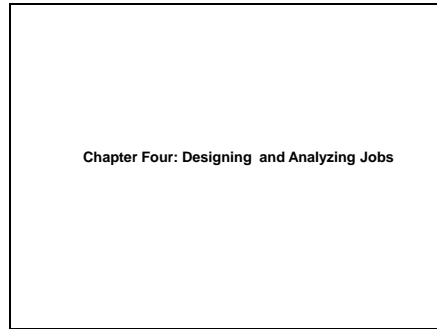
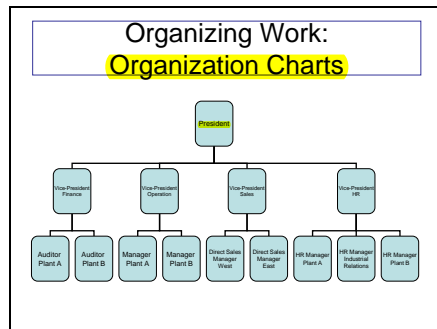


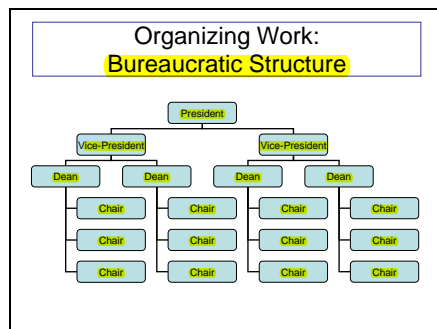
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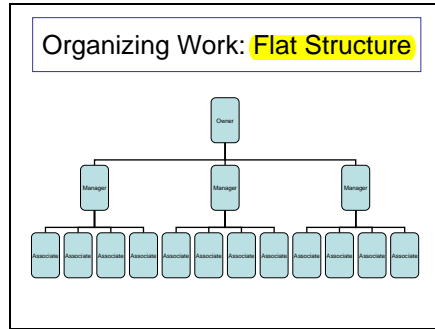
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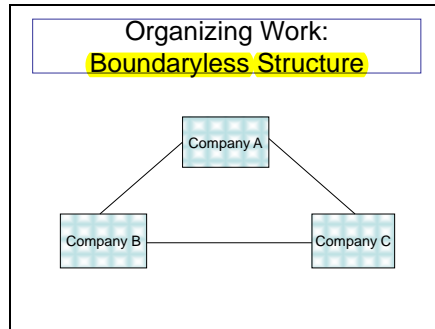
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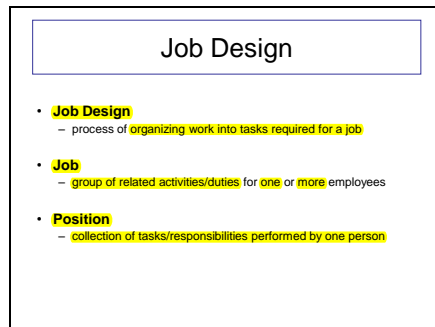
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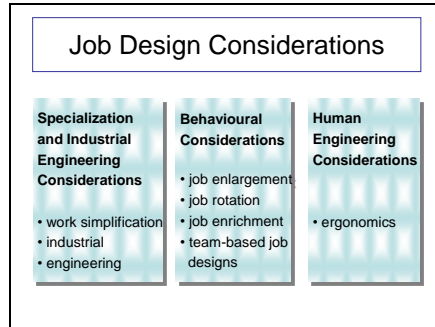
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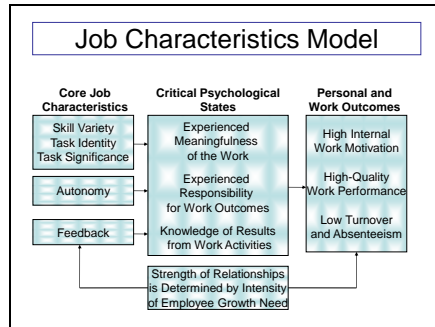
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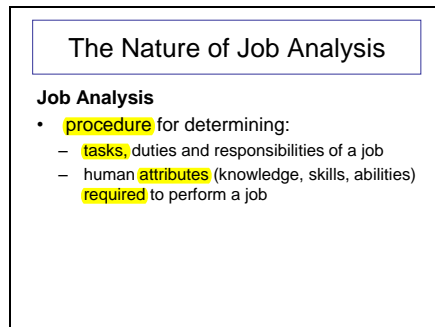
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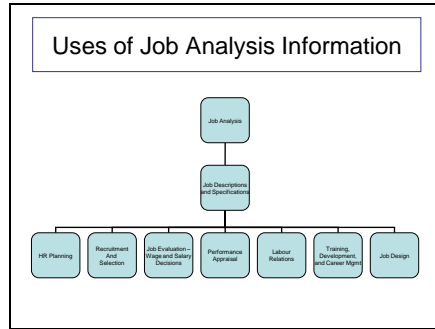
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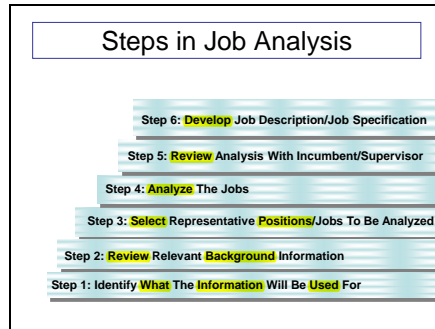
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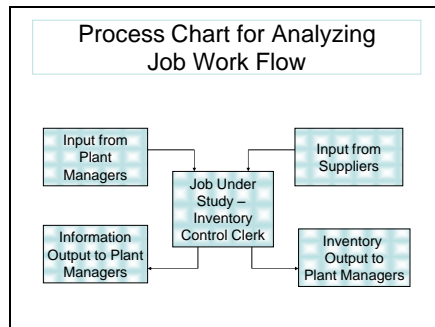
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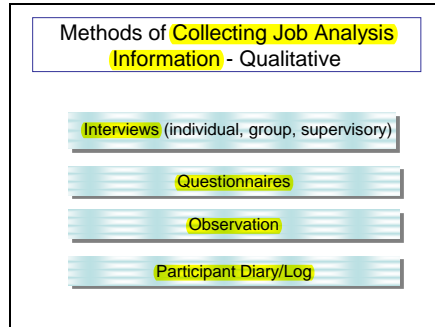
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Table 1.1 A Summary of Contemporary Data Collection Methods for Job Analysis and the Advantages/Disadvantages of Each

