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Kev Ntxeeb Ntxeev Hauv Kev Txiav Txim Thiab Kev Muab Nqi Tsis Raug Rau Kev Ua Haujlwm

Heather Grizzle · February 1, 2026

Kev txiav tawm neeg ua haujlwm txo tau cov nqi ua haujlwm uas koj pom tau. Cov nqi zais cia ntawm cov kev txiav txim uas tsis ncaj ncees los ntawm cov thawj coj yog qhov ua rau muaj kev hloov haujlwm ntxiv thiab kev raug foob raug cai.

Cov Ntsiab Lus

1. Nrhiav Qhov Tsim Teeb Meem
2. Qhov Xam Pom Rau Kev Txo Tus Lej Neeg Ua Haujlwm
3. Kev Siv Cuab Yeej Ntawv Nruab Ua Rau Teeb Meem Ntau Zuj Zus
4. Kev Ua Haujlwm Kho
5. Yam Tuaj Yeem Hais Kom Ncaj Ncees
6. Kev Ua Haujlwm Zoo, Txhais Kom Raug

Kev daws teeb meem txo tus nqi ua haujlwm ib txwm siv yog txo cov neeg ua haujlwm, thiab nws ua li ntawd vim muaj ib qho laj thawj uas tsis tshua muaj feem ntsig txog kev npaj tswj hwm. Tus lej neeg ua haujlwm yog cov nqi ua haujlwm uas lub koom haum saib nyiaj txiag pom tau tiag tiag. Nyiaj them haujlwm, txiaj ntsig, sij hawm ua haujlwm ntxiv, nyiaj them rau lag luam pab neeg, thiab nyiaj them thaum txiav haujlwm txhua yam yog cov kab lej uas lub koom haum siv nyiaj txiag muaj peev xwm ua qauv, kwv yees, thiab txiav tau. Cov nqi uas tshwm sim los ntawm kev txiav txim tsis ncaj ncees hauv cov neeg ua haujlwm tsis tshwm sim raws li ib qho kab lej twg. Lawv tshwm sim tom qab thiab faib tawm ua ntau qhov, xws li kev ntiav neeg tuaj hloov chaw, kev ncua ntev ua ntej tau neeg tshiab, sij hawm ua haujlwm ntxiv uas cov neeg ua haujlwm seem tau ris, kev daws teeb meem yuam kev, sij hawm kws lij choj, kev daws teeb meem nyiaj txiag, thiab qib ua haujlwm zoo uas ib tug neeg tshiab

tseem tsis tau mus txog. Ib lub koom haum uas txiav cov kab lej pom tau tab txawm tseg qhov chaw tsim teeb meem tseem nyob twj ywm yuav sau tau qhov txuag nyiaj rau lub sij hawm tam sim no thiab them nqi rau nws thoob plaws lub sij hawm tom ntej. Qhov no tsis yog qhov ua tsis tau raws li kev tswj hwm zoo, thiab kev suav hais tias yog li ntawd tau tsim ntau qhov kev qhia tsis muaj txiaj ntsig zoo. Nws yog teeb meem ntsig txog kev ntsuas, thiab nws rov tshwm sim thoob plaws txhua yam kev lag luam vim tias lub kaw lus ntsuas, tsis yog pab neeg tswj hwm, yog tus tsim nws.

Nrhiav Qhov Tsim Teeb Meem

The generator is worth locating precisely. In most organizations, the highest volume of consequential employment decisions is made not by executives or by human resources but by first-line supervisors: who is scheduled and when, whose absence is treated as excused, which performance problem is coached and which is documented, which documented problem escalates, who is told about the opening on the next shift. These decisions are rarely governed by an instrument. They are governed by an individual supervisor′s judgment, tenure, risk tolerance, workload on the day, and relationship with the particular employee in front of them. Across a population of supervisors, the aggregate result is variance. That variance has two distinct outputs, and in nearly every organization those two outputs are assigned to different departments, reported through different channels, and carried on different budgets.

Qhov Txiaj Ntsig Ua Haujlwm

Qhov txiaj ntsig thib ib yog ntsig txog kev ua haujlwm. Kev saib xyuas tsis ncaj ncees yog ib qho kev tshawb pom ruaj khov tshaj plaws hauv cov ntaub ntawv tshawb fawb txog kev khaws cia neeg ua haujlwm uas ua rau muaj kev tso haujlwm tawm ntawm lawv tus kheej, thiab kev tso haujlwm tawm ntawm lawv tus kheej yog qhov hloov mus ua kev thov neeg ntxiv, sij hawm chaw qhib, kev vam khom rau sij hawm ua haujlwm ntxiv ntawm cov neeg ua haujlwm seem, thiab lub sij hawm ua ntej tau ib tug neeg tshiab mus txog qib ua haujlwm zoo tag nrho. Lub sij hawm ntawd yog qhov chaw uas cov nyiaj tseeb tshaj plaws nyob, thiab nws yog tus lej uas cov koom haum tsawg tshaj plaws yuav ntsuas, vim tias tsis zoo li tus nqi rau txhua tus neeg ntiav, nws tsis tshwm sim ntawm lub kaw lus taug qab neeg thov haujlwm.

