



Analyzing Work and Designing Jobs

Work Flow Analysis

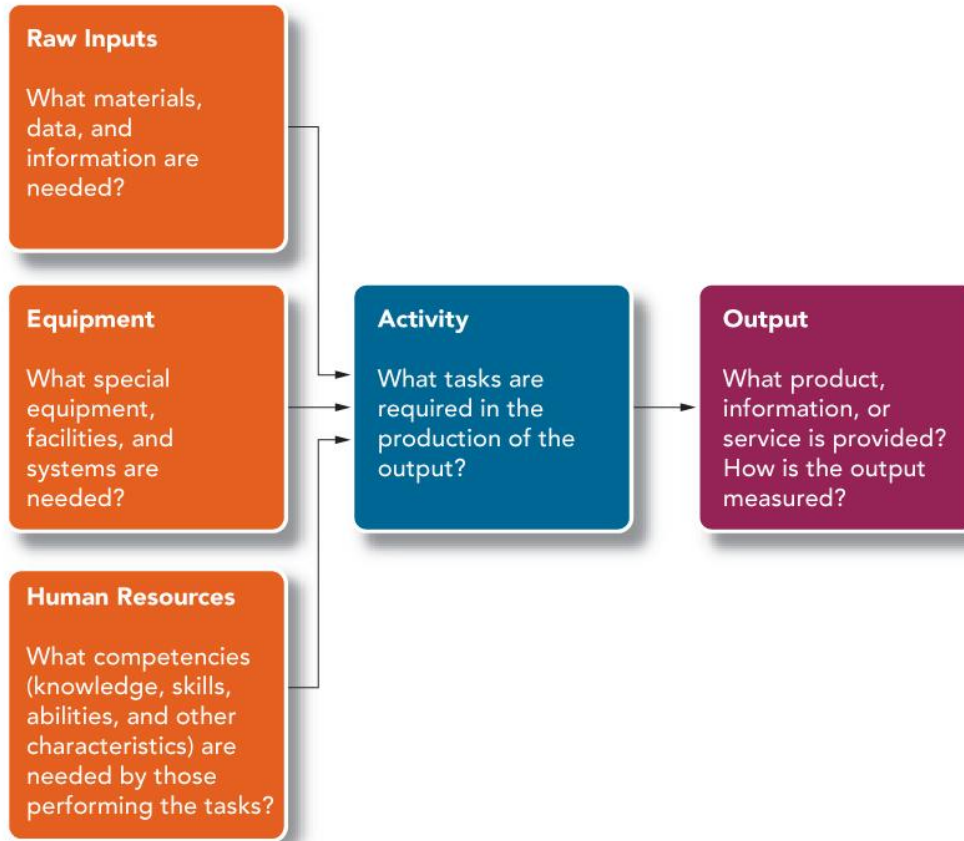


FIGURE 3.1

Developing a Work-Unit Activity Analysis

Job Analysis

Job Analysis:

- Process of getting detailed information about jobs
- Knowledge is needed for:
 - Staffing
 - Training
 - Performance appraisal
 - Other HR functions

Sources of Job Information

Incumbents

- People who currently hold that position in the organization
- Provide accurate estimates of time

Observers

- Supervisors should review the information provided by incumbents
- Identify importance of job duties

Government

- National Occupational Classification (NOC) provides standardized information about jobs

Job Analysis Methods

Position Analysis Questionnaire

One of the broadest and most researched instruments for analyzing jobs

- Information input and mental processes
- Work output
- Relationships with other persons
- Job context and other characteristics

Task Analysis Inventory

Focuses on the tasks performed in a particular job

- Several variations exist

Job Analysis Methods

Fleishman System

contains a taxonomy of abilities

- Survey is based on 52 categories of abilities
- Uses 7-point scale for each category e.g. written comprehension, deductive reasoning

Functional Job Analysis

responsibility for people, data, things

identifies performance standards and training requirements for a job

Job Analysis Methods

Occupational Analysis Inventory (OAI)	contains 617 "work elements"
	Has 5 Categories
Common Metric Questionnaire	targeted toward both exempt and nonexempt jobs
	Has 5 sections

