

Human Resource Management

Prepared by Dr. Anas M. Bashayreh

HRM 611

Lecture 3





مجموعة جامعة
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Job Analysis and the talent management

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Job Analysis



The main purpose of this chapter is to show you how to analyze a job and write job descriptions. Analyzing jobs involves determining in detail what the job entails and what kind of people the firm should hire for the job.



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LEARNING OUTCOMES

1. Explain why talent management is important.
2. Discuss the nature of job analysis, including what it is and how it's used.
3. Use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.
4. Write job descriptions, including summaries and job functions, using the Internet and traditional methods.
5. Write a job specification.
6. Explain job analysis in a “worker-empowered” world, including what it means and how it's done in practice.

What Is Talent Management?

We can define **talent management** as the goal-oriented and integrated process of planning, recruiting, developing, managing, and compensating employees. When a manager takes a talent management perspective, he or she:

1. Understands that the talent management tasks (such as recruiting, training, and paying employees) are parts of a single interrelated talent management process. For example, having employees with the right skills depends as much on recruiting, training, and compensation as it does on applicant testing.
2. Makes sure talent management decisions such as staffing, training, and pay are goal-directed. Managers should always be asking, What recruiting, testing, or other actions should I take to produce the employee competencies we need to achieve our strategic goals?
3. Consistently uses the same profile of competencies, traits, knowledge, and experience for formulating recruitment plans for a job as for making selection, training, appraisal, and payment decisions for it.

What Is Talent Management?

4. Actively segments and proactively manages employees. Taking a talent management approach requires that employers proactively manage their employee's recruitment, selection, development, and rewards.
5. Integrates/coordinates all the talent management functions. Finally, an effective talent management process integrates the underlying talent management activities such as recruiting, developing, and compensating employees. For example, performance appraisals should trigger the required employee training.

The Basics of Job Analysis: Terms

Talent management begins with understanding what jobs need to be filled, and the human traits and competencies employees need to do those jobs effectively.