Method	Advantages	Disadvantages
<b>Interviews</b>	<ul style="list-style-type: none"> <li>• Allow for a great deal of detail and flexibility in the questions asked</li> <li>• Can be used to explore areas that are not covered by questionnaires</li> </ul>	<ul style="list-style-type: none"> <li>• Can be costly and time-consuming</li> <li>• Can be biased by the interviewer's expectations</li> </ul>
<b>Questionnaires</b>	<ul style="list-style-type: none"> <li>• Can be distributed to a large number of people</li> <li>• Can be completed at a convenient time and place</li> </ul>	<ul style="list-style-type: none"> <li>• Can be costly and time-consuming</li> <li>• Can be biased by the respondent's expectations</li> </ul>
<b>Observation</b>	<ul style="list-style-type: none"> <li>• Can be used to observe the actual job performance</li> <li>• Can be used to observe the physical and social environment</li> </ul>	<ul style="list-style-type: none"> <li>• Can be costly and time-consuming</li> <li>• Can be biased by the observer's expectations</li> </ul>
<b>Participant Diary/Log</b>	<ul style="list-style-type: none"> <li>• Can be used to observe the actual job performance</li> <li>• Can be used to observe the physical and social environment</li> </ul>	<ul style="list-style-type: none"> <li>• Can be costly and time-consuming</li> <li>• Can be biased by the participant's expectations</li> </ul>

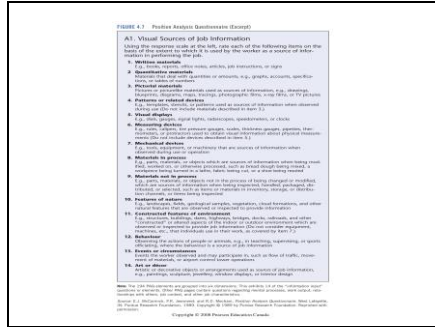
## Slide 15

Methods of **Collecting Job Analysis Information** – Quantitative

**Position Analysis Questionnaire**

- very structured job analysis questionnaire
- provides **quantitative job score on six dimensions** of job requirements:
  - information **input**
  - **mental** processes
  - work **output** (physical activities and tools)
  - **relationships** with others
  - job context (physical and social environment)
  - other job characteristics (pace and structure)

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## Methods of Collecting Job Analysis Information – Quantitative

## Functional Job Analysis

- responsibility for people, data, things
- identifies performance standards and training requirements for a job