Steps in Job Analysis

Step 6: Develop Job Description/Job Specification

Step 5: Review Analysis With Incumbent/Supervisor

Step 4: Analyze The Jobs

Step 3: Select Representative Positions/Jobs To Be Analyzed

Step 2: Review Relevant Background Information

Step 1: Identify What The Information Will Be Used For

Uses of Job Analysis Information

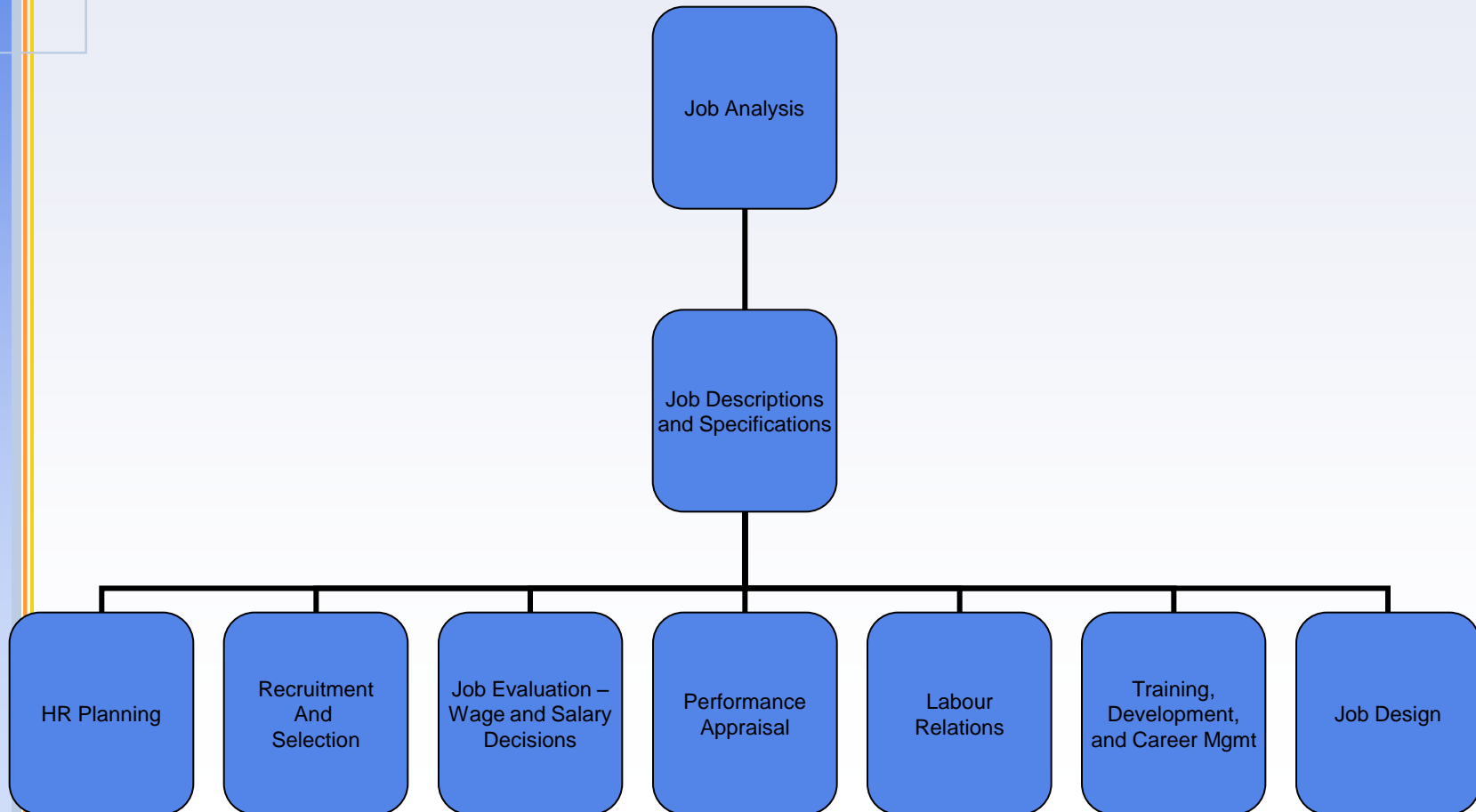
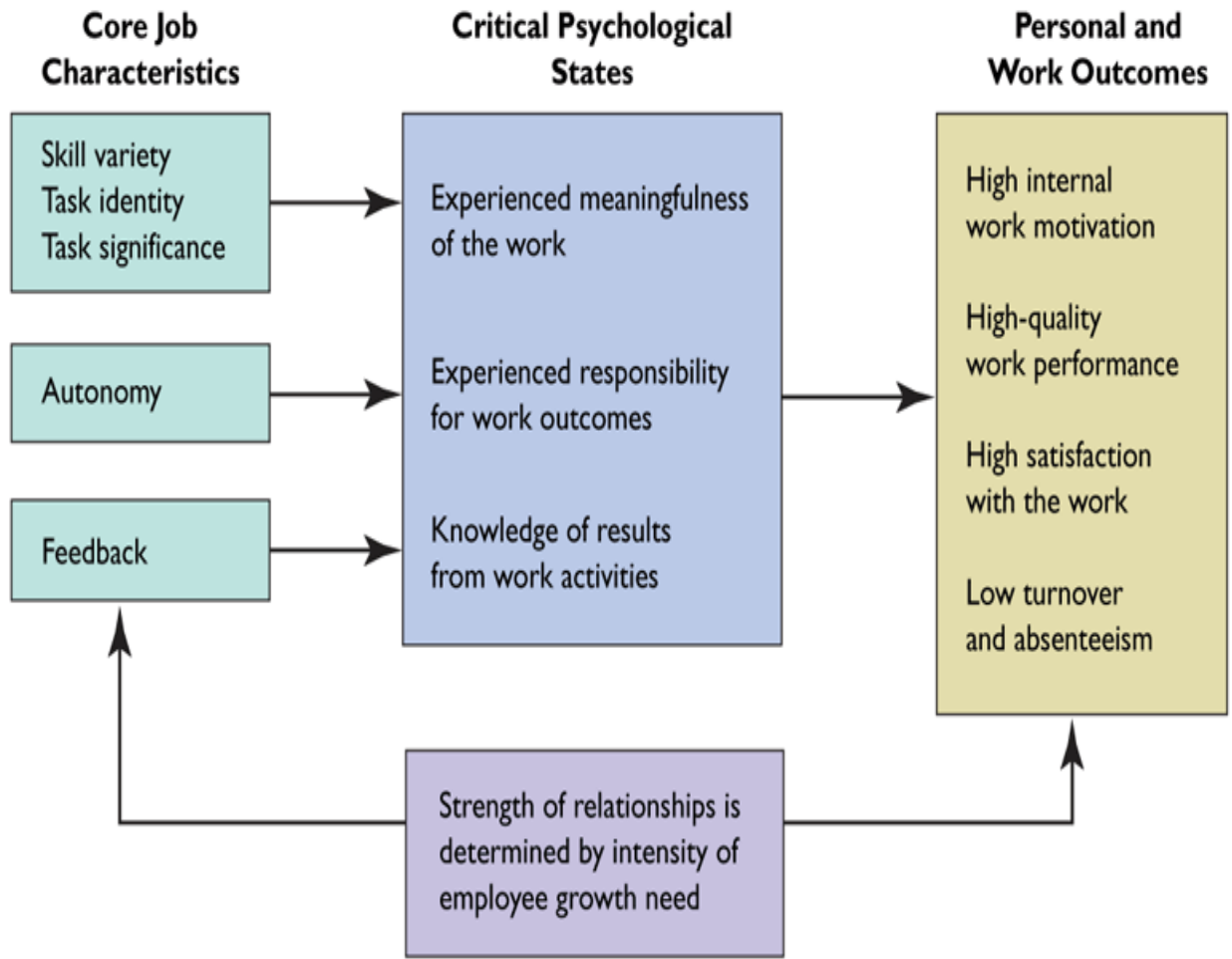
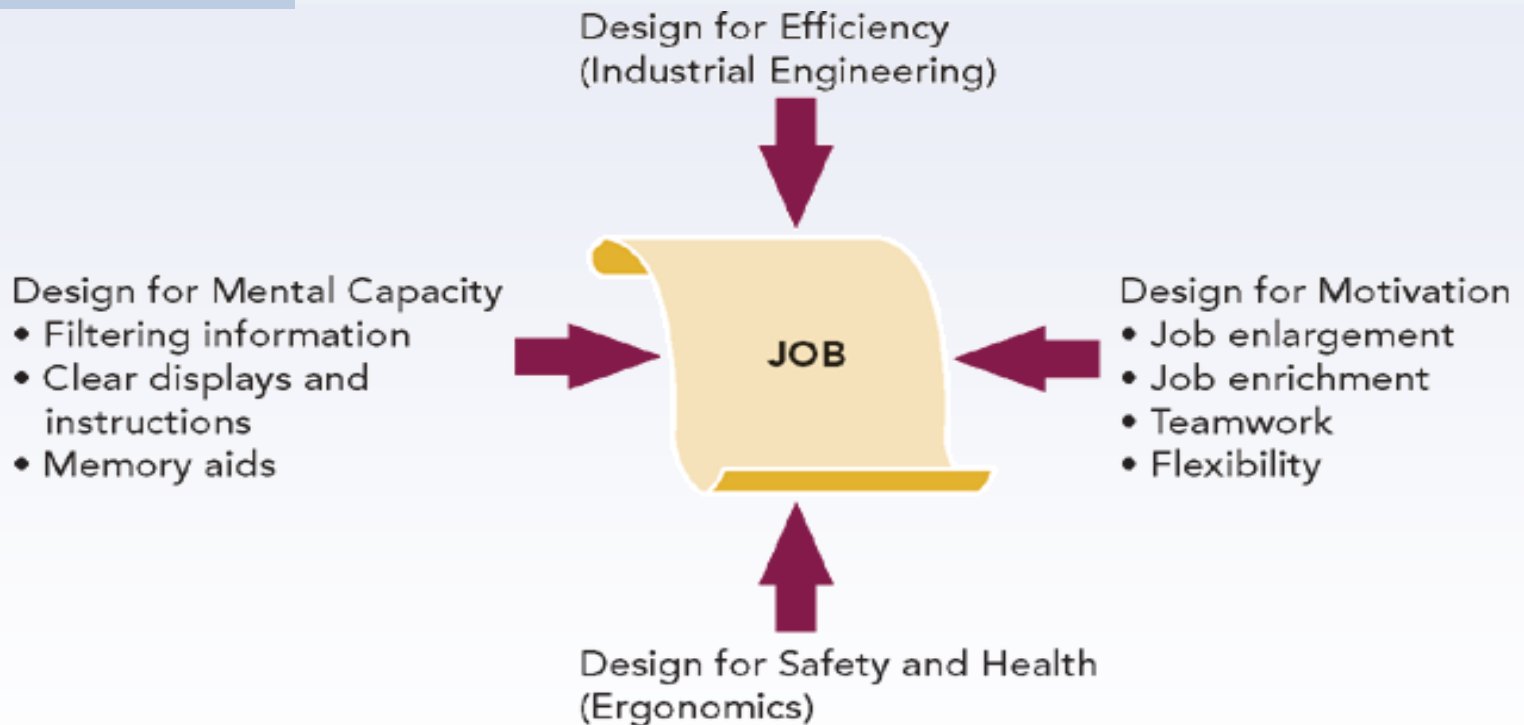


FIGURE 4.3 The Job Characteristics Model



Approaches to Job Design



Job Descriptions vs. Specifications

Job Description

- A list of the tasks, duties, and responsibilities (TDRs) that a particular job entails
- Focuses on activities

Job Specifications

- A list of the competencies that an individual must have to perform a particular job
- Looks at the required qualities of the person who will perform the work

Elements of a Job Description

- Identification Information – Job title, location, and source of job analysis information
- Job Summary – Short statement summarizing the responsibilities of the position in the organizational structure
- Job Duties and Responsibilities – Job's top 3 or 5 responsibilities in greater detail
- Job Specifications – Knowledge and skills required to carry out the job's duties and responsibilities.
- Minimum Qualifications – Basic standards to be met in order to be successful in the position, such as education, certification and years of experience.

Writing Job Specifications

Job requirements regarding:

- human traits
- experience
- skill
- effort
- working conditions

Trends in Job Analysis

- Flexibility
- Adaptability
- Competency based approaches
- De-jobbing
- Team-based/Project-based structures