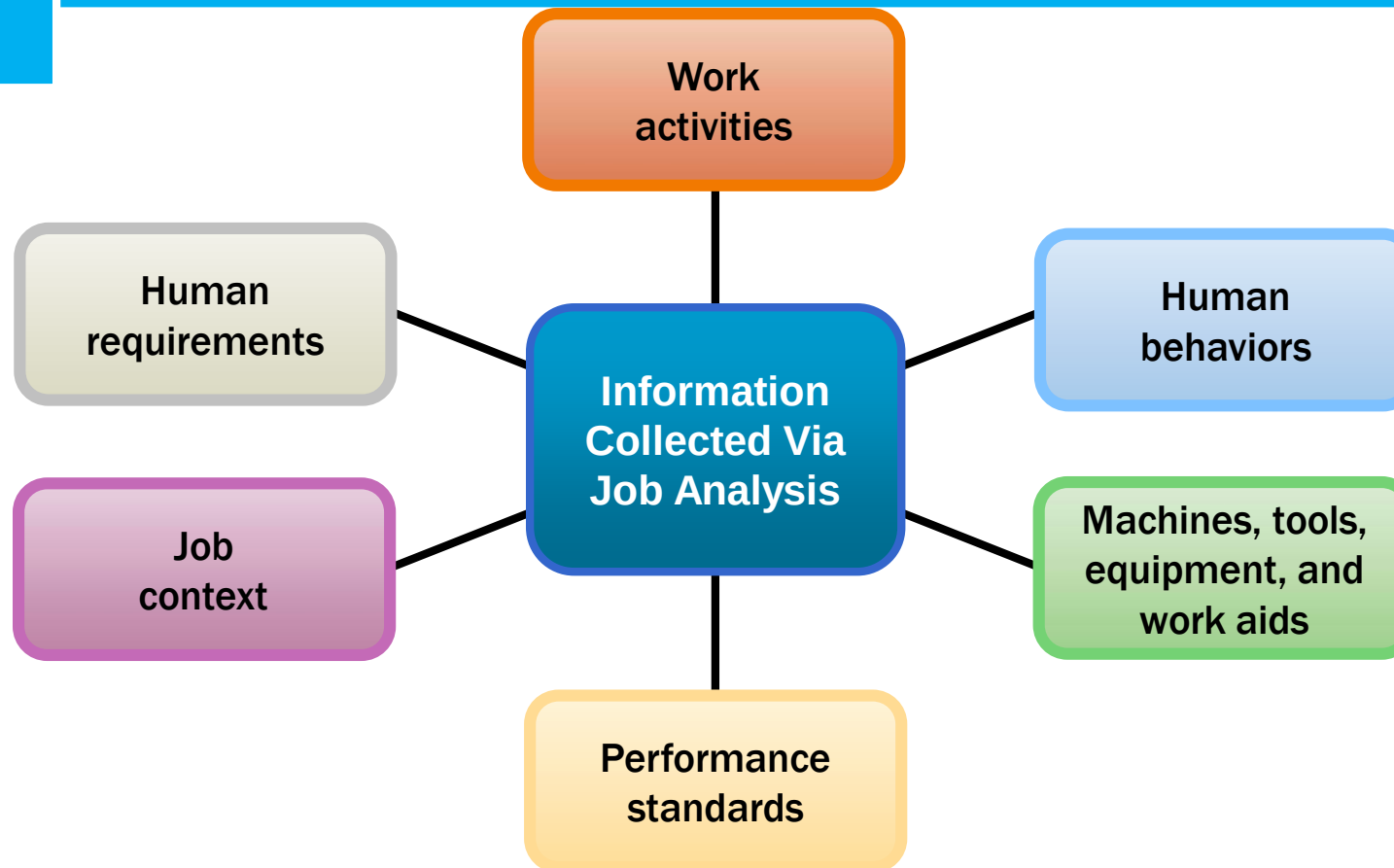
- Job Analysis

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

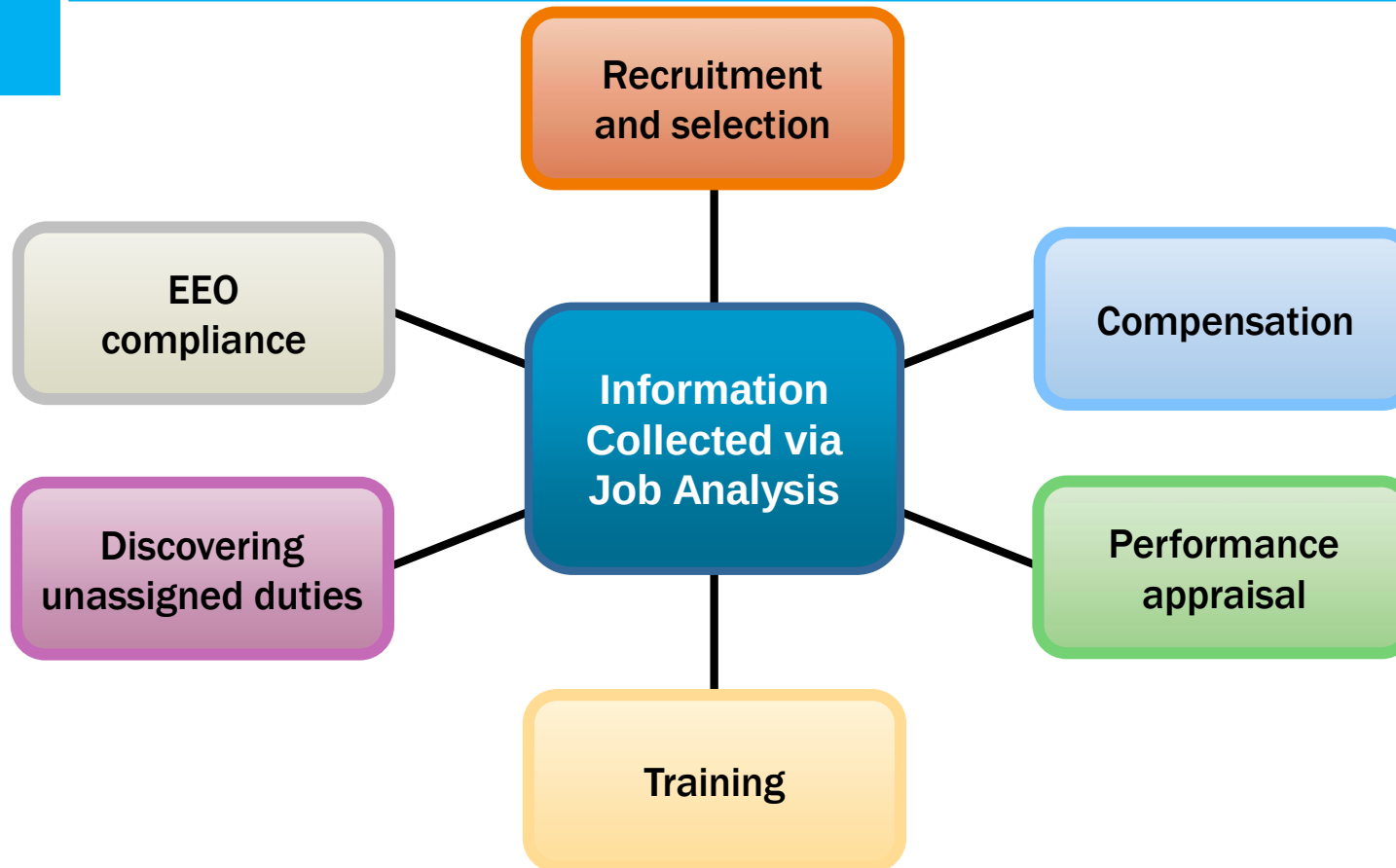
The Basics of Job Analysis: Terms

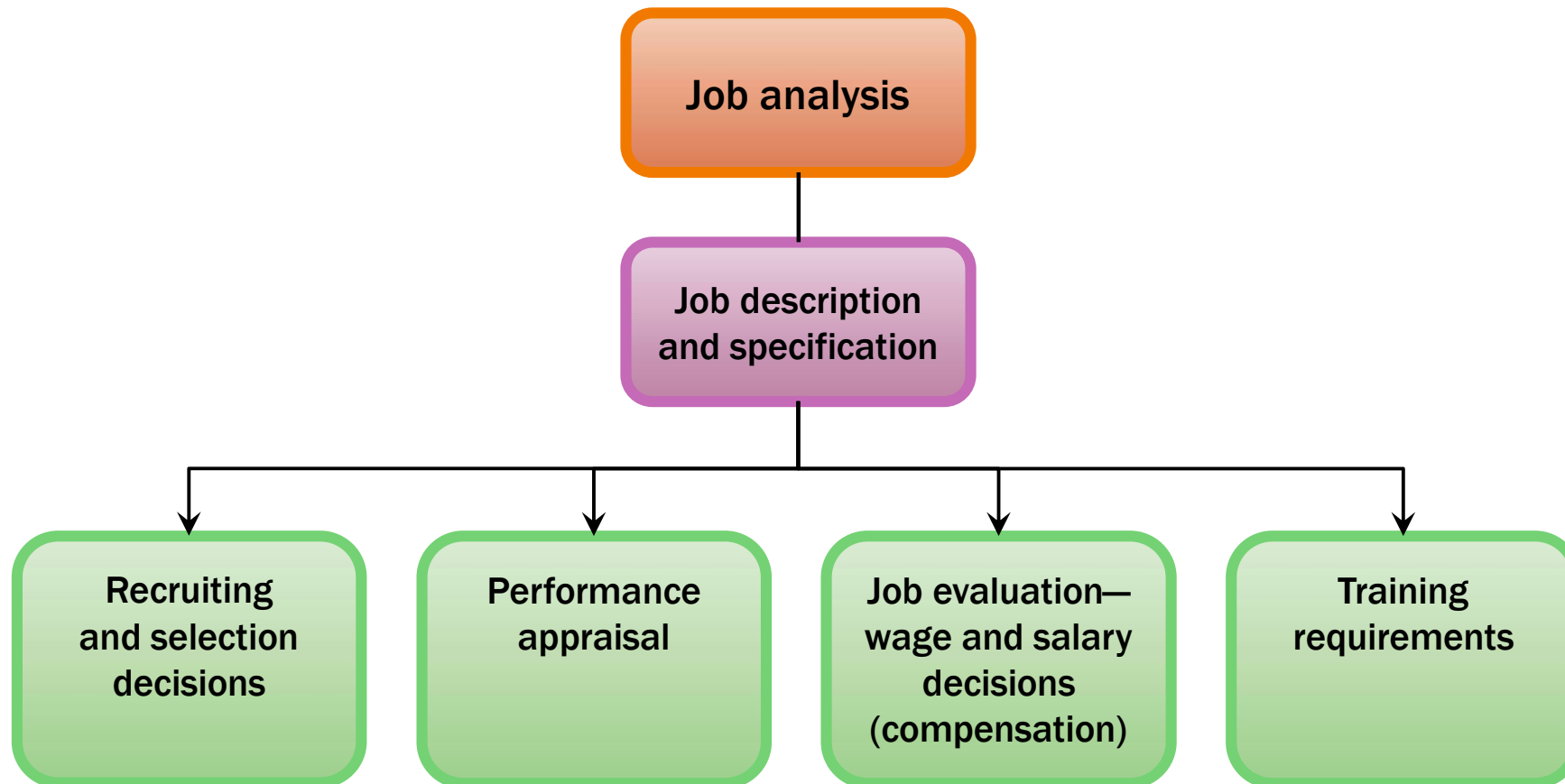
- **Job Description**
 - A list of a job's duties, responsibilities, reporting relationships, working conditions, and supervisory responsibilities—one product of a job analysis.
- **Job Specifications**
 - A list of a job's "human requirements," that is, the requisite education, skills, personality, and so on—another product of a job analysis.

Types of Information Collected



Uses of Job Analysis Information





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Steps in Job Analysis

Steps in doing a job analysis:

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

Steps in Job Analysis

