

COMPENSATION MANAGEMENT

CHAPTER 4 (Study unit 4) Job Analysis

UNISA  college of
economic and
management sciences

Chapter Topics

- Structures Based on Jobs, People, or Both
- Job-based Approach: Most Common
- Job Analysis Procedures
- What Information Should Be Collected?
- How Can the Information Be Collected?
- Job Descriptions Summarize the Data
- Job Analysis: Bedrock or Bureaucracy?
- Judging Job Analysis
- Your Turn: The Customer-Service Agent

UNISA  college of
economic and
management sciences

Learning objectives

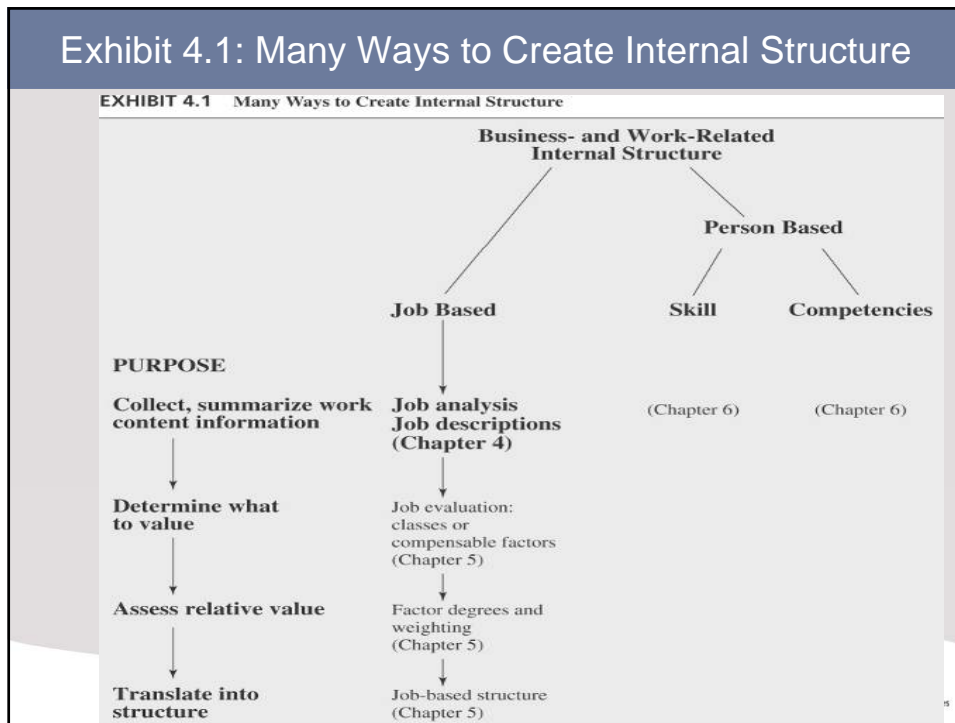
After studying Chapter 3, students should be able to:

- Explain the importance of job analysis, the uses of job analysis, and the relationship of job analysis to internal alignment.
- Discuss the key difference(s) between job-based, skill-based and competency-based pay structures.
- Identify and describe the key components of the job-based approach to the job analysis process.
- Discuss the difference(s) between the quantitative and conventional methods to collect job analysis information.
- Describe the key criteria to judge job analysis.

Structures Based On Jobs, People, Or Both

- Job-based structures look at what people are doing and the expected outcomes
- Skill- and competency based structures look at the person

