

Human Resources Management

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MGM 243

Lecture 04



Part (2): Staffing the Organization

Jobs and Job Analysis

Chapter
06

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Chapter
06**Learning Outcomes**

After you have read this chapter, you should be able to:

- Discuss workflow analysis and business process re-engineering as approaches to organizational work.
- Define job design and identify five design characteristics for jobs.
- Explain how work schedules and telework can change jobs and work.
- Describe job analysis and the stages and methods used in the process.
- Identify both behavioral and legal aspects of job analysis.
- List the components of job descriptions.

CHANGING JOBS ERA

- Work and jobs in organizations throughout the world are changing dramatically.
- Globalization and technology are primary drivers of this change.
- Consider the number of jobs that have been shifted from the United States and Europe to China, India, Romania, Mexico, the Philippines, and other lower-wage countries.
- These drivers of change and other elements such as IT, demographics, and worker shortages are providing employers with multiple opportunities to change how work is done and the number of jobs necessary to carry out the work of the organization.

NATURE OF JOBS AND WORK

- **Work:** Effort directed toward accomplishing **results**.
- **Job:** Grouping of **tasks**, **duties**, and **responsibilities** that constitutes the total work assignment for an employee.
- Ideally, when all the jobs in an organization are added together, they should equal the amount of work that the organization needs to have done—no more, no less.
- The degree to which this ideal is or is not met drives differences in organizational productivity.

NATURE OF JOBS AND WORK

- For HR, how work flows through the organization and how to make that work more efficient is important.
- Changing the way jobs are done through **redesign**, perhaps by using **teams** or **flexible scheduling**, may make people more satisfied with their jobs.
- Formally reviewing **jobs** and **workflow analysis** to identify what is expected to be accomplished is part of a framework for training, pay, performance, and other aspects of HR management.

WORKFLOW ANALYSIS

- **Workflow Analysis**

- A study of the way work (inputs, activities, and outputs) moves through an organization.

