



Job Analysis, Documentation and Evaluation

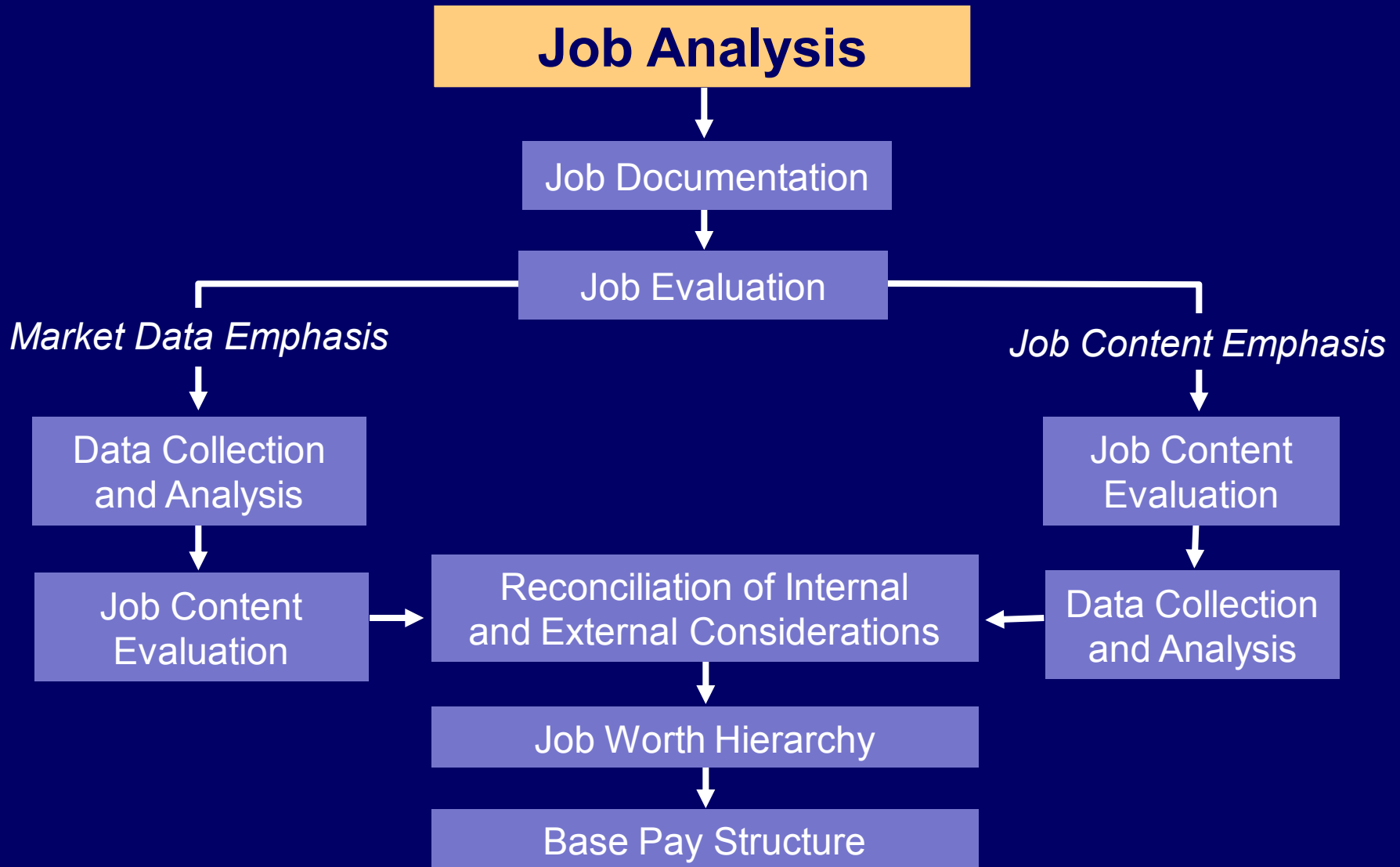
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Base Pay Structure Design



Building a Base Pay Structure



Why Use Job Analysis?

