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## CHAPTER 4

### JOB ANALYSIS

#### Overview

This chapter describes a key component of the pay model—job analysis. Job analysis is a systematic method that focuses on describing the differences and similarities among jobs *within an organization*. An equitable internal pay structure has two hallmarks: to encourage employee behaviors to help achieve an organization’s objectives and to foster a sense of fairness among employees. One of the *first strategic pay decisions* is how much to align a pay structure internally compared to aligning it with external market forces. This is not an either/or issue—not achieving internal alignment versus alignment with external market forces. Rather, the strategic decision focuses on sustaining the *optimal balance of internally aligned and externally responsive* pay structure that helps the organization achieve its mission. Pay system design involves determining how much to emphasize a pay structure that is internally aligned with the work performed, the organization’s structure, and its strategies.

The next decision focuses on whether job and/or individual employee characteristics will be the basic unit of analysis supporting the pay structure. This is followed by deciding what job information will be collected, what method(s) will be used to collect the information, and who should be involved in the data collection process. A discussion of the approach to summarize job data via a job description and job specifications is provided. The issues of the susceptibility of various jobs to offshoring and comparability across nations in relation to job analysis are discussed.

The chapter concludes by discussing the controversy surrounding the relevance of the traditional

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