STEP 1: DECIDE HOW YOU WILL USE THE INFORMATION This will determine the data you collect. Some data collection techniques like interviewing the employee are good for writing job descriptions. Other techniques, like the position analysis questionnaire we describe later, provide numerical ratings for each job; these can be used to compare jobs for compensation purposes.

STEP 2: REVIEW RELEVANT BACKGROUND INFORMATION SUCH AS ORGANIZATION CHARTS, PROCESS CHARTS, AND JOB DESCRIPTIONS Organization charts show the organization-wide division of work, and where the job fits in the overall organization.

STEP 3: SELECT REPRESENTATIVE POSITIONS Whether or not the manager decides to redesign jobs via workforce analysis, process redesign, or job redesign, he or she must at some point select which positions to focus on for the job analysis.

Steps in Job Analysis

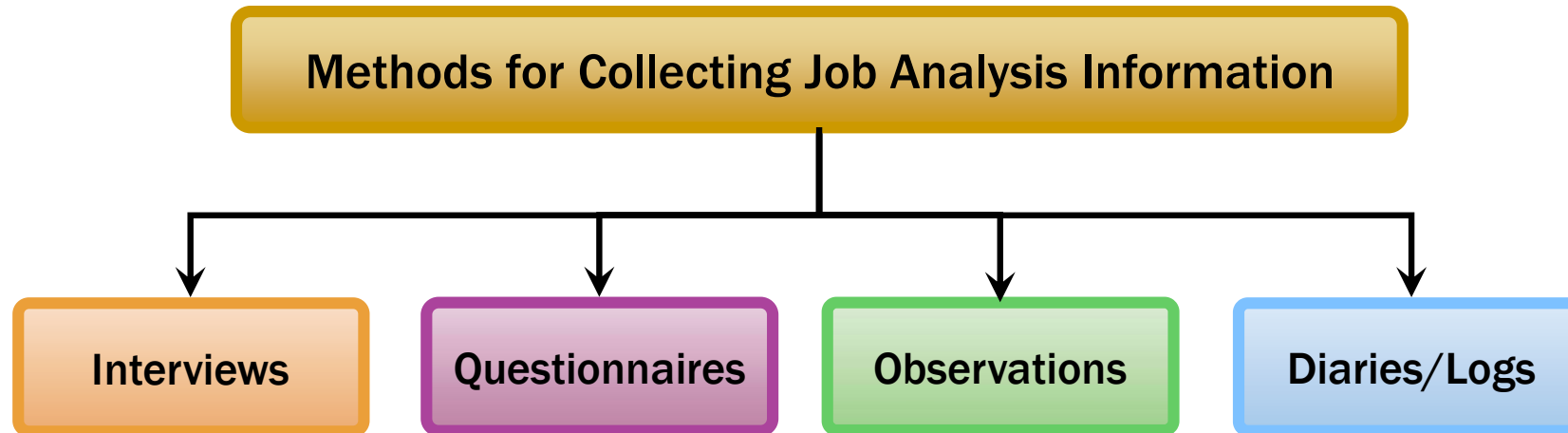
STEP 4: ANALYZE THE JOB BY COLLECTING DATA ON JOB ACTIVITIES, WORKING CONDITIONS, AND HUMAN TRAITS AND ABILITIES NEEDED TO PERFORM THE JOB.