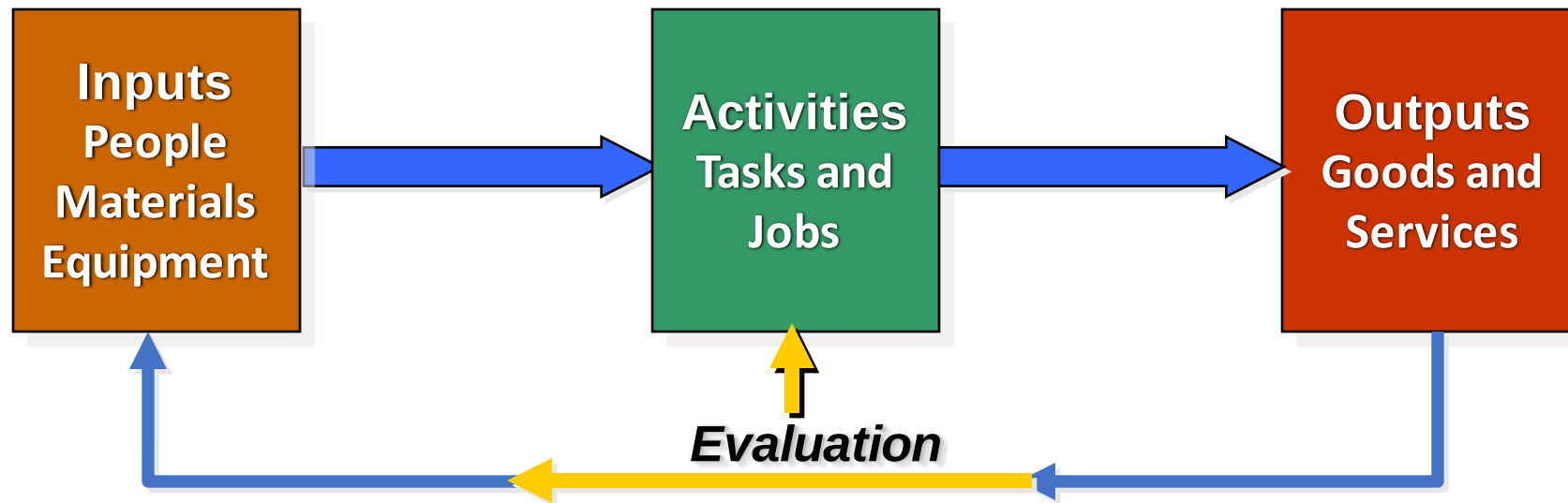
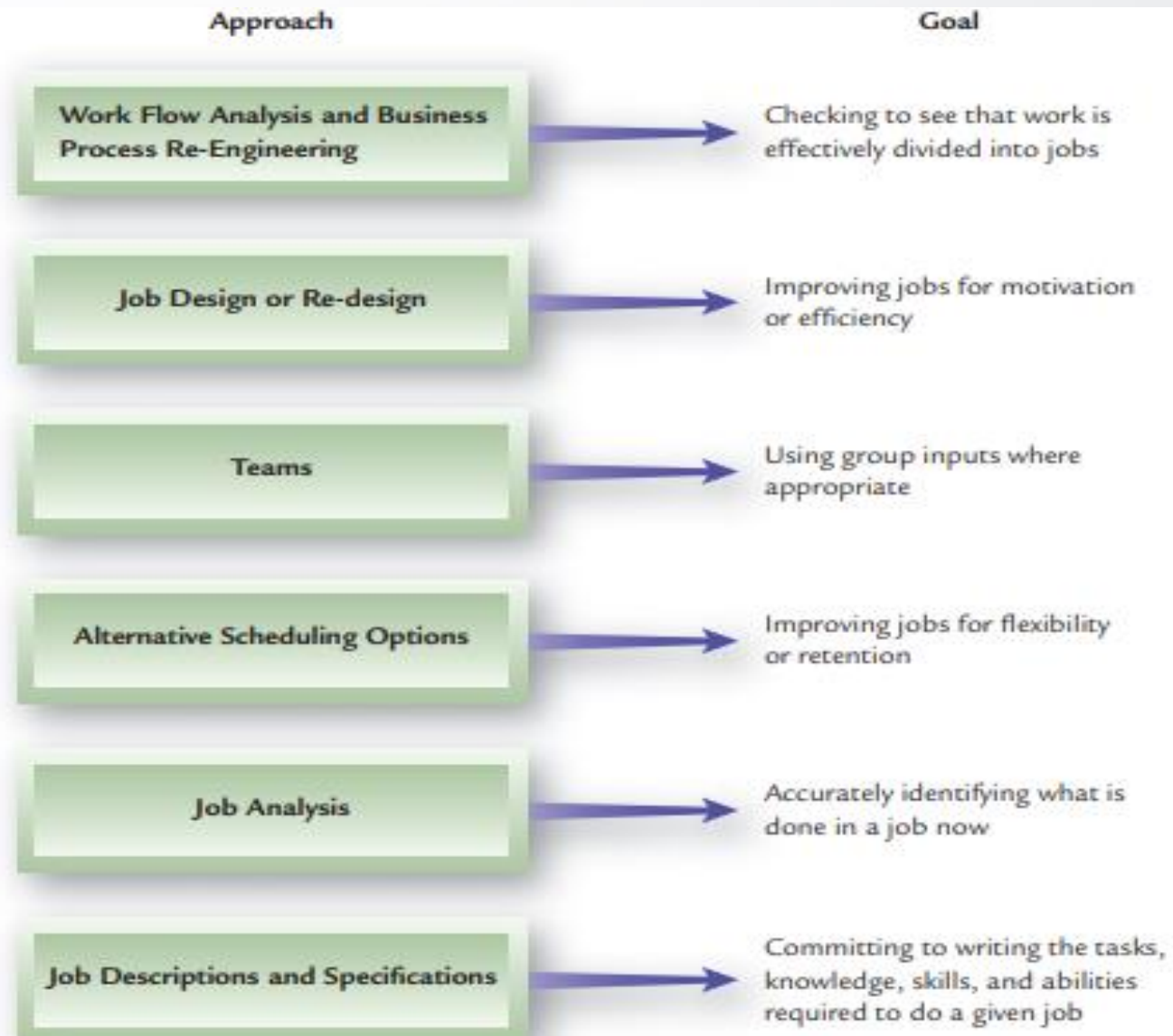


FIGURE 6-1**Approaches to Dealing with Jobs**

BUSINESS PROCESS RE-ENGINEERING

- **Business Process Re-engineering (BPR)**

Measures for improving such activities as product development, customer service, and service delivery.