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## Methods of Collecting Job Analysis Information – Quantitative

### National Occupational Classification (NOC)

- **reference tool** for writing job descriptions/specifications
- **compiled by the federal government**
- for **30,000 occupations**, provides:
  - **standardized job descriptions**
  - **job requirements**
- Career Handbook counselling component

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### Writing Job Descriptions

**Job Descriptions:**

- what jobholder **actually does**
- **how** the job is **performed**
- under **what conditions** the job is **performed**

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### Job Description Information

- job **identification**
- job **summary**
- **responsibilities**, duties and relationships
- **authority**
- performance **standards**
- working **conditions** (physical environment)

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### Writing Job Descriptions: **Human Rights Issues**

- **job descriptions not legally required (but advisable)**
- clearly **identify essential job duties** (must accommodate disabilities)
- knowledge, skills and abilities should be sole criteria for decisions regarding:
  - selection
  - promotions and transfers
  - training

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### Writing Job Specifications

Job **requirements** regarding:

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

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**FIGURE 4.11 Job Specification**

<p><b>Job Title:</b> Unguard</p> <p><b>Job Code:</b> 101</p> <p><b>Department:</b> Recreation</p> <p><b>Effective Date:</b> 1/1/2007</p> <p><b>Job Summary:</b> The incumbent is required to safeguard the health of pool users by patrolling the pool, removing swimmers in difficulty, handling injuries, enforcing pool rules, and enforcing safety rules.</p> <p><b>Skill:</b> General Qualifications: Must be a Senior Society Services Technician or equivalent. Experience: The prior experience required but would be an asset. Communication: Good oral communication skills are required. Fluency in one or more foreign languages would be an asset. The incumbent must be able to communicate courteously and effectively. Strong interpersonal skills are required. All interaction with the public must be handled with tact and diplomacy.</p> <p><b>Effort:</b> Physical Effort: The incumbent is required to stand during the majority of working hours. In the event of an emergency where a swimmer is in distress, the incumbent must initiate rescue procedures immediately, which may involve strenuous physical exertion. Mental Effort: Continuous mental attention to pool users. Must remain vigilant despite many simultaneous demands on his or her attention. Emotional Effort: Enforcement of safety rules and water rescue can be stressful. Must maintain a professional demeanor when dealing with serious injuries or deaths.</p> <p><b>Working Conditions:</b> Job is performed in a hot indoor environment; temperature controlled. No parking. Shift work to cover pool hours from 7 a.m. to 11 p.m., seven days a week. Some overtime and shift calls may be required.</p> <p><b>Approval/Signatures:</b> Incumbent: _____ Date: _____ Supervisor: _____ Date: _____</p> <p style="text-align: center; font-size: small;">Copyright © 2008 Pearson Education, Inc.</p>	<p><b>Location:</b> LeFranchette Community Pool</p> <p><b>Supervisor:</b> Janet Unguard</p> <p><b>Division:</b> Parks and Recreation</p>
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### Writing Job Specifications: **Human Rights Issues**

- **qualifications** must be **justifiable** (not necessarily those of incumbent)
- **unjustifiably** high education/experience can create systemic **discrimination**
- **actual physical/mental demands critical** for entry-level jobs
- statistical analysis more defensible than judgmental approach



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### Job Analysis in the 21<sup>st</sup> Century: Reasons for **More Flexible Jobs**

- **flatter** organizations
- work **teams**
- **boundaryless** structures
- **reengineering**
- **e-business**

## Slide 26

### Job Analysis in the 21<sup>st</sup> Century: The **Future of Job Descriptions**

- most **firms continue** to:
  - use job descriptions
  - rely on traditionally defined jobs
  - new structures built around broadly defined jobs

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FIGURE 4.4 Job Analysis Questionnaire