STEP 5: VERIFY THE JOB ANALYSIS INFORMATION WITH THE WORKER PERFORMING THE JOB AND WITH HIS OR HER IMMEDIATE SUPERVISOR This will help confirm that the information is factually correct and complete and help to gain their acceptance.

STEP 6: DEVELOP A JOB DESCRIPTION AND JOB SPECIFICATION The job description describes the activities and responsibilities of the job, as well as its important features, such as working conditions. The job specification summarizes the personal qualities, traits, skills, and background required for getting the job done.

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Collecting Job Analysis Information



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Job Analysis: Interviewing Guidelines

- The job analyst and supervisor should work together to identify the workers who know the job best.
- Quickly establish rapport with the interviewee.
- Follow a structured guide or checklist, one that lists open-ended questions and provides space for answers.
- Ask the worker to list his or her duties in order of importance and frequency of occurrence.
- After completing the interview, review and verify the data.

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Methods for 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

- Disadvantage

- Distorted information

- Interview Formats

- Structured (Checklist)
- Unstructured



Methods for Collecting Job Analysis Information: Questionnaires

- Information Source
 - Have employees fill out questionnaires to describe their job-related duties and responsibilities
- Questionnaire Formats
 - Structured checklists
 - Open-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 for Collecting Job Analysis Information: Observation

- Information Source

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

- Advantages

- Provides first-hand information
- Reduces distortion of information

- Disadvantages

- Time consuming
- Reactivity response distorts employee behavior
- Difficulty in capturing entire job cycle
- Of little use if job involves a high level of mental activity