- **Phases of Reengineering**

- 1. Re-think:** Examine how the current organization of work and jobs affects customer satisfaction and service.
- 2. Re-design:** Analyze how jobs are put together, the workflow, and how results are achieved; then re-design the process as necessary.
- 3. Re-tool:** Look at new technologies (equipment, computers, software, etc.) as opportunities to improve productivity, service quality, and customer satisfaction.

JOB DESIGN/RE-DESIGN

- **Job Design**

- Organizing tasks, duties, and responsibilities into a productive unit of work.
- Person/job fit Matching characteristics of people with characteristics of jobs.
- Job design can influence the following:



FIGURE 6-2

Possible “Levers” for Job Design



Classic Approaches to Job Design

- **Job Enlargement**

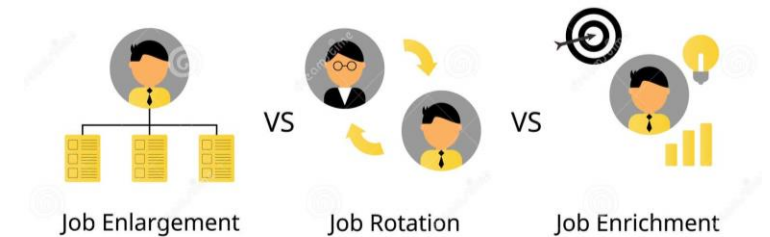
- Broadening the scope of a job by expanding the number of different tasks to be performed.

- **Job Enrichment**

- Increasing the depth of a job by adding the responsibility for planning, organizing, controlling, and evaluating the job.

- **Job Rotation**

- The process of shifting a person from job to job.



