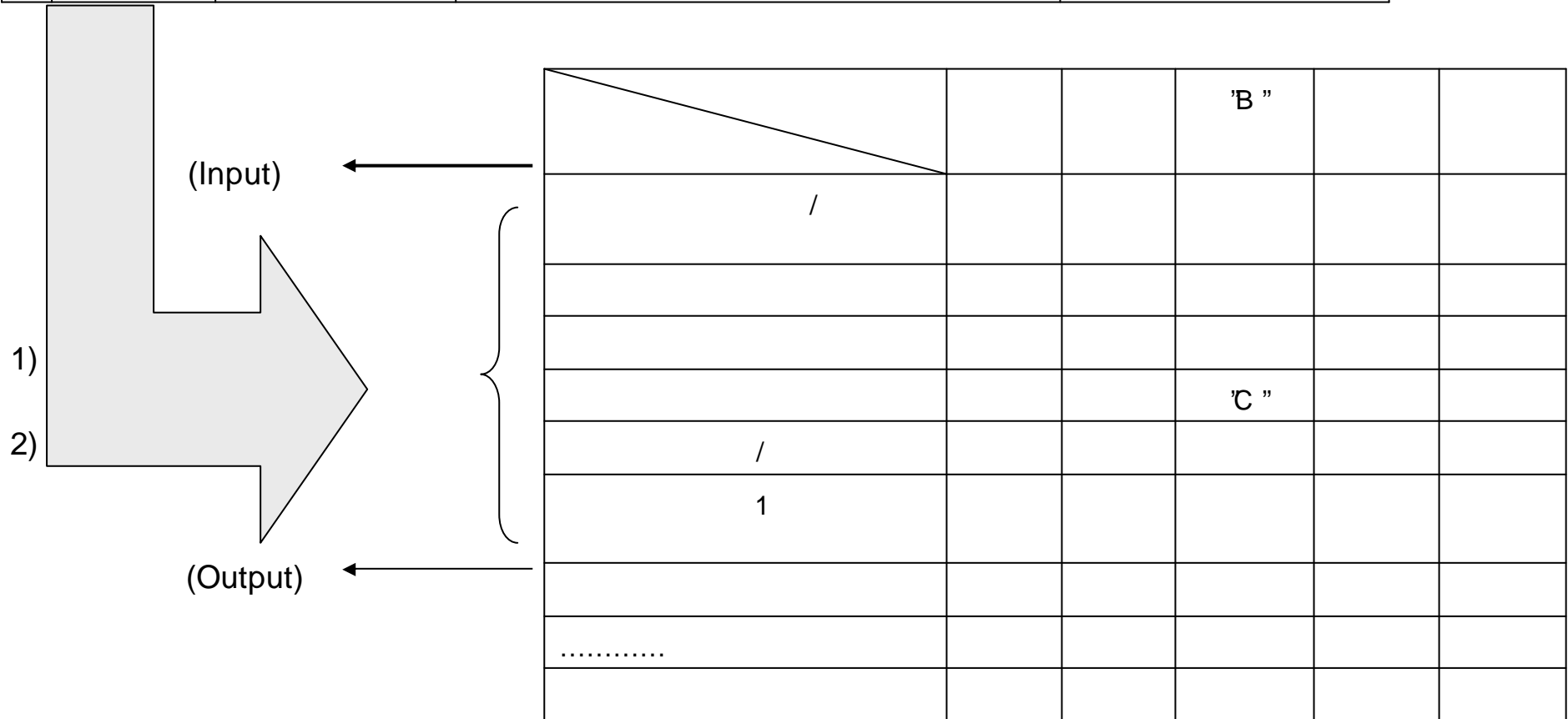
3) "A"

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(Output)

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		(Input)	(Output)
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4) "B"

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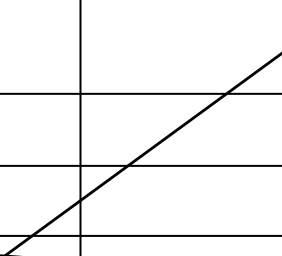
5) “C”

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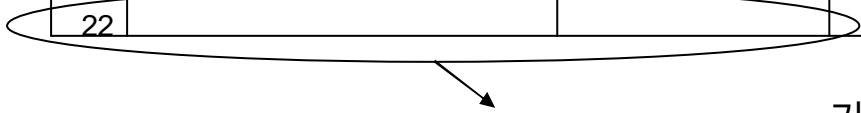
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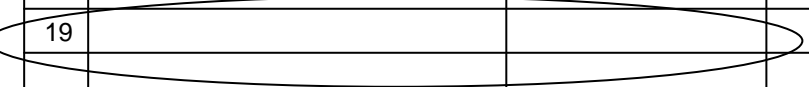
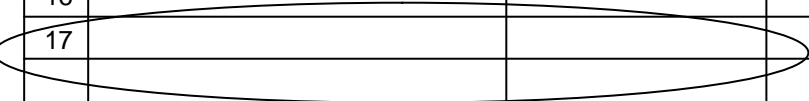
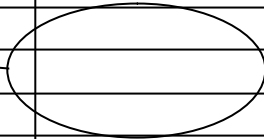


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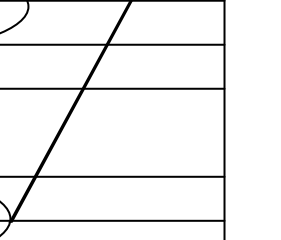
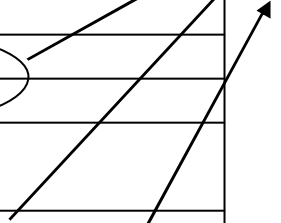
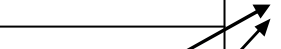
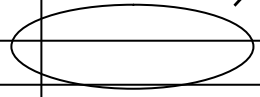
”