<p><b>Job title:</b> _____</p> <p><b>Department:</b> _____</p> <p><b>Supervisor:</b> _____</p> <p><b>1. Purpose of job:</b> What is the purpose of the job? Why does the job exist?</p> <p>_____</p> <p>_____</p> <p><b>2. Major responsibilities and essential functions (list in order of importance):</b></p> <ul style="list-style-type: none"> <li>• What are they doing? _____</li> <li>• Why is the activity performed? _____</li> <li>• What is the measure of success? _____</li> <li>• Percentage of time? _____</li> <li>• How does it relate to others in the organization?</li> </ul> <p>_____</p> <p><b>3. Knowledge:</b> What techniques and/or practices are necessary? Why?</p> <ul style="list-style-type: none"> <li>• List specific education requirement(s): _____</li> <li>• List experience requirement(s) and number of years required in each: _____</li> <li>• List required licenses or certificates: _____</li> </ul> <p><b>4. Problem solving and decision making:</b> List some of the difficult tasks/problems (e.g., planning, scheduling, analyzing, synthesizing, comparing of procedures, design of equipment, developing and maintenance of equipment, operating of equipment, development of new methods. What are the consequences if problems are not solved?</p> <p>_____</p> <p>_____</p> <p><b>5. Resource responsibility:</b> List annual job of personnel who report to jobholder _____</p> <p>• List annual operating budget (include payroll) _____</p>	<p><b>Job grade:</b> _____</p> <p><b>Location:</b> _____</p> <p><b>Day:</b> _____</p>
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• List any other financial resources (e.g., various project subventions, shop order value, total sales, total unit outputs, gross sales backlog, percentage increase in volume, transportation costs, inventory budget, sales development income, program development costs, and grant sales below):

• What is the publisher's role in planning, organizing, acquiring, or monitoring these resources?

• What is the publisher's input in planning, organizing, acquiring, or monitoring these resources?

**6. Skills of personnel**

• What are the communication skills required in the job (e.g., negotiating, convincing, and selling)?

• Are people trained or motivated?

• What are the levels of interest?

• What type of oral or written communications are involved?

• What is communication style and why?

**7. Working conditions**

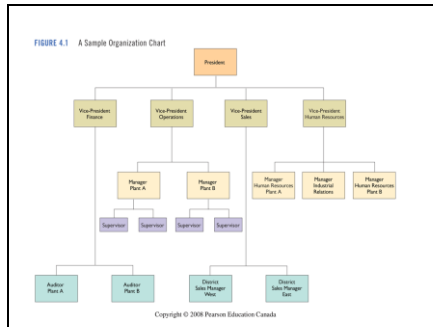
Read list of working conditions below and put a check mark if they apply to your job.

Condition	Amount of Exposure		
	Occasional	Frequent	Constant
Dust, dirt, fumes			
Heat, cold			
Noise			
Vibration			
Exhaustion			
Lighting			

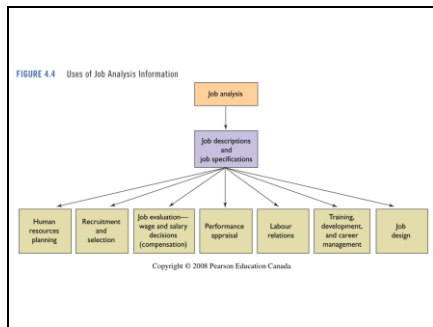
Describe any health or safety hazards related to the job.

Source: L.J. Martini, C.B. Rogers, S. Smith, A. Stewart and S. L. Ryan, Job Analysis and Design, 2nd ed., Pearson Education Canada, Toronto, Ontario, 2008, pp. 22-23. Reproduced with permission of Pearson Education Canada. Copyright © 2008 Pearson Education Canada.

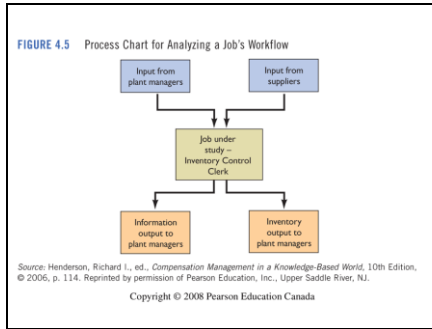
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Group Interview	Structured	<ul style="list-style-type: none"> <li>Same as structured individual interviews except that more than one job incumbent/supervisor is interviewed</li> <li>Groups tend to do better than individuals with open-ended problem solving</li> <li>Reliability/validity are likely to be higher than with individuals because group members cross check each other</li> <li>Cost more because more people are taken away from their jobs to participate</li> </ul>
	Unstructured	<ul style="list-style-type: none"> <li>Same as unstructured individual interviews except that more than one job incumbent/supervisor is interviewed</li> <li>Like individual interviews, tends to focus on perceptions of the job</li> </ul>
	Combination	<ul style="list-style-type: none"> <li>Same as combination individual interviews except more than one job incumbent/supervisor is interviewed</li> </ul>

Source: Adapted from William J. Rothwell and K.E. Kazanas, *Planning and Managing Human Resources: Strategic Planning for Personnel Management*, 2nd ed. Ashland, MA: Human Resources Development Press, 2003, pp. 456-60. Reprinted by permission of the publisher.  
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**FIGURE 4.6** *ADP Job Description for Specialists in Human Resources*

Specialists in Human Resources develop, implement, and evaluate human resources and talent management programs, and provide advice and support to management on personnel matters. They analyze the human resources needs of the organization and develop strategies to meet those needs.