JOB CHARACTERISTICS MODEL

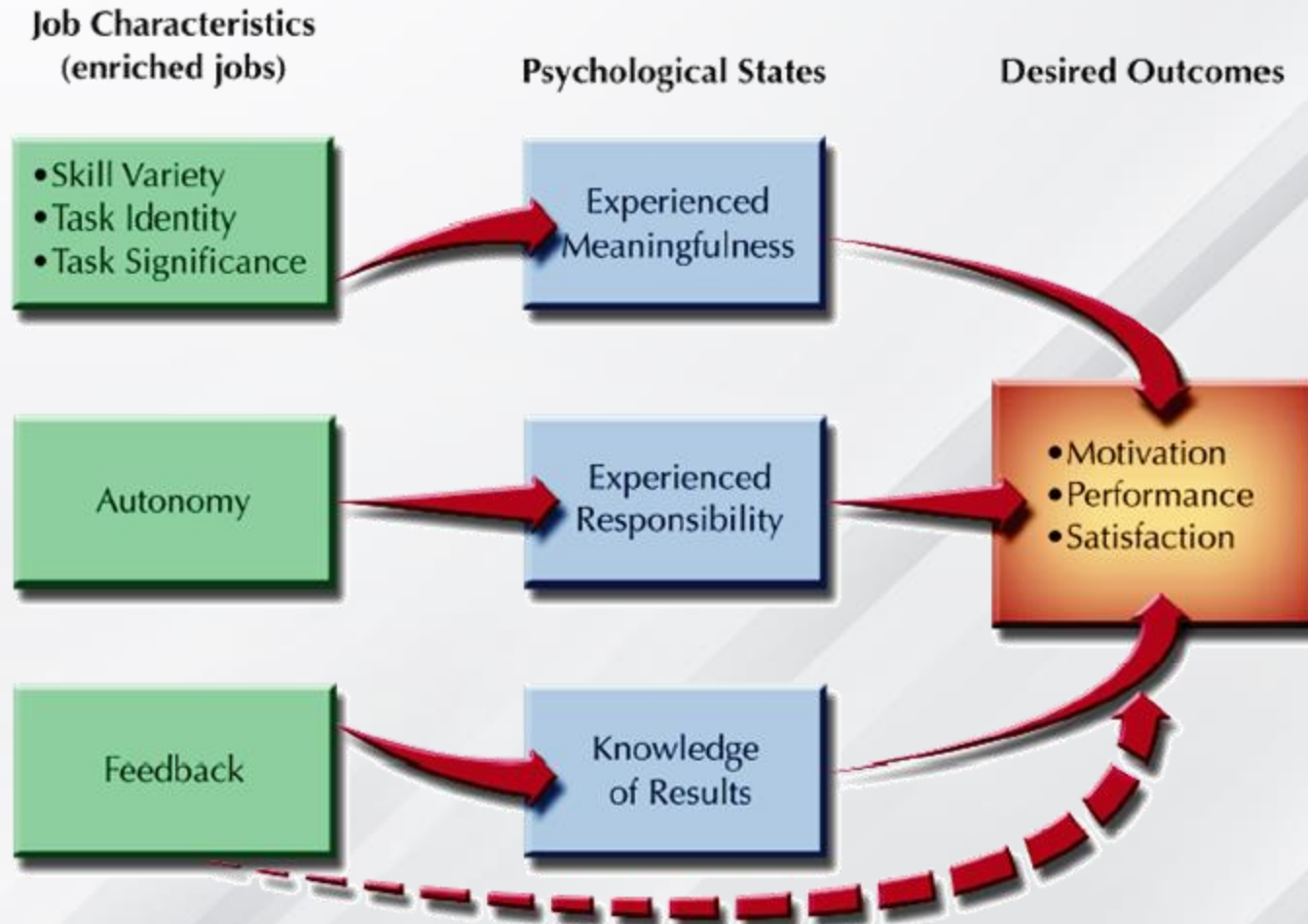


Figure 6–3

CHARACTERISTICS OF JOBS

Job Characteristics	
Skill Variety	The extent to which the work requires several different activities for successful completion.
Task Identity	The extent to which the job includes a “whole” identifiable unit of work that is carried out from start to finish and that results in a visible outcome.
Task Significance	The impact the job has on other people.
Autonomy	The extent of individual freedom and discretion in the work and its scheduling.
Feedback	The amount of information received about how well or how poorly one has performed.

Using Teams in Jobs

Types of Teams	
Special-Purpose Team	Organizational team formed to address specific problems, improve work processes, and enhance product and service quality.
Quality Circle	Small group of employees who monitor productivity and quality and suggest solutions to problems.
Production Cells	Grouping of workers who produce components or entire products.
Self-directed Work Team	A team composed of individuals assigned a cluster of tasks, duties, and responsibilities to be accomplished.
Shamrock Team	A team composed of a core of members, resource experts who join the team as appropriate, and part-time/temporary members as needed