Methods for Collecting Job Analysis Information: Participant Diaries/Logs

- Information Source

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

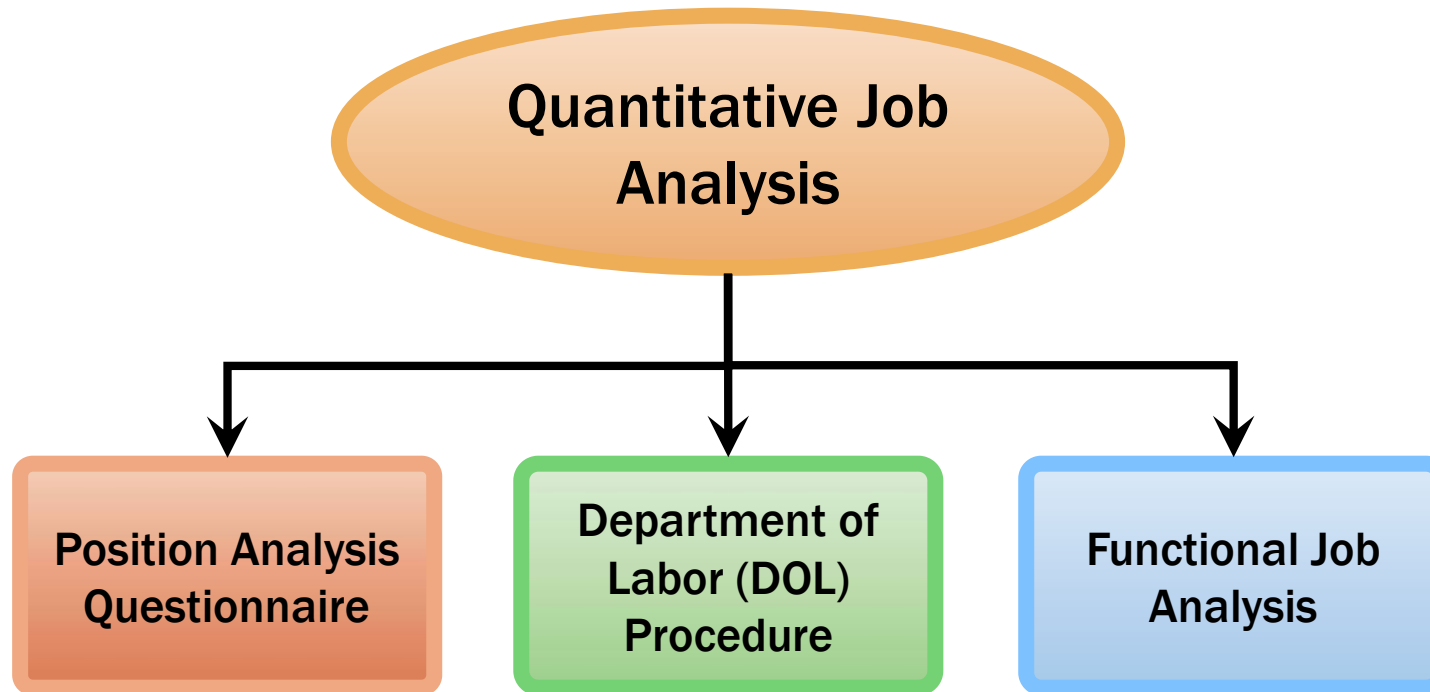
- Advantages

- 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



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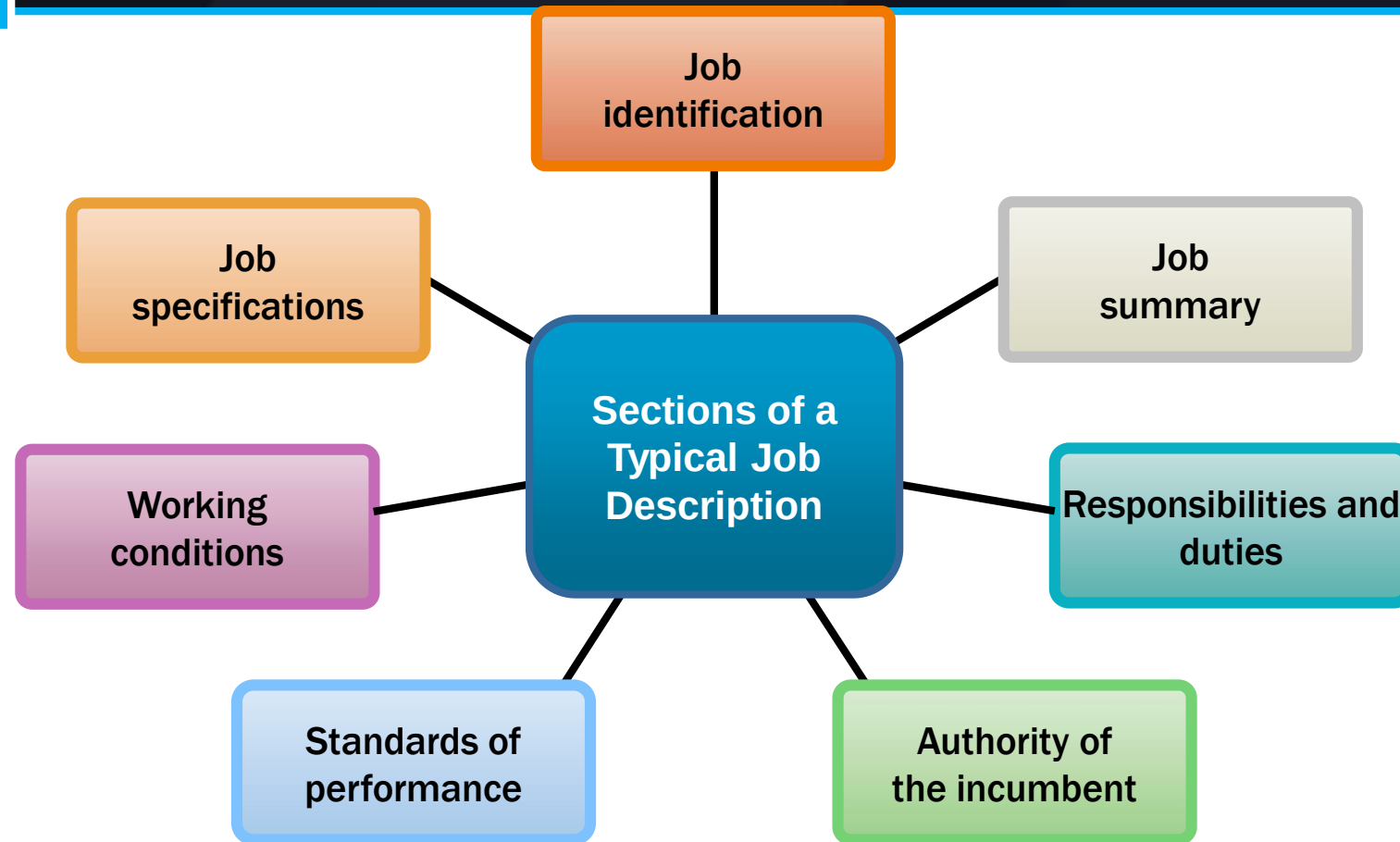
Internet-Based Job Analysis

- **Advantages**

- Collects information in a standardized format from geographically dispersed employees
- Requires less time than face-to-face interviews
- Collects information with minimal intervention or guidance

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Writing Job Descriptions



The Job Description

- Job Identification
 - Job title
 - Preparation date
 - Preparer
- Job Summary
 - General nature of the job
 - Major functions/activities
- Relationships
 - Reports to:
 - Supervises:
 - Works with:
 - Outside the company:
- Responsibilities and Duties
 - Major responsibilities and duties (essential functions)
 - Decision-making authority
 - Direct supervision
 - Budgetary limitations
- Standards of Performance and Working Conditions
 - What it takes to do the job successfully

Sample Job Description

JOB TITLE: Telesales Representative	JOB CODE: 100001
RECOMMENDED SALARY GRADE:	EXEMPT/NONEXEMPT STATUS: Nonexempt
JOB FAMILY: Sales	EEOC: Sales Workers
DIVISION: Higher Education	REPORTS TO: District Sales Manager
DEPARTMENT: In-House Sales	LOCATION: Boston
	DATE: April 2009

SUMMARY (Write a brief summary of job.)