“

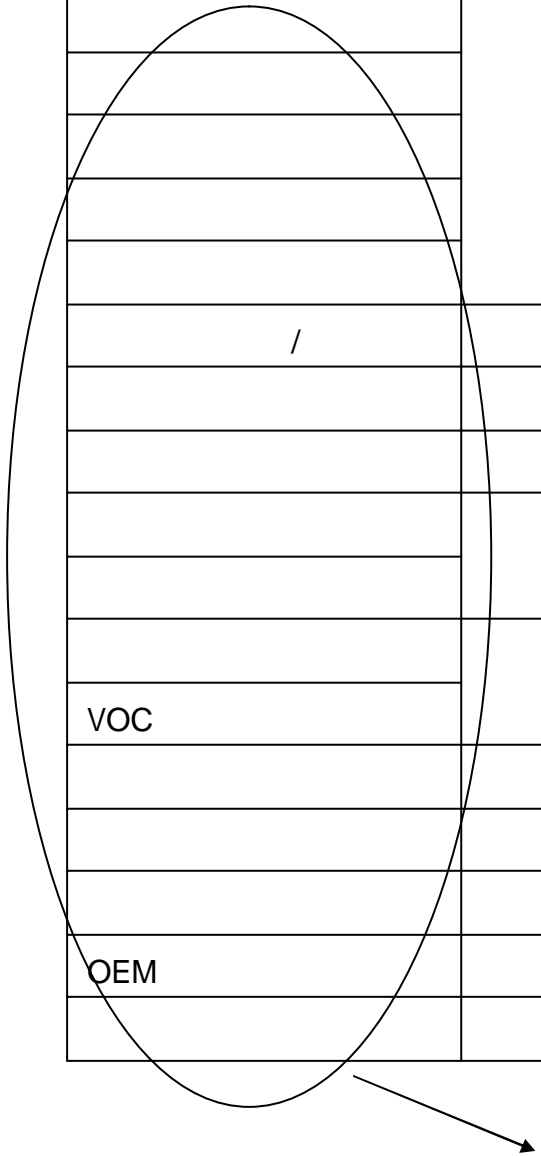
”

		(Input)	(Output)
/			/
OEM			
		/	/
VOC			VOC
			/
(,)			
		/	
		,	/
(,)			
/		/	
			/
		/	/



,

		(Input)	(Output)
		,	/
			/
		/	
/			/
		/	/
			/
VOC			VOC
OEM			
		/	/



9.

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- 가 , “ ”

- 가 , “Output Quality ”

					()	
/						
VOC			VOC			
OEM						

10. ()

1) 가 1 ()

- 가

2)