Exhibit 4.1: Many Ways to Create Internal Structure

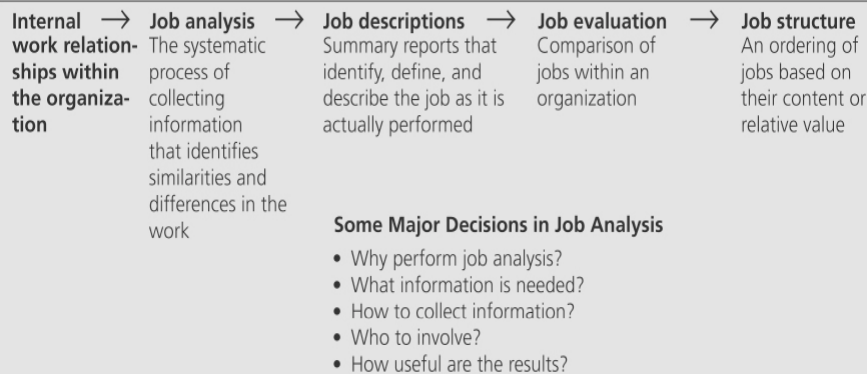


Job Analysis

The systematic process of collecting information that identifies similarities and differences in the work.

Exhibit 4.3: Determining the Internal Job Structure

EXHIBIT 4.3 Determining the Internal Job Structure



Job-Based Approach: Most Common

- **Why Perform Job Analysis?**
 - Potential uses for job analysis have been suggested for every major personnel function
 - Type of job analysis data needed differs by function
 - Internal structure based on job-related information provides a work-related rationale for pay differences to both managers and employees
 - In compensation, job analysis has two critical uses:
 - Establishes similarities and differences in the work contents of the jobs
 - Helps establish an internally fair and aligned job structure
- Key issue for compensation decision makers:
 - Ensuring that data collected are useful and acceptable to employees and managers involved

Job Analysis Procedures

- Job analysis usually collects information about specific tasks or behaviors
 - *Position* – a group of tasks performed by one person
 - *Job* – made up from identical positions
 - *Job family* – broadly similar jobs
- Traditional, stable structures are shrinking, but persist in many large organizations

Exhibit 4.4: Job Analysis Terminology

EXHIBIT 4.4 Job Analysis Terminology

JOB FAMILY

Grouping of related jobs with broadly similar content; e.g., marketing, engineering, office support, technical.

JOB

Group of tasks performed by one person that make up the total work assignment of that person; e.g., customer support representative.

TASK

Smallest unit of analysis, a specific statement of what a person does; e.g., answers the telephone.
Similar tasks can be grouped into a task dimension; e.g., responsible for ensuring that accurate information is provided to customer.

Exhibit 4.5: Conventional Job Analysis Procedures

EXHIBIT 4.5 Conventional Job Analysis Procedures	
Step	Things to Remember or Do
1. Develop preliminary job information	<ul style="list-style-type: none"> a. Review existing documents in order to develop an initial "big-picture" familiarity with the job: its main mission, its major duties or functions, work flow patterns. b. Prepare a preliminary list of duties that will serve as a framework for conducting the interviews. c. Make a note of major items that are unclear or ambiguous or that need to be clarified during the data-gathering process.
2. Conduct initial tour of work site	<ul style="list-style-type: none"> a. The initial tour is designed to familiarize the job analyst with the work layout, the tools and equipment that are used, the general conditions of the workplace, and the mechanics associated with the end-to-end performance of major duties. b. The initial tour is particularly helpful in those jobs where a firsthand view of a complicated or unfamiliar piece of equipment saves the interviewee the thousand words required to describe the unfamiliar or technical. c. For continuity, it is recommended that the first-level supervisor-interviewee be designated the guide for the job-site observations.
3. Conduct interviews	<ul style="list-style-type: none"> a. It is recommended that the first interview be conducted with the first-level supervisor, who is considered to be in a better position than the jobholders to provide an overview of the job and how the major duties fit together. b. For scheduling purposes, it is recommended that no more than two interviews be conducted per day, each interview lasting no more than three hours. c. The interviewees are considered subject-matter experts by virtue of the fact that they perform the job (in the case of job incumbents) or are responsible for getting the job done (in the case of first-level supervisors). d. The job incumbent to be interviewed should represent the typical employee who is knowledgeable about the job (not the trainee who is just learning the ropes or the outstanding member of the work unit). e. Whenever feasible, the interviewees should be selected with a view toward obtaining an appropriate race/sex mix.
Notes on selection of interviewees	<ul style="list-style-type: none"> a. The second tour of the work site is designed to clarify, confirm, and otherwise refine the information developed in the interviews. b. As in the initial tour, it is recommended that the same first-level supervisor-interviewee conduct the second walk-through.
4. Conduct second tour of work site	<ul style="list-style-type: none"> a. The consolidation phase of the job study involves piecing together into one coherent and comprehensive job description the data obtained from several sources: supervisor, jobholders, on-site tours, and written materials about the job. b. Past experience indicates that one minute of consolidation is required for every minute of interviewing. For planning purposes, at least five hours should be set aside for the consolidation phase. c. A subject-matter expert should be accessible as a resource person to the job analyst during the consolidation phase. The supervisor-interviewee fills this role. d. The job analyst should check the initial preliminary list of duties and questions—all must be answered or confirmed.
5. Consolidate job information	<ul style="list-style-type: none"> a. The verification phase involves bringing all the interviewees together for the purpose of determining if the consolidated job description is accurate and complete. b. The verification process is conducted in a group setting. Typed or legibly written copies of the job description (narrative description of the work setting and list of task statements) are distributed to the first-level supervisor and the job incumbent interviewees. c. Line by line, the job analyst goes through the entire job description and makes notes of any omissions, ambiguities, or needed clarifications. d. The job analyst collects all materials at the end of the verification meeting.
6. Verify job description	