- Develop job worth hierarchy
- Document work methods
- Provide basis for performance appraisal
- Identify job families
- Identify qualifications
- Provide basis for legal and regulatory compliance
- Determine if a job should exist
- Identify design elements

Determine Sources of Job Information

- Secondary sources
- Primary sources

Secondary Sources

Secondary
Sources



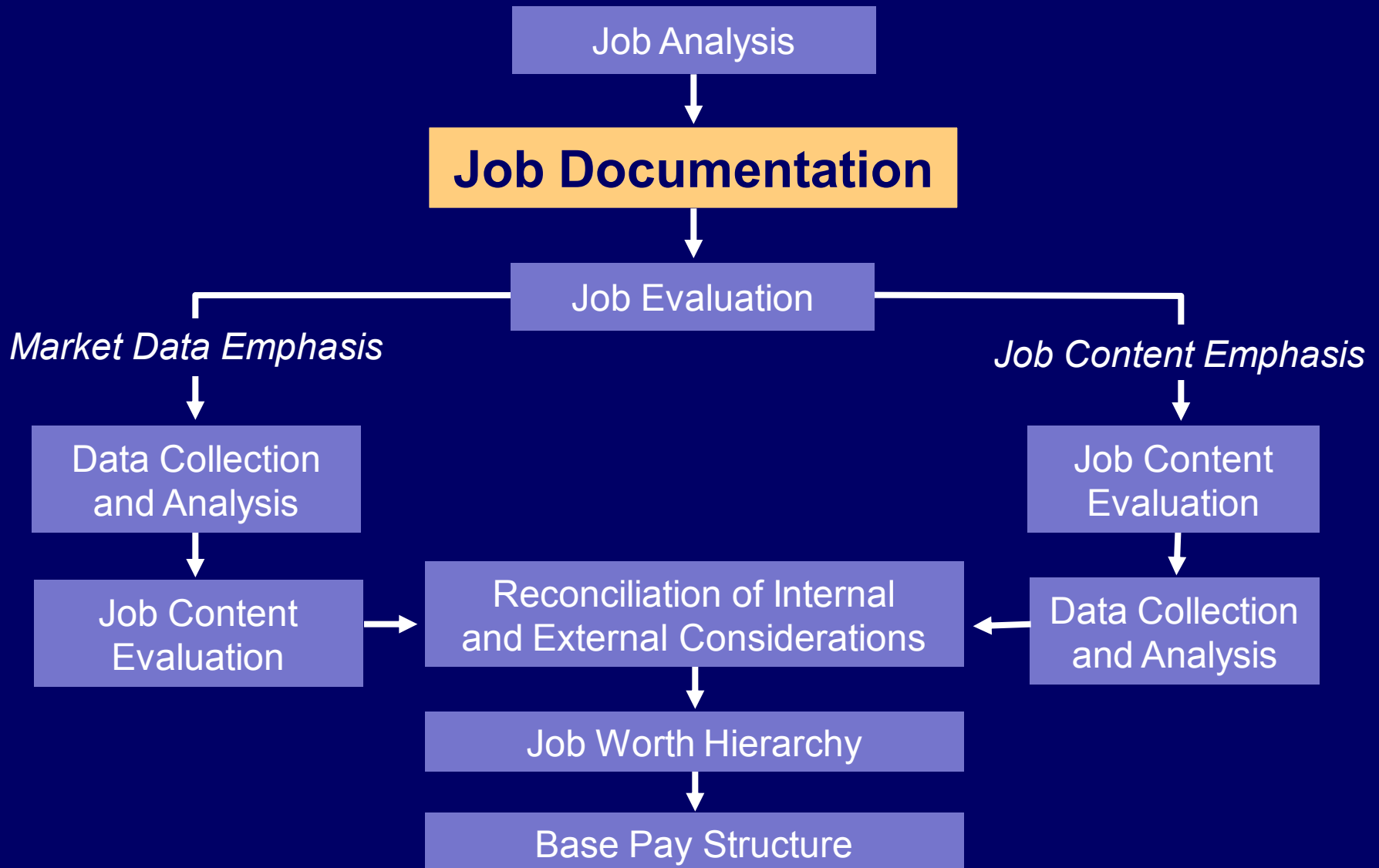
- Work flow studies
- Policies and procedures manuals
- Organizational charts
- Existing job documentation
- Organizational goals/objectives
- Industry association materials
- Commercially available materials
- Salary surveys
- Government publications

Primary Sources

Methods for
Obtaining Job
Information from
Primary Sources

- Direct observation
- Individual interviews
- Group interviews
- Technical consultation
- Questionnaires
 - Open-ended
 - Highly structured