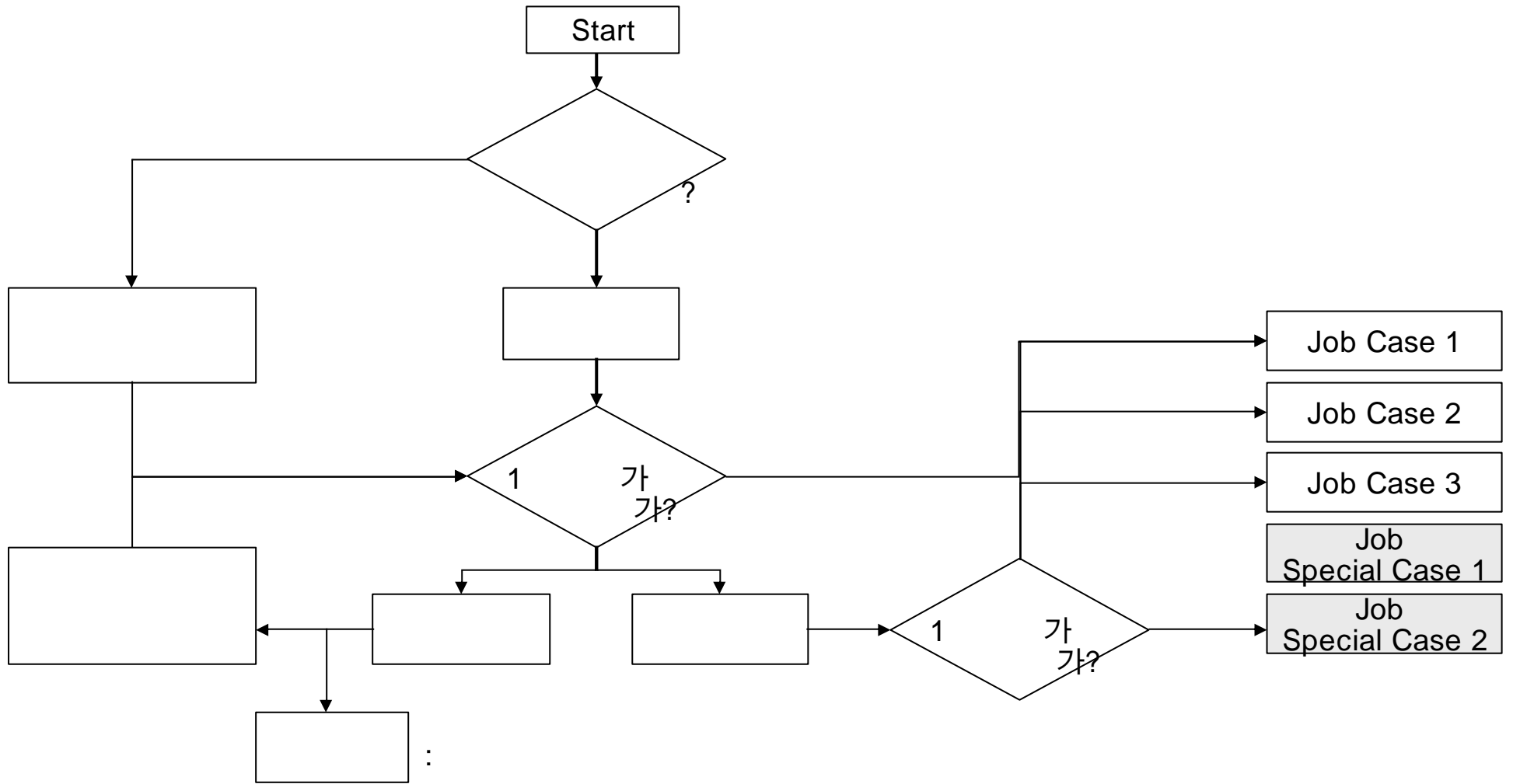
- 가 Minimum Requirement 가

- Minimum Requirement

- 가

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					()	
/						
VOC						
			VOC			
OEM						



					()	
						Special Case 2
						Special Case 2
/						
						Case 1
						Case 1
						Case 2
			VOC		VOC	Case 1
VOC						
						Case 1
						Case 1
OEM						Case 1

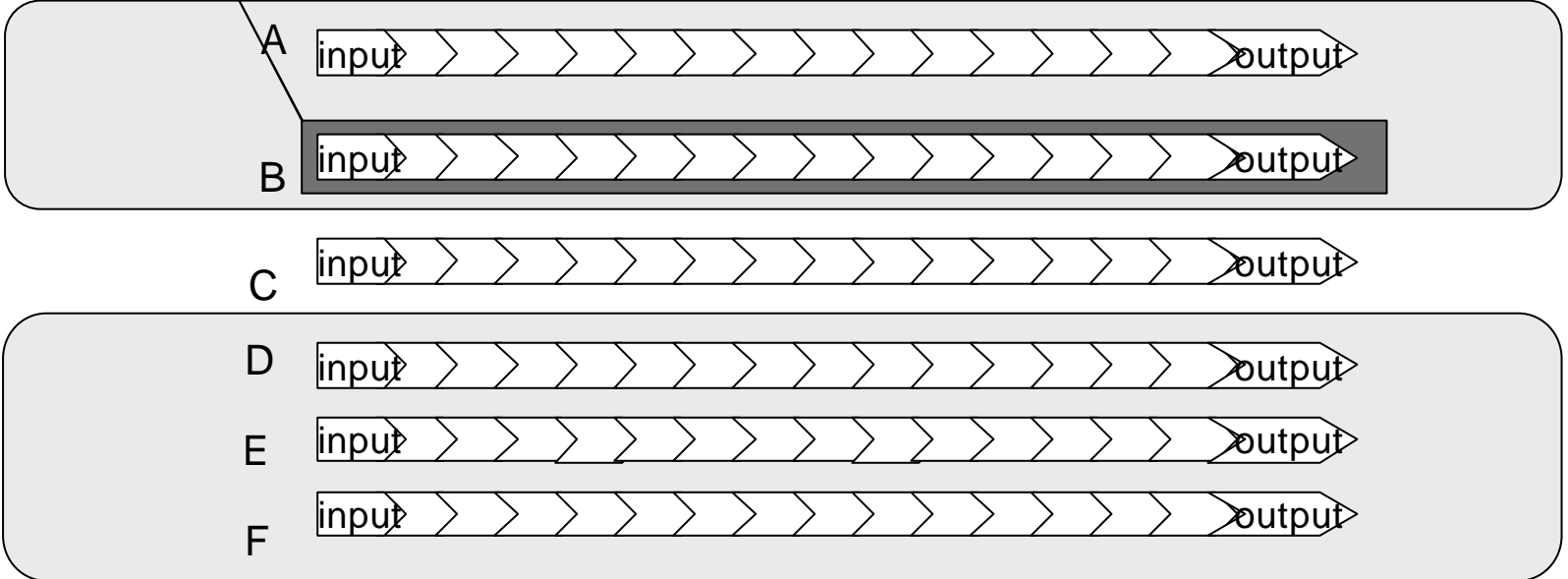
11. ()