**Key responsibilities of those classified in this unit group**

- Develop, implement, and evaluate human resources programs, including recruitment, selection, training, development, compensation, and performance management
- Analyze organizational needs and develop strategies to meet those needs
- Develop and implement human resources policies and procedures
- Provide advice and support to management on personnel matters
- Develop and implement human resources programs, including recruitment, selection, training, development, compensation, and performance management
- Analyze organizational needs and develop strategies to meet those needs
- Develop and implement human resources policies and procedures
- Provide advice and support to management on personnel matters

**Minimum qualifications**

- Bachelor's degree in Human Resources or related field
- Minimum 3 years of experience in Human Resources
- Minimum 1 year of experience in the field of Human Resources

**Employment requirements**

- A minimum of 3 years of experience in Human Resources
- A minimum of 1 year of experience in the field of Human Resources
- A minimum of 1 year of experience in the field of Human Resources

**Additional information**

- This position is classified in the unit group of Human Resources
- This position is classified in the unit group of Human Resources

**Classification authorities**

- Human Resources Management (HRM) 1110
- Human Resources Management (HRM) 1110
- Human Resources Management (HRM) 1110

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FIGURE 8 Sample Job Description

**Sample Job Description**

**Position:** Senior Software Engineer, Researcher, Risk-Prevention  
**Department:** Applied Research  
**Location:** Cambridge, MA  
**Reports to:** Director of Applied Research  
**Job Summary:** Cambridge Risk-Prevention, a leading provider of risk-prevention services, is seeking a Senior Software Engineer to join our Applied Research team. The successful candidate will be responsible for the design, development, and testing of new software products and services. The candidate will also be responsible for the maintenance and improvement of existing software products and services. The candidate will work closely with the product management and marketing teams to ensure that the software products and services meet the needs of our customers.

**Job Summary**

The Senior Software Engineer will be responsible for the design, development, and testing of new software products and services. The candidate will also be responsible for the maintenance and improvement of existing software products and services. The candidate will work closely with the product management and marketing teams to ensure that the software products and services meet the needs of our customers.

**Duties and Responsibilities**

- Design, develop, and test new software products and services.
- Maintain and improve existing software products and services.
- Work closely with the product management and marketing teams to ensure that the software products and services meet the needs of our customers.
- Collaborate with the engineering team to ensure that the software products and services are of high quality.
- Provide technical support to customers and internal users.

**Requirements**

The Senior Software Engineer must have a minimum of five years of professional experience in software development. The candidate must have a strong understanding of software development principles and practices. The candidate must also have a strong understanding of the software development process, from requirements gathering to testing and deployment.

**Education**

The Senior Software Engineer must have a minimum of a Bachelor's degree in Computer Science or a related field. A Master's degree in Computer Science or a related field is preferred.

**Skills and Abilities**

The Senior Software Engineer must have strong analytical and problem-solving skills. The candidate must also have strong communication and teamwork skills. The candidate must be able to work independently and take initiative.

**Benefits**

Cambridge Risk-Prevention offers a comprehensive benefits package, including health, dental, and vision insurance, a 401(k) plan, and a flexible work schedule.

**Application**

Interested candidates should submit their resume and cover letter to [hr@cambridgerisk.com](mailto:hr@cambridgerisk.com). Please include the job title "Senior Software Engineer" in the subject line of the email. We will review all applications and may contact candidates for an interview.

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[illegible]

## Slide 36

[illegible]

## Slide 37

Visual acuity: Indicate the minimum acceptable level, with or without accommodation, necessary for the job.

- ☐ Excellent visual acuity
- ☐ Good visual acuity
- ☐ Not relevant to the job

Auditory acuity: Indicate the minimum acceptable level, with or without accommodation, necessary for the job.

- ☐ Excellent auditory acuity
- ☐ Good auditory acuity
- ☐ Not relevant to the job

Source: M. Rock and D.R. Berger, eds., *The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design*, 4th ed. Columbus, OH: McGraw-Hill, 2000, pp. 69-70 © 2000 The McGraw-Hill Companies, Inc.

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