Job evaluation has come under increasing attack as a subjective, biased, costly and time-consuming way to determine base pay. It has also been criticised as insufficiently sensitive to organizational and market changes. Nevertheless, a recent survey conducted by Mercer Human Resource Consulting of 416 Canadian organizations covering broad cross-section of industries and sectors indicates that 85% of Canadian organizations are using job evaluation. This does not mean they are satisfied with their plan however. On the one hand, the majority of organizations (85%) believed their job evaluation system produced fair results, and most (58%) believed their plan was “satisfactory or better” at meeting internal equity goals. On the other hand, only 43% believed that their employees perceived the plan as being fair and objective. As evidence of this, 40% of the organizations reported that employees “regularly” dispute the evaluation results. Many organizations thought their job evaluation plans were difficult to manage and keep up-to-date. On an annual basis, 58% of the organizations indicated that the plan consumed at least thirty days a year to administer (20% indicating it took at least sixty days), and only 13% “strongly agreed” that their plan was simple and easy to administer. Even though two thirds of respondents indicated they use spreadsheets/databases for managing their job evaluation systems, only 20% thought their system was effectively supported by such software. Most organizations also believed that their job evaluation plans prevented them from responding quickly to changes in the labour market. Only 10% of the organizations “strongly agree” that their plan results aligned with market values for comparable jobs, and just 20% think their plan easily supports a link with compensation survey data. Most respondents indicated their plans needed to be updated regularly to reflect market realities, especially for professional jobs and those involving high technical skill: 44% of material changes to plans in the last three years were implemented to address market alignment issues. Job evaluation continues in widespread use – in spite of its problems and shortcomings – because it provides an understandable logic, aims for fairness, can be uniformly applied to many jobs, conforms to pay equity legislation, and is probably the best system yet devised.