Case 1

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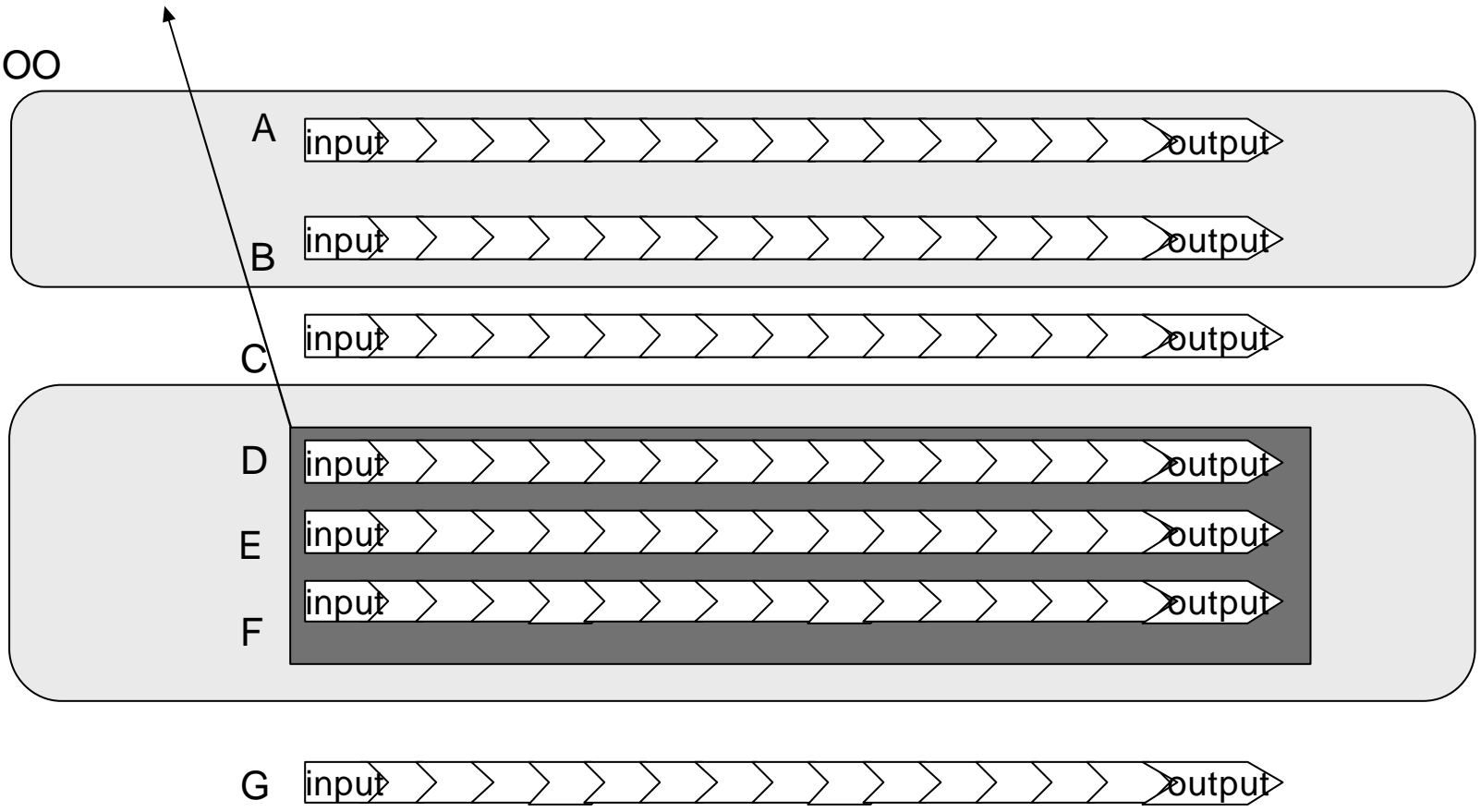
Case 2

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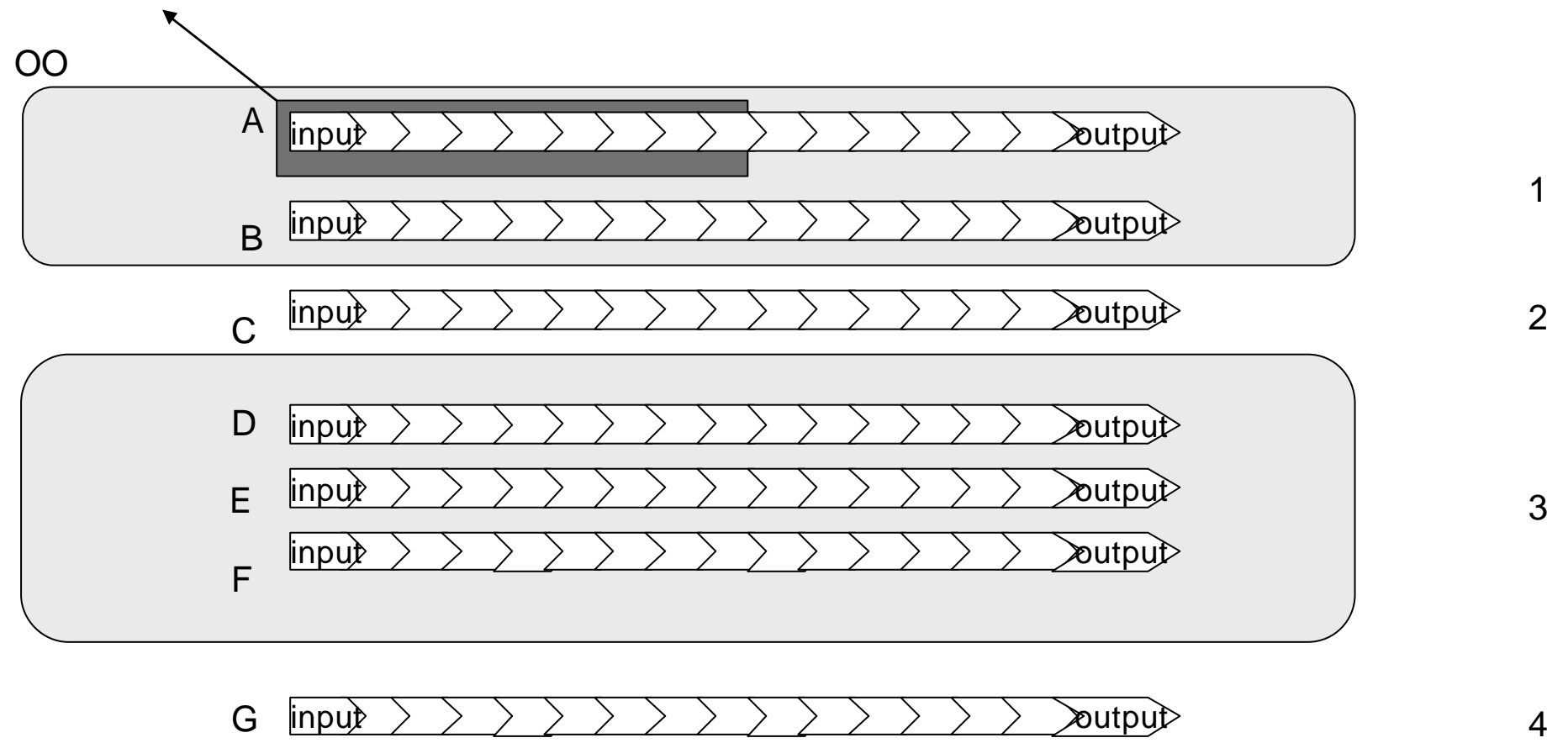
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Case 3