SHAMROCK TEAM



TEAM JOBS

• Advantages

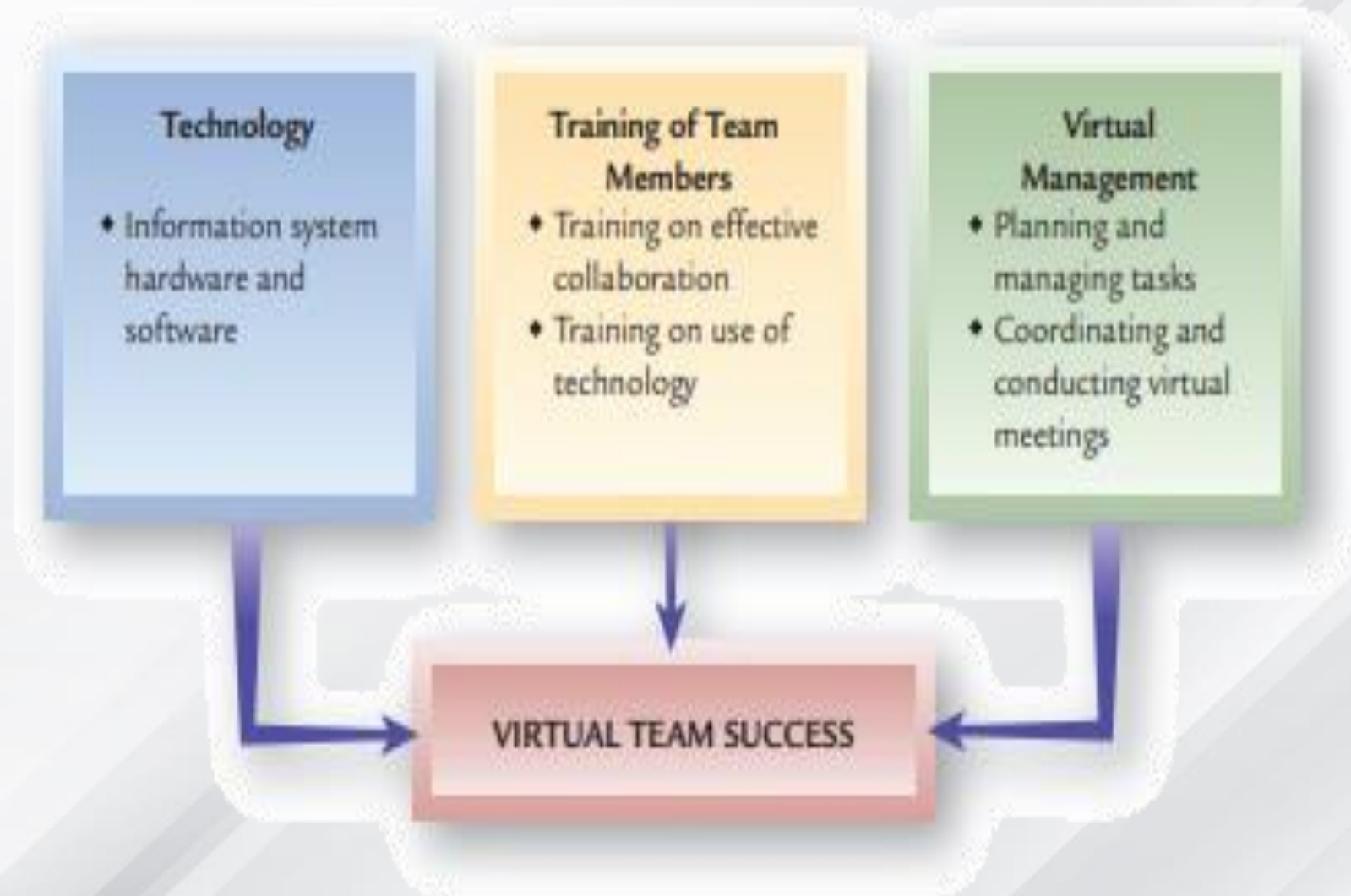
- Improved productivity
- Increased employee involvement
- More widespread employee learning
- Greater employee ownership of problems

• Disadvantages

- Requires employees to be “group oriented”
- Not appropriate for most work in organizations
- Can be overused
- Difficult to measure team performance
- Individual compensation interferes with team concept