Qhov Txiaj Ntsig Kev Cai Lij Choj

Qhov txiaj ntsig thib ob yog ntsig txog kev cai lij choj, thiab nws yog tib qho xwm txheej tab sis saib los ntawm lwm sab. Lub hauv paus pov thawj ntawm ib qho kev foob ntsig txog kev kho tsis sib npaug yog cov pov thawj sib piv: tus neeg ua haujlwm uas raug txiav haujlwm vim tus cwj pwm uas ib tug phooj ywg nyob rau xwm txheej zoo sib xws tau txais kev qhia, kev pab txhawb uas tau muab pom zoo rau ib theem ua haujlwm tab sis tsis kam rau lwm theem, kev sib tham txog kev nce haujlwm uas tshwm sim rau ib tus neeg tab sis tsis yog rau lwm tus. Kev tsis sib xws tsis yog tsuas yog ib qho uas pab ua rau muaj kev pheej hmoo ntawd xwb. Nws yog qhov kev pheej hmoo ntawd tiag tiag. Qhov no txhais tau li cas, thiab qhov no tsim nyog raug hais kom hnyav vim tias nws yog qhov feem ntau raug ncaim tseg, yog tias ib qho xwm txheej hauv lub koom haum tab meeg tsim ob qho tib si: tus nqi ntawm kev khaws cia neeg ua haujlwm thiab kev pheej hmoo raug foob, thaum sau ua ob qho chaw sib txawv thiab tsis muaj tus nqi raug rau ob qho. Tsis muaj tus tswj hwm twg pom tag nrho tus lej. Kev ua haujlwm pom kev hloov haujlwm uas lawv suav tias yog vim kev lag luam ua haujlwm. Kev ua raws cai pom cov kev foob uas lawv suav tias yog vim cov neeg ua phem. Kev kho uas yuav daws ob qho tib si muaj cov txiaj ntsig rov qab faib rau ob lub chaw nyiaj txiag, uas yog ib txoj kev ruaj khov los ua kom tsis muaj leej twg them nyiaj rau nws.

Qhov Xam Pom Rau Kev Txo Tus Lej Neeg Ua Haujlwm

Qhov no muaj ib qho xam pom tshwj xeeb thiab tsis zoo siab rau kev txo tus lej neeg ua haujlwm ua ib txoj kev npaj ua haujlwm zoo. Kev txo cov neeg saib xyuas lossis cov neeg ua haujlwm kav xwm nyob rau hauv ib puas kev txiav txim siab uas muaj kev sib txawv siab yuav ua kom qhov saib xyuas dav dua, txo lub sij hawm muaj rau txhua qho kev txiav txim siab, thiab ua rau qib zoo ntawm cov ntaub ntawv sau tam sim ntawd poob qis, uas yog tib txoj kev tiv thaiv ruaj khov tawm tsam kev sib cav sib piv. Kev xav no yooj yim, txawm

Ib qho xwm txheej tab meeg tsim ob qho tib si: tus nqi ntawm kev khaws cia neeg ua haujlwm thiab kev pheej hmoo raug foob, thaum sau ua ob qho chaw sib txawv thiab tsis muaj tus nqi raug rau ob qho.

hais tias nws yuav tsum raug muab cim ua kev xav xwb tsis yog ib qho kev tshawb pom tseeb raws kev tshawb fawb, vim tias cov ntaub ntawv tshaj tawm uas cais tau txiaj ntsig ntawm qib zoo ntawm kev txiav txim siab ntawm ntau yam txiaj ntsig tshwm sim los ntawm kev txo neeg ua haujlwm tsawg heev. Hais raws li kev ceev faj: ib qho kev npaj ua haujlwm zoo uas ua tsis saib xyuas rau qauv txiav txim siab tsawg kawg nkaus tsis muaj kev tsis xam txog qhov tsim tus nqi uas nws xav txo, thiab muaj ib txoj kev ua tau ua rau qhov tsim ntawd phem dua qub.

Kev Siv Cuab Yeej Ntawv Nruab Ua Rau Teeb Meem Ntau Zuj Zus

The introduction of automated tools into this environment compounds the problem rather than resolving it, which runs against how these tools are typically sold. A system configured against an organization′s historical decisions inherits the variance in those decisions as a pattern and then applies that pattern at a rate and consistency no individual supervisor could achieve, which is not the same thing as applying it correctly. More consequentially, the character of the record changes. A supervisor who makes an inconsistent decision leaves behind a human account that can be examined, tested, and if necessary corrected. A configured system leaves an output. Where the vendor treats the configuration as proprietary, the employer may find that it cannot reconstruct the basis for a decision it is nonetheless required to defend. The sequencing matters and it is not negotiable: decisions have to be standardized before they are automated, because automating an ungoverned decision does not govern it. It scales it and removes the interrogable account that would have explained it.