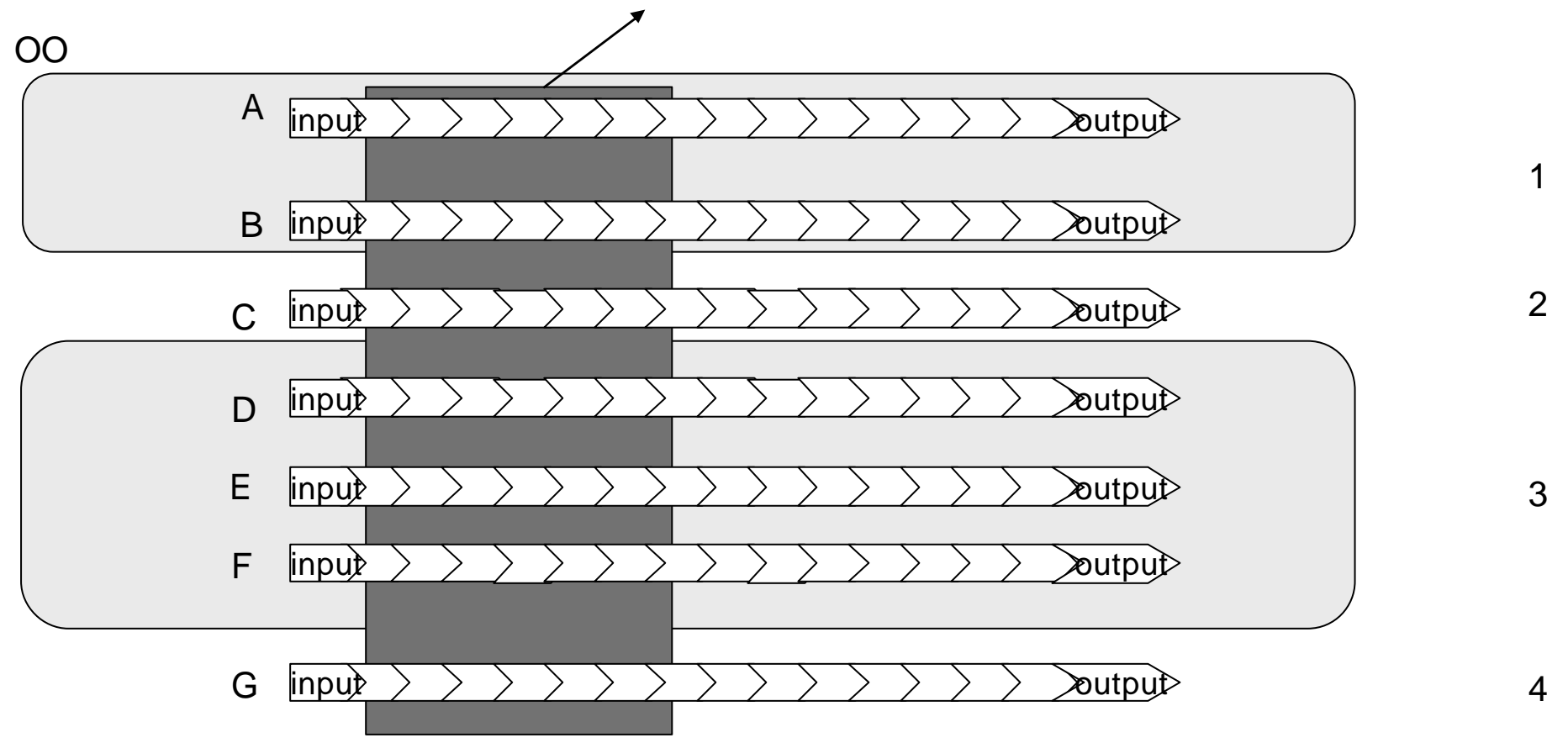
-
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Special Case 1

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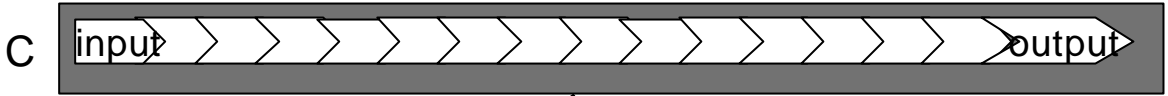
4

Special Case 2

-

. Category,

- Possible Example



Case 1

- 1)
- 2)
- 3)