FIGURE 6-4

Factors Affecting Virtual Team Success



ALTERNATIVE WORK SCHEDULES

- **Flextime**

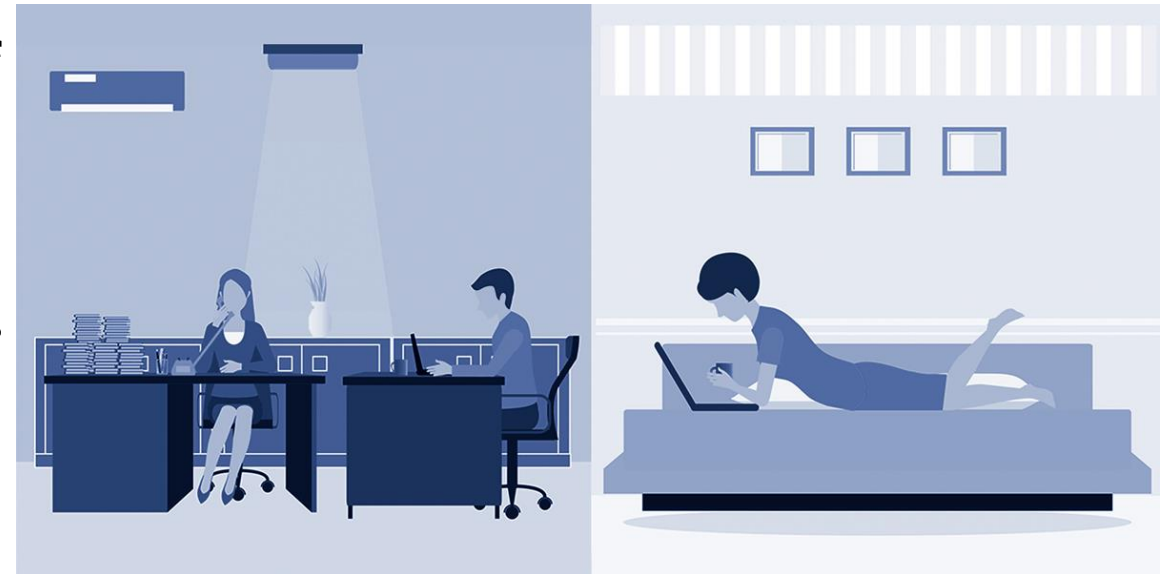
- A work scheduling arrangement in which employees work a set number of hours per day but vary their starting and ending times.

- **Compressed Work Week**

- A work schedule in which a full week's work is accomplished in fewer than five days.

- **Job sharing Scheduling**

- arrangement in which two employees perform the work of one full-time job.



ALTERNATIVE WORK LOCATIONS

- **Telecommuting**

- The process of going to work via electronic computing and telecommunications equipment.

- **Temporary Locations**

- Hoteling
- Virtual office

- **Effects of Alternative Work Arrangements**

- A shift to evaluating employees on results
- Greater trust, less direct supervision
- Lack of direct contact (visibility)



NATURE OF JOB ANALYSIS

- **Job analysis** : Systematic way of gathering and analyzing information about the content, context, and human requirements of jobs.
 - Work activities and behaviors
 - Interactions with others
 - Performance standards
 - Financial and budgeting impact
 - Machines and equipment used
 - Working conditions
 - Supervision given and received
 - Knowledge, skills, and abilities needed

