

JOB ANALYSIS

The Nature of Job Analysis

➤ *Job analysis*

- The procedure for determining the duties and skill requirements of a job and the kind of person who should be hired for it.

➤ *Job description*

- A list of a job's duties, responsibilities, reporting relationships, working conditions, and supervisory responsibilities—one product of a job analysis.

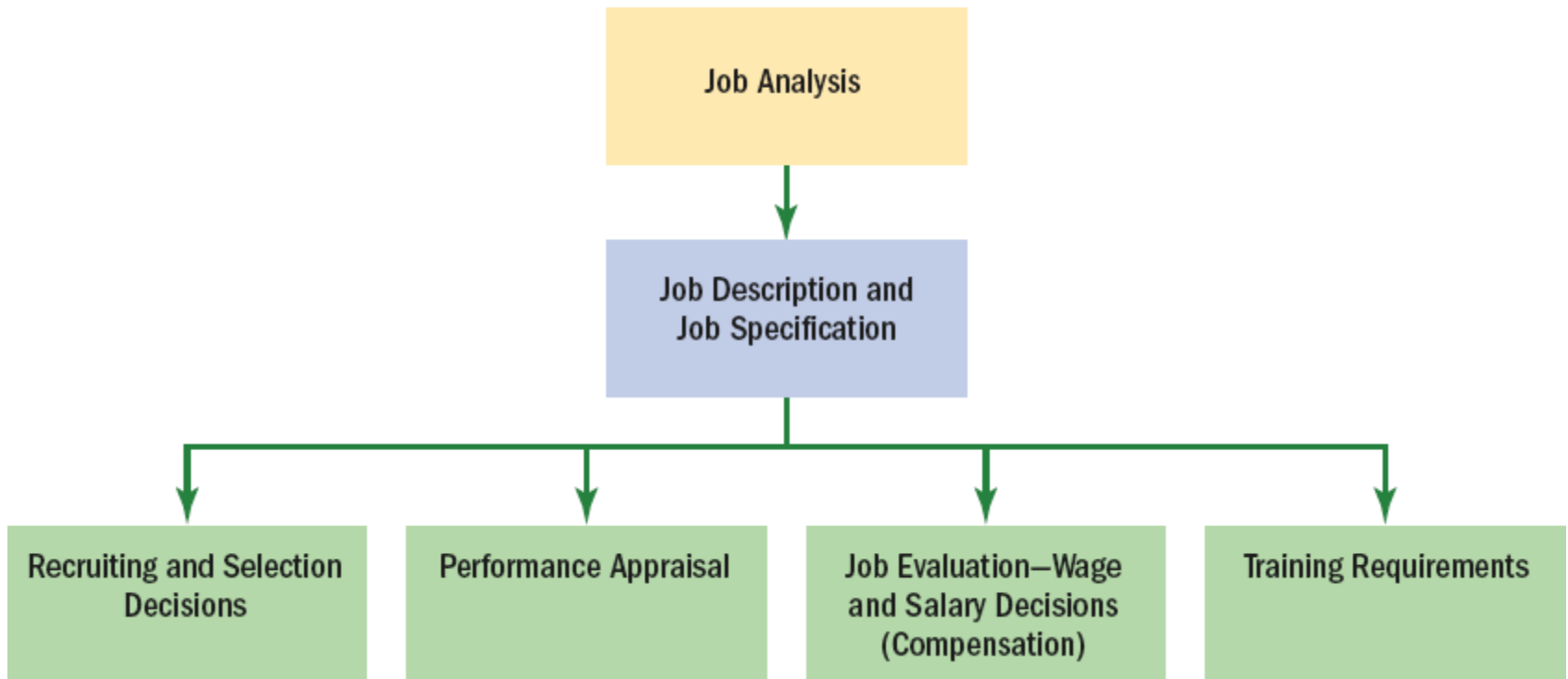
➤ *Job specifications*

- A list of a job's "human requirements," that is, the requisite education, skills, personality, and so on—another product of a job analysis.