Case 2

- 1)
- 2)
- 3)

Category

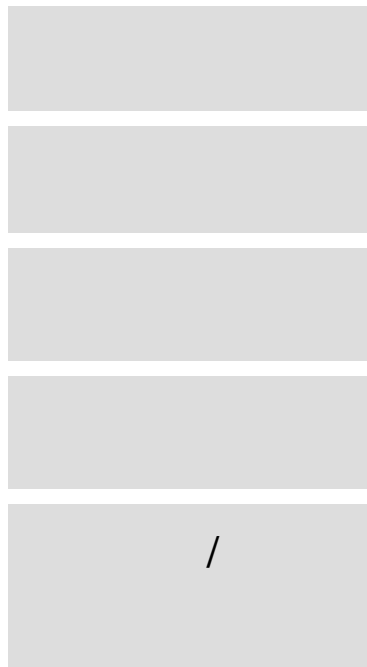
. 가 가

1. 가 가

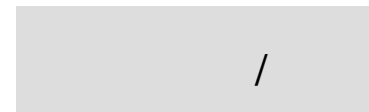
INPUT



THROUGHPUT



OUTPUT



가	(5)			(116)
/	4.00	4.28	O	7 ~17
	3.31	3.69	X	
	3.62	3.41	X	
	3.79	3.59	O	6 ~14
	4.31	4.48	O	8 ~20
*	4.17	4.28	X	
	3.66	3.86	X	
	3.83	4.38	O	8 ~17
	3.52	3.97	O	“ ”
/	3.66	4.03	O	5 ~15
	2.48	2.69	X	
	2.48	2.55	X	
	4.31	4.41	O	9 ~33

*

2. 가

	가							
			A	B	C	D	E	F
Input	/	1	7	9	11	13	15	17
	/	2/3						
Throughput		4	6					
		5	8					
		6	10					
		7	12					
		8	14					
		9	8					
		10	11					
		11	14					
		12	17					
		13	20					
		14	8	11	14	17		
		15						
		16	1	1.5	2	2.5	3	
		17	1	1.5	2	2.5	3	
		18	1	1.5	2	2.5	3	
	19	2	3	4	5	6		
Output	/	20/21						

- B가 A , 1 가 3가
- , ,

A,A,A	9	B,A,A	11	C,A,A	13
A,A,B	15	B,A,B	17	C,A,B	19
A,A,C	21	B,A,C	23	C,A,C	25
A,B,A	11	B,B,A	13	C,B,A	15
A,B,B	17	B,B,B	19	C,B,B	21
A,B,C	23	B,B,C	25	C,B,C	27
A,C,A	13	B,C,A	15	C,C,A	17
A,C,B	19	B,C,B	21	C,C,B	23
A,C,C	25	B,C,C	27	C,C,C	30
A,D,A	15	B,D,A	17	C,D,A	19
A,D,B	21	B,D,B	23	C,D,B	25
A,D,C	27	B,D,C	29	C,D,C	31
A,E,A	17	B,E,A	19	C,E,A	21
A,E,B	23	B,E,B	25	C,E,B	27
A,E,C	29	B,E,C	31	C,E,C	33

2. 가

1) 가

Ranking, Benchmark, Job Ranking,

Ranking

3가

가

가

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가

2)

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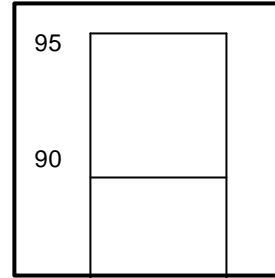
가

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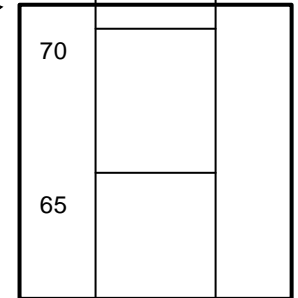
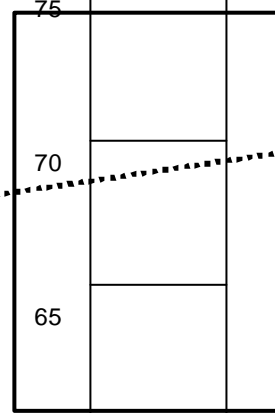
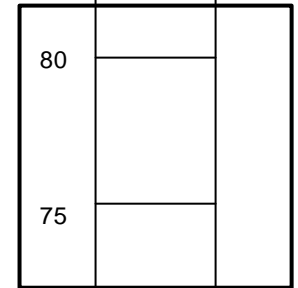
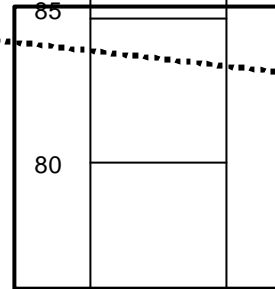
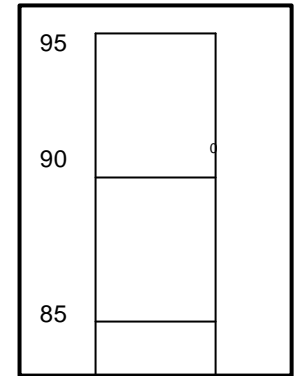
3. ()

