

Chapter 2: Job Analysis

Job: Group of related activities and duties, which may be held by a single employee or several persons.

Job Family: A collection of closely related jobs.

Ex: secretaries, word clerk, clerk.

Position: collection of tasks and responsibilities performed by an individual.

Why Job Analysis Matters

Job Analysis: Systematic study of a job to discover its specifications, skill requirements, and so on, for wage setting, recruitment, training or job-simplification purpose. It is the foundation of human resource management system.

- We spend one-third of our lives at work
- Only by understanding jobs can we improve them
- Work impacts our mental and physical health
- Happier workers are more productive workers
- Organizational performance hinges on job performance

Steps in Job Analysis Process

Phase One: Preparation for Job Analysis

Step One: Familiarization with the Organization and its Jobs

- Collect relevant and accurate information about jobs and factors determining job success:
 - Annual Reports
 - Organizational Charts
 - Strategy
 - Values

Step Two: Determine Uses of Job Analysis Information:

Most common uses are in the:

- Selection process

- Training
- Designing performance appraisals
 - Job evaluation
- Compensation systems

Can often help to *eliminate discrimination* against specific employee groups or assist in *job redesign*.

Step Three: Identify Jobs to be Analyzed:

- Likely targets of job analysis are jobs that are difficult to learn or perform
- Jobs that exclude members of protected classes
- Jobs in which the firm continuously hires new employees
 - Critical to success of the organization
 - Difficult to learn
 - New technology

Phase Two: Collection of Job Analysis Information: contains three interrelated activities; determining the source of job data; data collection; instrument design; choosing the method of data collection.

Step Four: Determine Source of Job Data

- The most direct source of information about a job is the job incumbent.
- Information can also be gathered from;
 - Supervisors
 - Colleagues
 - HR manager
 - Customers

Step Five: Data Collection Instrument Design (review job information)

- Most standardized forms attempt to measure the following items:
- Status and Identification
- Duties and Responsibilities
- Human Characteristics and Working Conditions
- Performance Standards
- Functional Job Analysis:

- Classifies tasks using three functional scales related to data, people and things.
- Ranks behaviour according to complexity; lowest – taking instruction, highest – mentoring others
- Occupational Information Network (O*NET):
 - Generic questionnaires for specific domains of information
 - Easily customized to particular organizational needs
 - Can be then branded with company label
- Fleishman Job Analysis System (F-JAS):
 - Well researched method based on a list of 52 cognitive, psychomotor, physical and sensory abilities
- Position Analysis Questionnaire:
 - More useful for lower level jobs
- National Occupational Classification (NOC)
- Critical Incident Method (CIM)
 - Identify and describing specific events or incidents when an employee performed really well or really bad.
 - Behaviourally focused description of work and related performance.

Most often develop job analysis questionnaires, which seek to collect information uniformly, they uncover the:

- Duties,
- Responsibilities,
- Human Abilities and,
- Performance standards of job investigated.
- Common checklists can enhance the credibility and comparability of information collected.

Analysts want differences in job information to reflect differences in the jobs, not differences in the questions asked.

- Uniformity is key for reliability

Step Six: Choice of Method For Data Collection

Must evaluate the tradeoffs between time, cost and accuracy associated with each method.

Interview: Approach to collecting job and performance related information by a face-to-face meeting with jobholder, typically using a standardized questionnaire.

Focus Groups: Meeting with five to seven knowledgeable experts on a job and a facilitator to collect job and performance related information.

- Sometimes employees will not want to divulge if their supervisor is in the group.

Employee Log: Workers periodically summarize their tasks and activities. They can be time consuming, costly, and the novelty wears off quickly causing entries to be less frequent.

Observation: Slowly costly and less accurate than other methods.

- Problematic because employees may perform differently when z

Combinations: Concurrent use of two or more job analysis techniques, ex: interviews and observations.

Mailed Questionnaire: standardized questionnaires used to survey employees to collect information about jobs, working conditions and other performance related information.

Pulse survey – periodically measures employee opinions and attitudes toward employer initiatives and concerns.

Key considerations in the choice of job analysis method should include:

- Method-purpose fit
- Practical feasibility
- Cost
- Reliability of the data collected for making valid decisions.