Types of Information Collected

- *Work activities*
- *Human behaviors*
- *Machines, tools, equipment, and work aids*
- *Performance standards*
- *Job context*
- *Human requirements*

Uses of Job Analysis Information



Steps in Job Analysis

- **Step 1:** Decide how you'll use the information.
- **Step 2:** Review relevant background information.
- **Step 3:** Select representative positions.
- **Step 4:** Actually analyze the job.
- **Step 5:** Verify the job analysis information.
- **Step 6:** Develop a job description and job specification.

Charting the Organization

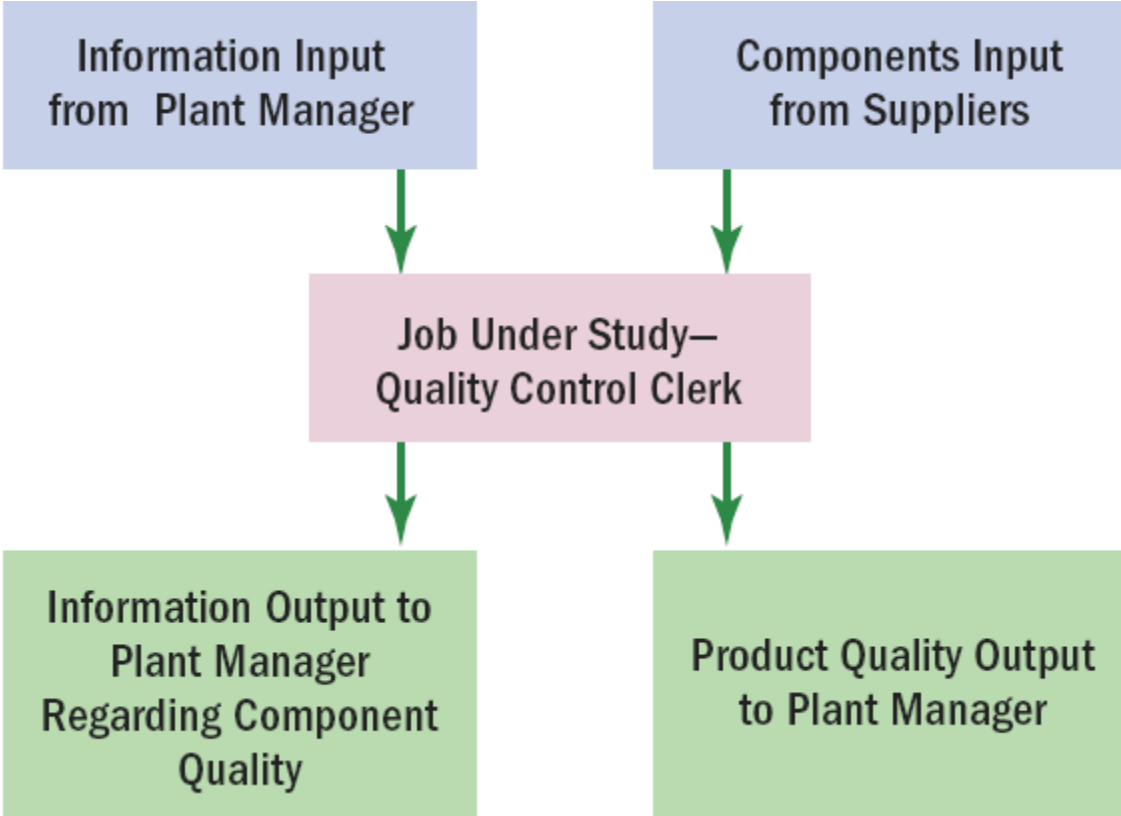
➤ *Organization chart*

- A chart that shows the organizationwide distribution of work, with titles of each position and interconnecting lines that show who reports to and communicates to whom.