	가	
()	94.71	
()	92.21	2.50
()	91.71	0.50
PL ()	88.42	3.29
()	88.14	0.28
()	84.86	3.29
()	84.71	0.14
()	83.79	0.93
()	80.93	2.86
()	80.79	0.14
()	80.79	0.00
()	80.07	0.71
()	79.00	1.07
()	78.71	0.29
()	78.00	0.71
()	77.29	0.71
()	75.79	1.50
()	74.14	1.64
()	74.00	0.14
()	73.79	0.21
()	72.79	1.00
()	72.14	0.64
()	71.71	0.43
()	69.50	2.21
Chief miller()	67.93	1.57
()	67.86	0.07
()	67.64	0.21
()	66.71	0.93
()	61.79	4.93
()	61.36	0.43

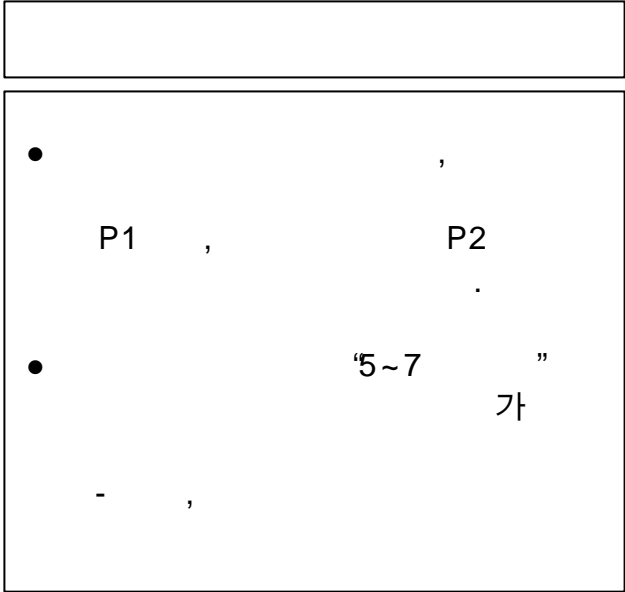
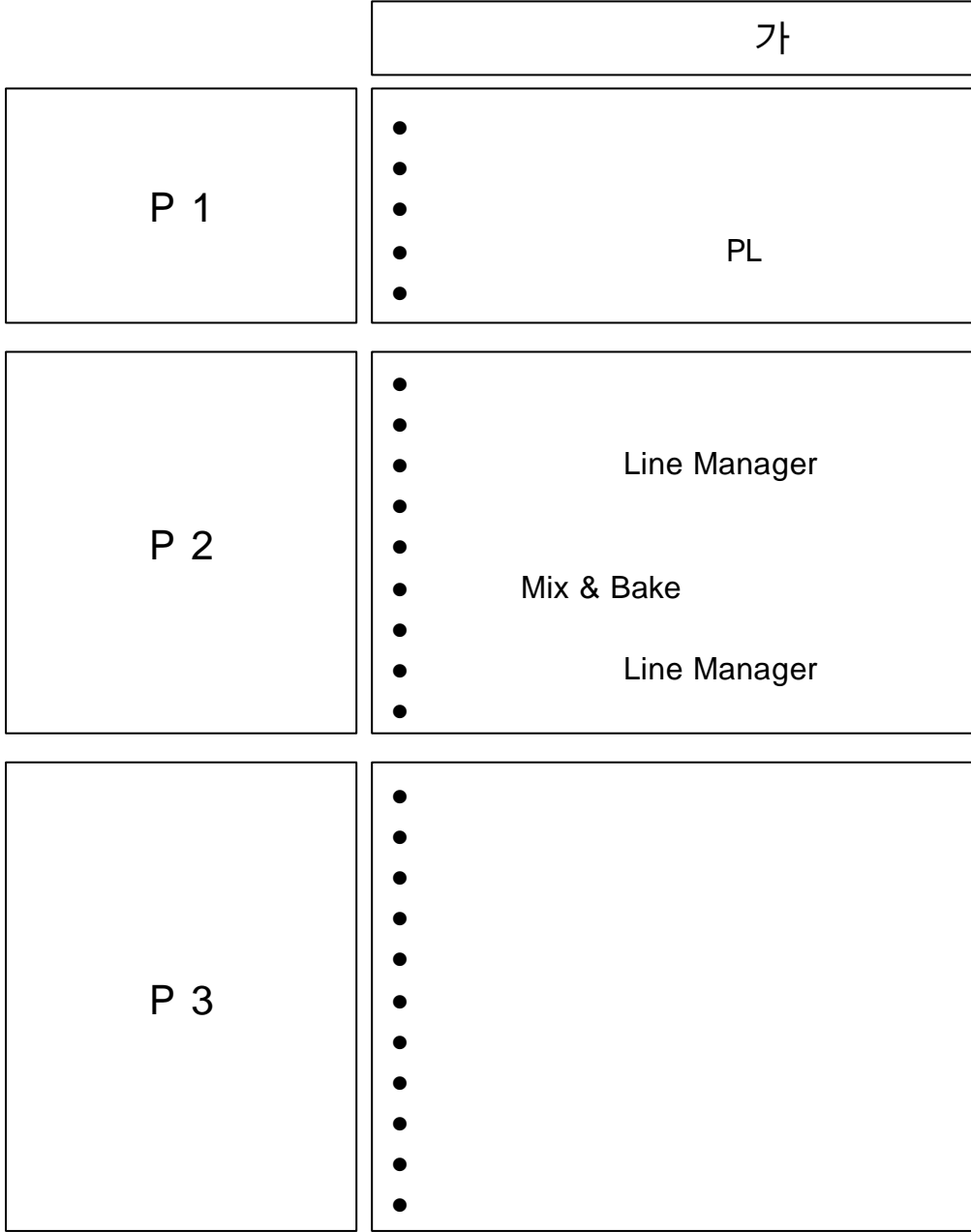
option1