Phase Three: Use of Job Analysis Information:

Information collected about various jobs is put into such useable forms as;

- Job Description
- Job Specifications
- Job Performance Standards
- Competency Models
- Education
- Training

Job Description:

is a written statement that explains the duties, working conditions and other aspects of a specified jobs.

Comprised of:

- 1. Job Identity: key part of a job description, including job title, location and status.
 - Job Title
 - Job Code: use numbers/letters/both to compare
 - Job Grade
 - Status (whether or not exempted from overtime laws)
- National Occupational Classification: an occupational classification created by the federal government using skill level and skill types of jobs.
 - Skill Level: amount and type of education/training, Four levels are identified in the NOC
 - Skill Type: type of work performed, is defined generally as the type of work performed, ten broad occupational categories are identified.
- 2. Job Summary and Duties: summarizes the job in a few sentences, telling what the job is, how it is done and why.
- 3. Working Conditions: facts about the situation in which the worker acts, includes;
 - physical environment
 - hours
 - hazards
 - travel requirements
 - other things associated with a job

Job Specifications: written statement that explains what a job demands of jobholders and the human skills and factors required.

- Indicates the human knowledge, skills, abilities and other characteristics necessary to do a job.

Needs to include:

- Specific tools
- Actions
- Experiences

Ex: should describe physical effort, say you are a police officer they need to be specific and tell you that you need to be able to lift, 95lbs not a "heavy bag".

Needless job requirements can exclude potentially qualified individuals from consideration, which may reduce the effectiveness not only of hiring but also other human resource activities.

Job Performance Standards: the work performance expected from an employee on a particular job.

Serves two functions;

1. They become objectives or targets for employees efforts, challenge or pride of meeting objectives may serve to motivate employees.
2. Standards are criteria against which job success is measured.

Competency Models

- a list of competencies required in a particular job.
- Explicitly support the vision, strategic direction, and values of a firm.

Competency: is a knowledge, skill, ability or behaviour required to be successful on the job.

Competency Matrix: lists different levels of skill for a combination of competencies and indicates to what level multiple jobs across the firm should have mastery of each competency.

Job Design: Identification of job duties, characteristics, competencies and sequences taking into consideration technology, workforce, organization, character and environment.

Poorly designed jobs can cause: employee absentee, high rates of turnover.

Organizational Considerations: for the organizations to become successful and grow tasks and activities must be done in a;

- Timely
- Effective
- Efficient manner

Efficiency: achieving maximal output with minimal input.

- *Task specialization*: as a key strategy to improve efficiency, specialized jobs lead to short job cycles.

Work Flow: the sequence of and balance between jobs in an organization needed to produce the firm's goods or services.

- Strongly influenced by the nature of the product or service.

Ergonomic Considerations: the study of relationships between physical attributes of workers and their work environment to reduce physical and mental strain and increase productivity and quality of work life.

- *Ergo, meaning work*
- *Nomos; meaning laws*
- Focuses on fitting the task to the worker in many instances.

Job Specialization:

- Job Rotation; moves employee from job to job, breaks the monotony. Jobs are not actually changed, employees are just simply rotated.
- Job Enlargement; expands the number of related tasks in the job.
- Job Enrichment; adding more responsibilities and autonomy
 - Vertical Loading: adds more planning and control responsibilities
 - Horizontal Loading: adding more related tasks and enrichment

Employee Considerations:

- *Autonomy*; concept of assuming responsibility for what one does. It is the freedom to control one's response to the environment.
- *Variety*; lack of variety can cause boredom. It is the opportunity to use different skills and abilities or perform different activities.
- *Task Identity*; the feeling of responsibility or pride that results from doing an entire piece of work, not just small part of it.
- *Feedback*; information that helps evaluate the success or failure of an action or system.
- *Task Significance*; knowing that the work one does is important to others in the organization or to outsiders.

Job Families: groups of different jobs that are closely related by similar duties, responsibility, skills or job elements.

Environmental Considerations: the influence of the external environment on job design. Includes employee ability, availability, and social expressions.

Work Practices: are set ways of performing work in an organization.

Social Expectations: the larger society's expectations from employees regarding job challenge, working conditions and quality of work life.