➤ *Process chart*

- A work flow chart that shows the flow of inputs to and outputs from a particular job.

Process Chart for Analyzing a Job's Workflow



Methods of Collecting Job Analysis Information: The Interview

➤ *Information sources*

- Individual employees
- Groups of employees
- Supervisors with knowledge of the job

➤ *Advantages*

- Quick, direct way to find overlooked information.

➤ *Disadvantages*

- Distorted information

➤ *Interview formats*

- Structured (Checklist)
- Unstructured

Methods of Collecting Job Analysis Information: Questionnaires

➤ *Information source*

- Have employees fill out questionnaires to describe their job-related duties and responsibilities.

➤ *Questionnaire formats*

- Structured checklists
- Opened-ended questions

➤ *Advantages*

- Quick and efficient way to gather information from large numbers of employees

➤ *Disadvantages*

- Expense and time consumed in preparing and testing the questionnaire

Methods of Collecting Job Analysis Information: Observation

➤ *Information source*

- Observing and noting the physical activities of employees as they go about their jobs.

➤ *Advantages*

- Provides first-hand information
- Reduces distortion of information

➤ *Disadvantages*

- Time consuming
- Difficulty in capturing entire job cycle
- Of little use if job involves a high level of mental activity.

Methods of Collecting Job Analysis Information: Participant Diary/Logs

➤ *Information source*

- Workers keep a chronological diary/ log of what they do and the time spent in each activity.

➤ *Advantages*

- Produces a more complete picture of the job
- Employee participation

➤ *Disadvantages*

- Distortion of information
- Depends upon employees to accurately recall their activities

Quantitative Job Analysis Techniques

- *The position analysis questionnaire (PAQ)*
 - A questionnaire used to collect quantifiable data concerning the duties and responsibilities of various jobs.
- *Functional job analysis*
 - Takes into account the extent to which instructions, reasoning, judgment, and mathematical and verbal ability are necessary for performing job tasks.

Writing Job Descriptions

➤ *A job description*

- A written statement of what the worker actually does, how he or she does it, and what the job's working conditions are.

➤ *Sections of a typical job description*

- Job identification
- Job summary
- Responsibilities and duties
- Authority of incumbent
- Standards of performance
- Working conditions
- Job specifications

The Job Description

➤ *Job identification*

- Job title: name of job
- Preparation date: when the description was written
- Prepared by: who wrote the description

➤ *Job summary*

- Describes the general nature of the job
- Lists the major functions or activities

The Job Description (cont'd)

➤ *Relationships (chain of command)*

- Reports to: employee's immediate supervisor
- Supervises: employees that the job incumbent directly supervises
- Works with: others with whom the job holder will be expected to work and come into contact with internally.
- Outside the company: others with whom the job holder is expected to work and come into contact with externally.

The Job Description (cont'd)

➤ *Responsibilities and duties*

- A listing of the job's major responsibilities and duties (essential functions)
- Defines limits of jobholder's decision-making authority, direct supervision, and budgetary limitations.

The Job Description (cont'd)

- *Standards of performance and working conditions*
 - Lists the standards the employee is expected to achieve under each of the job description's main duties and responsibilities.

Writing Job Specifications

- *Specifications for trained personnel*
 - Focus on traits like length of previous service, quality of relevant training, and previous job performance.
- *Specifications for untrained personnel*
 - Focus on physical traits, personality, interests, or sensory skills that imply some potential for performing or for being trained to do the job.
- *Specifications Based on Statistical Analysis*
 - Attempts to determine statistically the relationship between a predictor or human trait and an indicator or criterion of job effectiveness.

Writing Job Descriptions

- Step 1. Decide on a Plan
- Step 2. Develop an Organization Chart
- Step 3. Use a Job Analysis/Description Questionnaire
- Step 4. Obtain Lists of Job Duties from O*NET
- Step 5. Compile the Job's Human Requirements
- Step 6. Complete Your Job Description