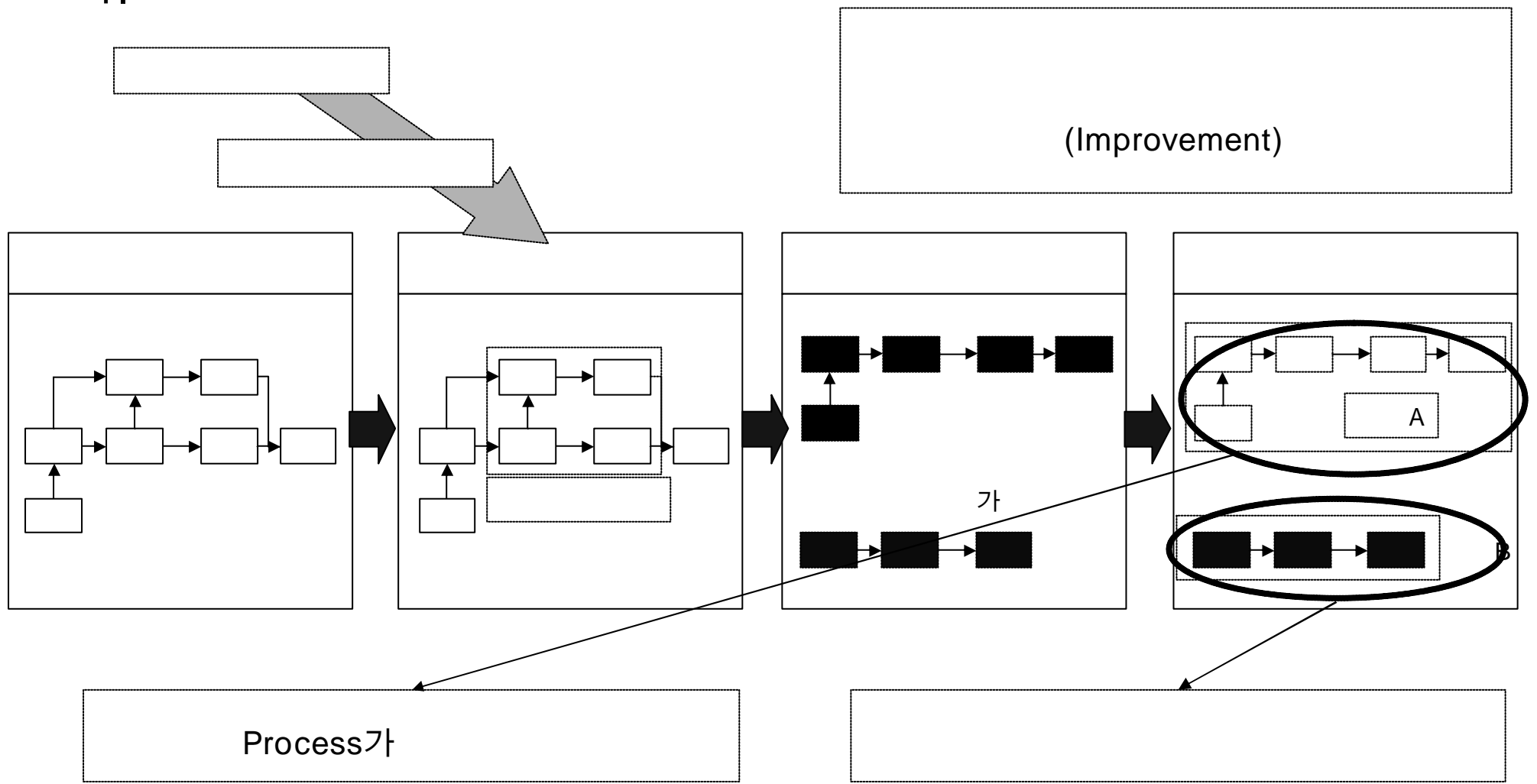
Option 2



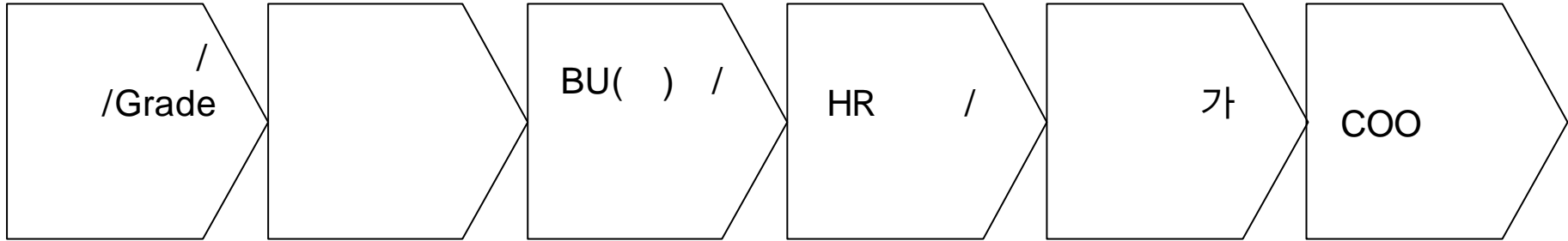
1.97



1.



2.



- /Grade
- Job Profile
- BU() /
 - P1:20%
 - P2:30%
 - P3:50%
- HR /
- Process
- 가
- 가
- / Grade

3.

- 1) 가
- 2)
- 3) 가
- 4) Size, , , 가

4.

- 1) 가 前
- 2) 가 가 : ,
- 3) 가
- 4)