The person in this position is responsible for selling college textbooks, software, and multimedia products to professors, via incoming and outgoing telephone calls, and to carry out selling strategies to meet sales goals in assigned territories of smaller colleges and universities. In addition, the individual in this position will be responsible for generating a designated amount of editorial leads and communicating to the publishing groups product feedback and market trends observed in the assigned territory.

SCOPE AND IMPACT OF JOB

Dollar responsibilities (budget and/or revenue)

The person in this position is responsible for generating approximately \$2 million in revenue, for meeting operating expense budget of approximately \$4000, and a sampling budget of approximately 10,000 units.

Supervisory responsibilities (direct and indirect)

None

Other

REQUIRED KNOWLEDGE AND EXPERIENCE (Knowledge and experience necessary to do job)

Related work experience

Prior sales or publishing experience preferred. One year of company experience in a customer service or marketing function with broad knowledge of company products and services is desirable.

Formal education or equivalent

Bachelor's degree with strong academic performance or work equivalent experience.

Skills

Must have strong organizational and persuasive skills. Must have excellent verbal and written communications skills and must be PC proficient.

Other

Limited travel required (approx 5%)

(continued)

Sample Job Description

PRIMARY RESPONSIBILITIES (List in order of importance and list amount of time spent on task.)

Driving Sales (60%)

- Achieve quantitative sales goal for assigned territory of smaller colleges and universities.
- Determine sales priorities and strategies for territory and develop a plan for implementing those strategies.
- Conduct 15-20 professor interviews per day during the academic sales year that accomplishes those priorities.
- Conduct product presentations (including texts, software, and Web site); effectively articulate author's central vision of key titles; conduct sales interviews using the PSS model; conduct walk-through of books and technology.
- Employ telephone selling techniques and strategies.
- Sample products to appropriate faculty, making strategic use of assigned sampling budgets.
- Close class test adoptions for first edition products.
- Negotiate custom publishing and special packaging agreements within company guidelines.
- Initiate and conduct in-person faculty presentations and selling trips as appropriate to maximize sales with the strategic use of travel budget. Also use internal resources to support the territory sales goals.
- Plan and execute in-territory special selling events and book-fairs.
- Develop and implement in-territory promotional campaigns and targeted email campaigns.

Publishing (editorial/marketing) 25%

- Report, track, and sign editorial projects.
- Gather and communicate significant market feedback and information to publishing groups.

Territory Management 15%

- Track and report all pending and closed business in assigned database.
- Maintain records of customer sales interviews and adoption situations in assigned database.
- Manage operating budget strategically.
- Submit territory itineraries, sales plans, and sales forecasts as assigned.
- Provide superior customer service and maintain professional bookstore relations in assigned territory.

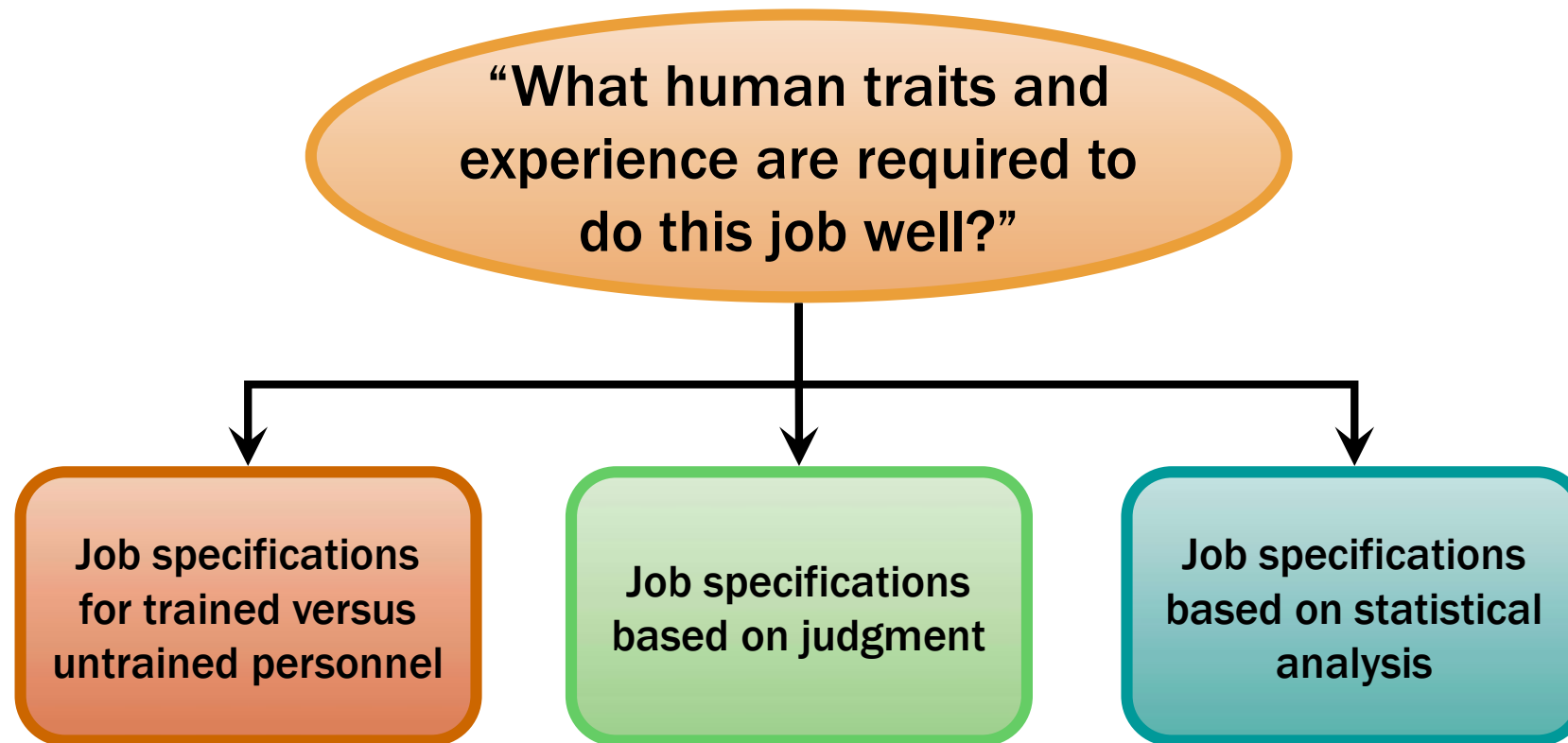
Decision-Making Responsibilities for This Position:

Determine the strategic use of assigned sampling budget to most effectively generate sales revenue to exceed sales goals.

Determine the priority of customer and account contacts to achieve maximum sales potential.

Determine where in-person presentations and special selling events would be most effective to generate most sales.

Submitted By: Jim Smith, District Sales Manager	Date: April 10, 2007
Approval:	Date:
Human Resources:	Date:
Corporate Compensation:	Date:



Writing Job Specifications

- Steps in the Statistical Approach
 1. Analyze the job and decide how to measure job performance.
 2. Select personal traits that you believe should predict successful performance.
 3. Test candidates for these traits.
 4. Measure the candidates' subsequent job performance.
 5. Statistically analyze the relationship between the human traits and job performance.

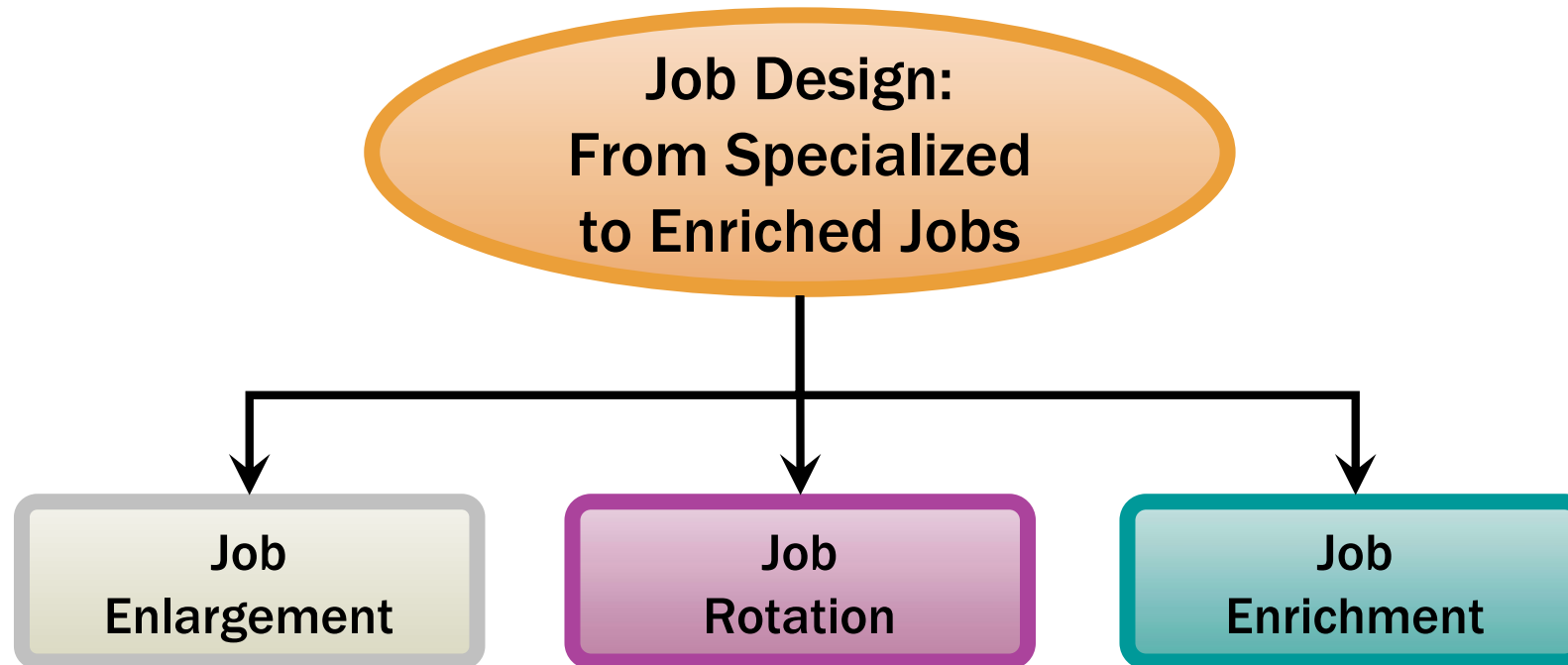
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Job Analysis in a Worker-Empowered World

Job enlargement attempts to make work more motivating by assigning workers additional same-level activities.