Building a Base Pay Structure



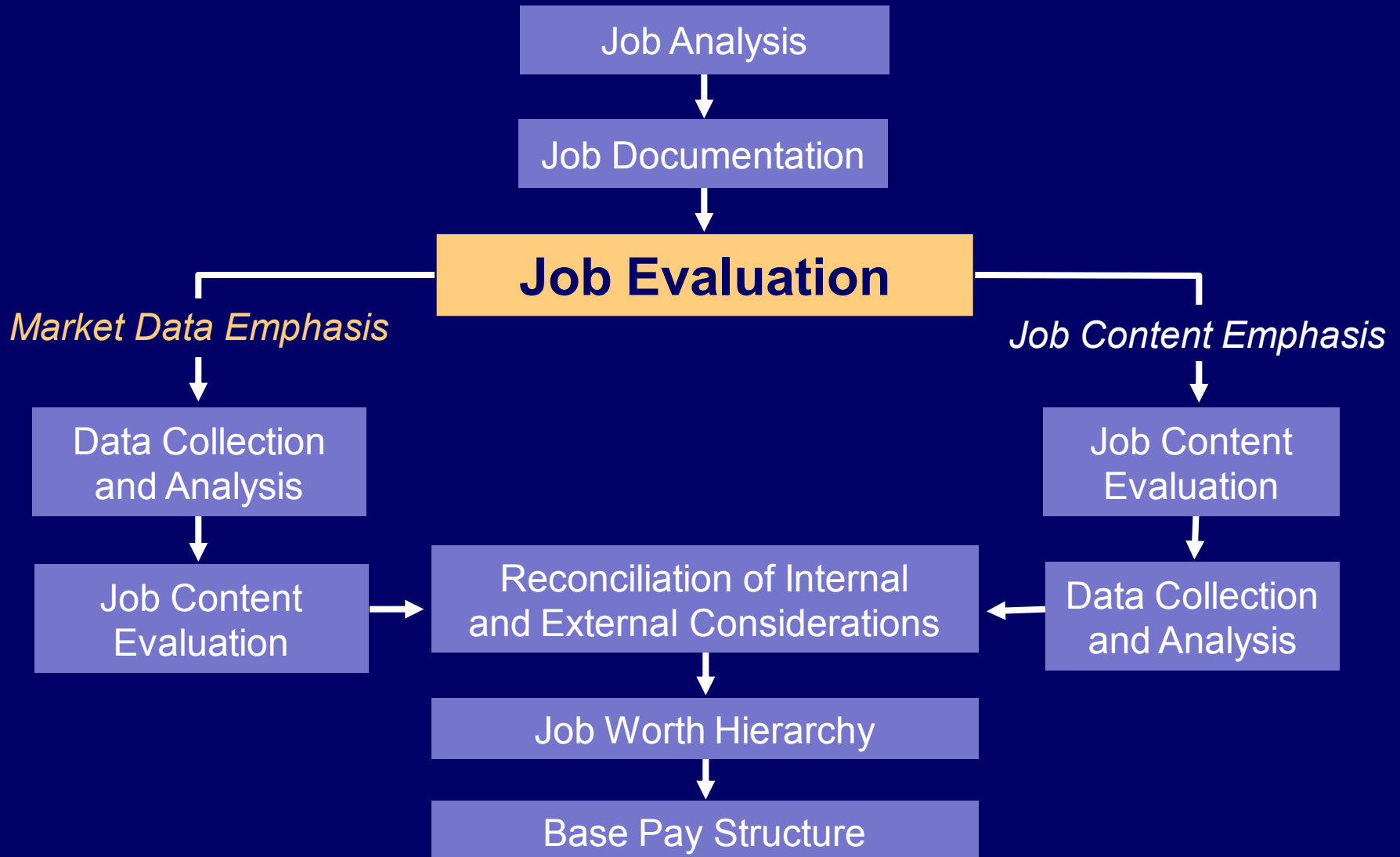
Types of Job Documentation

- Job analysis questionnaires
- Job family matrices
- Job descriptions

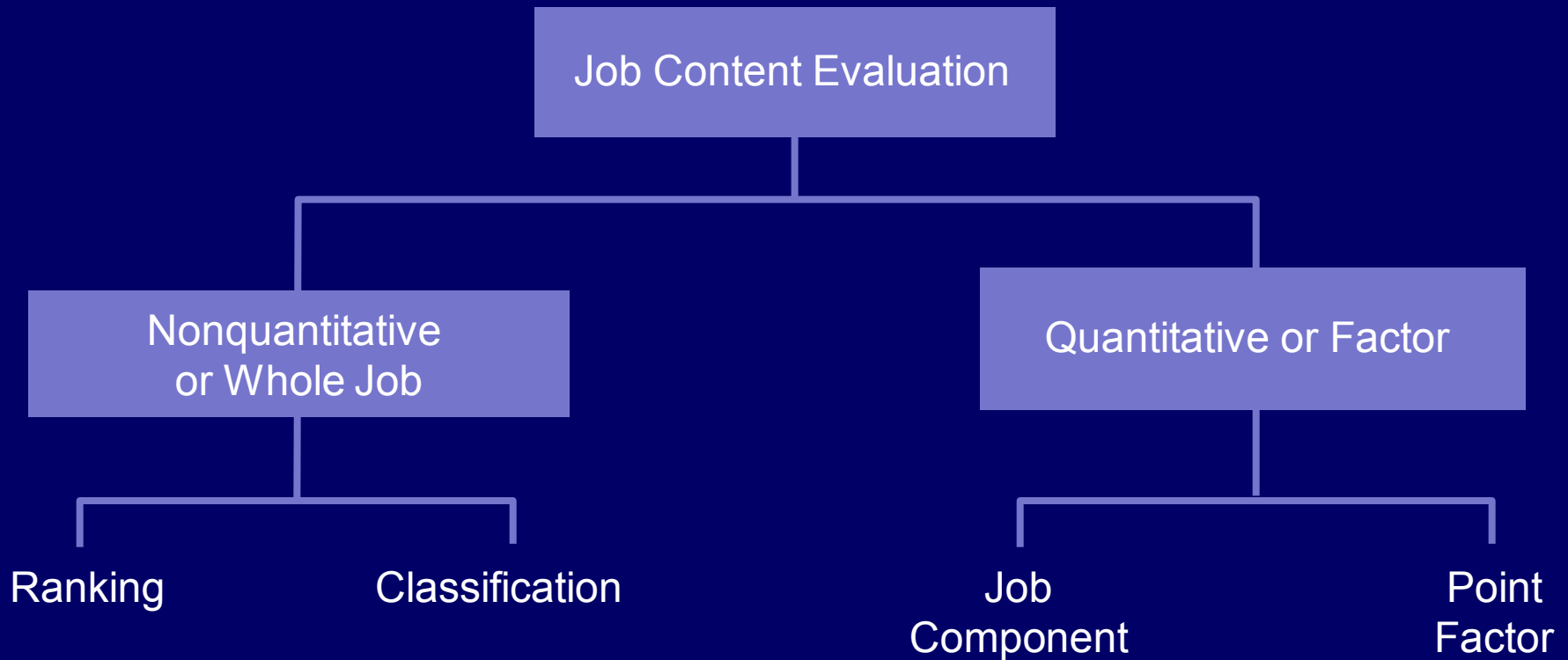
Job Descriptions

- Nature of work
 - ◆ Duties and responsibilities
- Level of work
 - ◆ Skill, effort, responsibility, working conditions
- Job specifications
 - ◆ Characteristics required for competent performance

Building a Base Pay Structure



Job Content Evaluation Methods



Ranking Method

Advantages

- Simple to administer
- Inexpensive
- Quickly implemented
- Little training required

Disadvantages

- Inconsistent; different judgment criteria
- No detail
- May be superficial
- Incumbent influence

Job Component Method

Advantages

- Objective
- Comprehensive
- Most statistically accurate
- Involves management in selection of compensable factors
- Streamlines administration
- Results in database of information
- Ease of reporting

Disadvantages

- Time-consuming for front-end question development
- Complex, therefore difficult to communicate to employees
- Often perceived as “black box”
- Expensive

Selecting a Job Evaluation Strategy

Key considerations

- Business environment
- Organizational culture
- Organizational design
- Top management approval and support
- Compensation function

Terms and Definitions

- Occupation
- Job Family
- Job
- Position
- Responsibilities
- Duties
- Tasks
- Task Elements