> **KEV TXHEEB XYUAS RAWS SIJ HAWM**
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> Cov kev txiav txim siab yuav tsum raug ua kom tib yam ua ntej lawv raug ua kom ua ntawv nruab, vim tias kev ua kom ib qho kev txiav txim siab tsis muaj kev tswj hwm ua ntawv nruab tsis yog tswj hwm nws.

Kev Ua Haujlwm Kho

Kev ua haujlwm kho tsis zoo nkauj thiab feem ntau yog raws li txheej txheem. Nws pib los ntawm kev txheeb xyuas cov qhov chaw txiav txim siab uas muaj ob qho tib si tus nqi ua haujlwm thiab kev pheej hmoo raug foob, uas nyob rau feem ntau lub koom

haum yog ib qho lej luv tsis yog ib qho ua tiav txhua yam. Nws xav tau kev hais cov cai rau cov kev txiav txim siab ntawd ua lus uas ib tug thawj saib xyuas siv tau nyob rau hauv sij hawm nyuaj, xav tau ib qho ntaub ntawv sau tam sim ntawd, thiab tom qab ntawd, tseem ceeb heev, ntsuas kev tsis sib xws ntawm cov thawj saib xyuas ua ib qho kev ntsuas ua haujlwm ib txwm nyob ntawm no tsis yog tshawb pom nws thaum lub sij hawm kev tshuaj xyuas ua raws cai lossis nyob rau hauv ib qho lus qhia hais. Nws xav tau kev paub tias haujlwm twg, yog tias tsis ruaj khov, yuav cuam tshuam kev tsim khoom lossis kev muab khoom rau tus neeg siv khoom, thiab kho cov haujlwm ntawd ua ib qho teeb meem ntsig txog kev tsis tu ncua tsis yog ib qho teeb meem ntsig txog kev nrhiav neeg ua haujlwm. Thiab nws xav tau kev muab tus nqi rau qhov kev pheej hmoo, uas yog cov kauj ruam feem ntau lub koom haum hla tawm, vim tias ib qho kev pheej hmoo uas tsis muaj tus nqi tsis tuaj yeem sib tw rau peev nyiaj tawm tsam ib qho uas muaj tus nqi.

Yam Tuaj Yeem Hais Kom Ncaj Ncees

Ib qho ntsiab lus txog yam tuaj yeem hais kom ncaj ncees rau txoj haujlwm no. Cov pov thawj rau pej xeem tsis txhawb nqa cov lej txuag nyiaj tseeb, thiab cov neeg muag khoom hais txog ib feem pua ruaj khov ntawm kev tau txais rov qab ntawm kev ua kom cov neeg ua haujlwm sib xws yuav tsum raug nyeem nrog kev tsis ntseeg siab, vim tias qhov piv txwv raug tsis muaj tiag tiag yeej tsis muaj kev pom tseeb. Yam uas tuaj yeem tiv thaiv yog qhov taw qhia thiab qhov qauv: cov nqi uas raug piav qhia ntawm no yog qhov tseeb, lawv tam sim no tsis raug ntsuas nyob rau feem ntau lub koom haum, lawv muaj ib qho tsim sib xws, thiab lawv tsis raug daws los ntawm txoj hauv kev ua uas feem ntau siv tawm tsam lawv. Qhov ntawd yog ib qho kev thov tsawg dua li kev lag luam feem ntau ua tab sis ruaj khov ntau dua.

Kev Ua Haujlwm Zoo, Txhais Kom Raug

Kev ua haujlwm zoo, txhais kom raug, tsis yog kev txo. Nws yog kev twv tau ua ntej, nyob rau hauv nyiaj them rau haujlwm, sij hawm mus txog qib ua haujlwm zoo, kev tsis tu ncua ntawm cov haujlwm tseem ceeb, thiab kev tiv thaiv tau ntawm cov kev txiav txim siab uas tsim tau peb yam ntawd. Cov kaw lus neeg ua haujlwm uas muab tau qhov ntawd yog ua haujlwm ua ib qho cai tswj hwm. Feem ntau tsis raug tsim li ntawd, thiab qhov laj thawj tsis tshua yog vim cov neeg nyob hauv tsis ua haujlwm txaus.

TIPS

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Yuav Hais Qhov Chaw Li Cas

Grizzle, H. M. (2026, February 1). Kev Ntxeeb Ntxeev Hauv Kev Txiav Txim Thiab Kev Muab Nqi Tsis Raug Rau Kev Ua Haujlwm. Novara Consulting Group. https://www.novaracg.com/hmn/2026/02/01/decision-variance-and-the-mispricing-of-labor-cost/