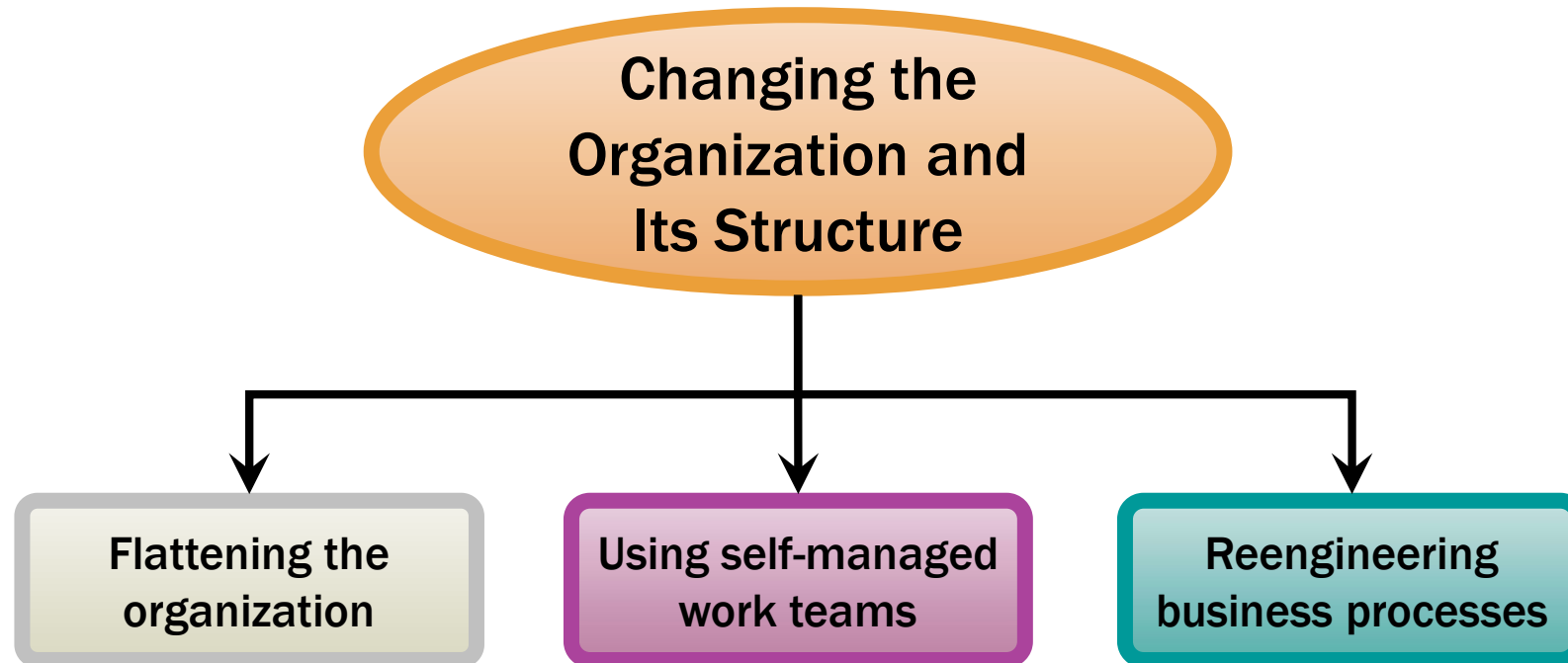
Job rotation involves systematically moving workers from one job to another.

Job enrichment involves redesigning jobs in a way that increases the opportunities for the worker to experience feelings of responsibility, achievement, growth, and recognition.



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Other Changes at Work



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Competency-Based Job Analysis

- Competencies
 - Demonstrable characteristics of a person that enable performance of a job.
- Reasons for Competency-Based Job Analysis
 - To support a high-performance work system (HPWS).
 - To create strategically-focused job descriptions.
 - To support the performance management process in fostering, measuring, and rewarding:
 - ❖ General competencies
 - ❖ Leadership competencies
 - ❖ Technical competencies

How to Write Job Competencies-Based Job Descriptions

- Interview job officeholders (incumbents) and their supervisors
 - Ask open-ended questions about job responsibilities and activities.
 - Identify critical incidents that pinpoint success on the job.

Chapter Summary

1. All managers need to be familiar with the basics of job analysis.

Job analysis is the procedure through which you determine the duties of the department's positions and the characteristics of the people to hire for them.

Job descriptions are a list of what the job entails, while job specifications identify what kind of people to hire for the job.

The job analysis itself involves collecting information on matters such as work activities; required human behaviors; and machines, tools, and equipment used.

Managers use job analysis information in recruitment and selection, compensation, training, and performance appraisal.

The basic steps in job analysis include deciding the use of the job analysis information, reviewing relevant background information including organization charts, analyzing the job, verifying the information, and developing job descriptions and job specifications.

Chapter Summary

2. There are various methods for collecting job analysis information. These include interviews, questionnaires, observation, participant diary/logs, and quantitative techniques such as position analysis questionnaires. Employers increasingly collect information from employees via the Internet.

3. Managers should be familiar with the process for writing job descriptions. While there is no standard format, most descriptions contain sections that cover job identification, a job summary, a listing of responsibilities and duties, the job incumbent's authority, and performance standards. The job description may also contain information regarding the job's working conditions, and the job specifications. Many employers use Internet sources such as www.jobdescription.com to facilitate writing job descriptions.

1. What items are typically included in the job description?
2. What is job analysis? How can you make use of the information it provides?
3. Describe the types of information typically found in a job specification.
4. We discussed several methods for collecting job analysis data questionnaires, the position analysis questionnaire, and so on. Compare and contrast these methods, explaining what each is useful for and listing the pros and cons of each.



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Discussion Questions



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Thank You