What Information Should Be Collected?

- **Job data: Identification**
 - Job titles, departments, the number of people who hold the job etc.
- **Job data: Content**
 - Elemental tasks or units of work, with emphasis on the purpose of each task
- **Employee data**
- **"Essential elements" and the Employment Equity Act**
 - Requires that *essential elements* of a job – those that cannot be reassigned to other workers – must be specified for jobs covered by the legislation
 - *Essential functions* – the fundamental job duties of the employment position the individual with a disability holds or desires

What Information Should Be Collected? (cont.)

- *Level of analysis*
 - Level at which an analysis begins influences whether work is similar or dissimilar
 - Microscopic approach
 - Broad, generic descriptions
 - Countervailing view
 - Promotion to a new job title is part of the organization's network of returns
 - Reducing title may reduce opportunities to reinforce positive employee behavior

How Can the Information Be Collected?

- *Conventional methods*
 - Questionnaires and interviews
 - Advantages: involvement increases understanding of process
 - Disadvantage: open to bias and favoritism
 - Potential subjectivity and huge amount of time the process takes this method has given way to more quantitative (and systematic) data collection
- *Quantitative methods*
 - Web sites where questionnaires are completed online
 - Advantages: practical and cost-effective
 - Disadvantages:
 - Important aspects of a job may be omitted
 - Resulting job descriptions can be faulty

How Can the Information Be Collected? (cont.)

- Who collects the information?
- Who provides the information?
- What about discrepancies?
- Top management (and union) support is critical



Job Descriptions Summarize The Data

- *Job description* – information collected is summarized and documented in a way that will be useful for HR decisions, including job evaluations
 - *Job specifications* – knowledge, skills, and abilities required to adequately perform the tasks
- Describing managerial/professional jobs – more-detailed information on the nature of the job, its scope, and accountability
- Verify the description

Job Analysis: Bedrock or Bureaucracy

- Reducing number of different jobs and cross-training employees makes work content more fluid and employees more flexible
- Generic job descriptions provide flexibility in moving people among tasks without adjusting pay
- Traditional job analysis making fine distinctions among levels of jobs could reinforce rigidity
- Analyzing work content is now conducted as part of work flow and supply chain analysis

Judging Job Analysis

- Reliability
 - Measure of consistency of results among various analysts, various methods, various sources of data, or over time
- Validity
 - Examines the convergence of results among sources of data and methods
- Acceptability
- Usefulness
 - Practicality of information collected

A Judgment Call

- Work-related information is needed to determine pay, and differences in work determine pay differences – no satisfactory substitute
- Real issue should be:
 - “How much detail is needed to make these pay decisions?”

Your turn

Answer the end of chapter 4 review questions