JOB ANALYSIS IN PERSPECTIVE

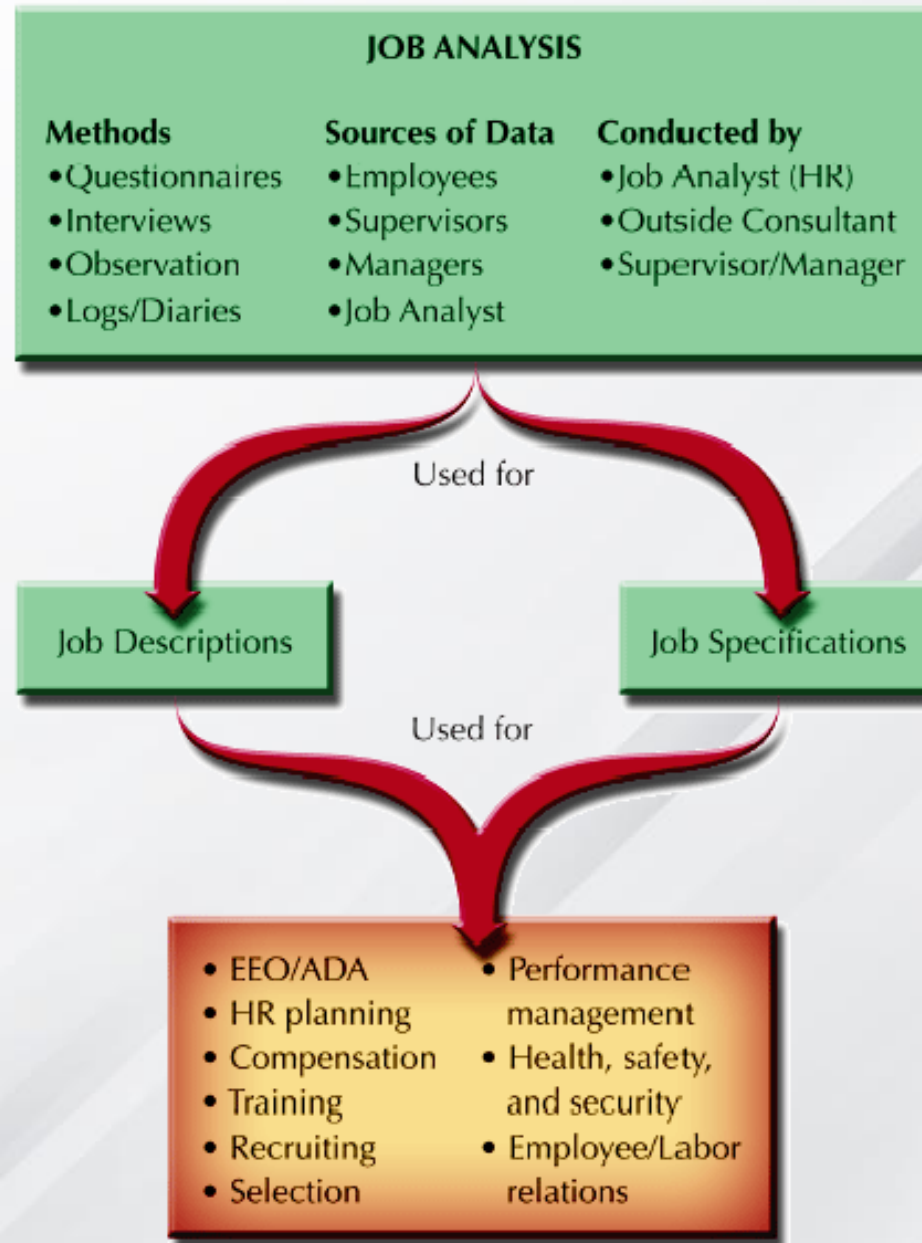


Figure 6-5

TASK-BASED JOB ANALYSIS

- **Task**

- A distinct, identifiable work activity composed of motions

- **Duty**

- A larger work segment composed of several tasks that are performed by an individual

- **Responsibilities**

- Obligations to perform certain tasks and duties

COMPETENCY APPROACH TO JOB ANALYSIS

- **Competencies**

- Basic characteristics that can be linked to enhanced performance by individuals or teams.

- **Reasons for using the competency approach**

- To communicate value behaviors throughout the organization.
- To raise the competency levels of the organization.
- To emphasize the capabilities of people to enhance organizational competitive advantage.

COMPETENCY ANALYSIS METHODOLOGY

- Identify future performance results areas critical to the organization.
- Assemble panel groups familiar with the company.
- Interview panel members to get examples of job behaviors.
- Develop detailed descriptions of competencies.
- Rate competencies and levels need to meet them.
- Standards of performance are identified and tied to jobs.

COMPETENCY ANALYSIS METHODOLOGY

- **Some of the following have been identified as behavioral competencies:**

- | | |
|-------------------------------|-----------------------|
| ■ Customer focus | ■ Leadership |
| ■ Team orientation | ■ Conflict resolution |
| ■ Technical expertise | ■ Innovation |
| ■ Results orientation | ■ Adaptability |
| ■ Communication effectiveness | ■ Decisiveness |

CHOOSING A JOB ANALYSIS APPROACH

- Whether to use the task-based or competency-based approach to job analysis is affected by the nature of jobs and how work is changing.
- In some high technology industries, employees work in cross-functional project teams and shift from project to project.
- Organizations in these industries focus less on performing specific tasks and duties and more on competencies needed to attain results.

JOB ANALYSIS RESPONSIBILITIES

HR Unit	Managers
• <i>Coordinates job analysis procedures</i> • <i>Writes job descriptions and specifications for review by managers</i> • <i>Periodically reviews job descriptions and specifications</i> • <i>Reviews managerial input to ensure accuracy</i> • <i>May seek assistance from outside experts for difficult or unusual analyses</i>	• <i>Complete or assist in completing job analysis information</i> • <i>Review and maintain accuracy of job descriptions/job specifications</i> • <i>Request new analysis as jobs change</i> • <i>Identify performance standards based on job analysis information</i>

Figure 6–7

STAGES IN THE JOB ANALYSIS PROCESS

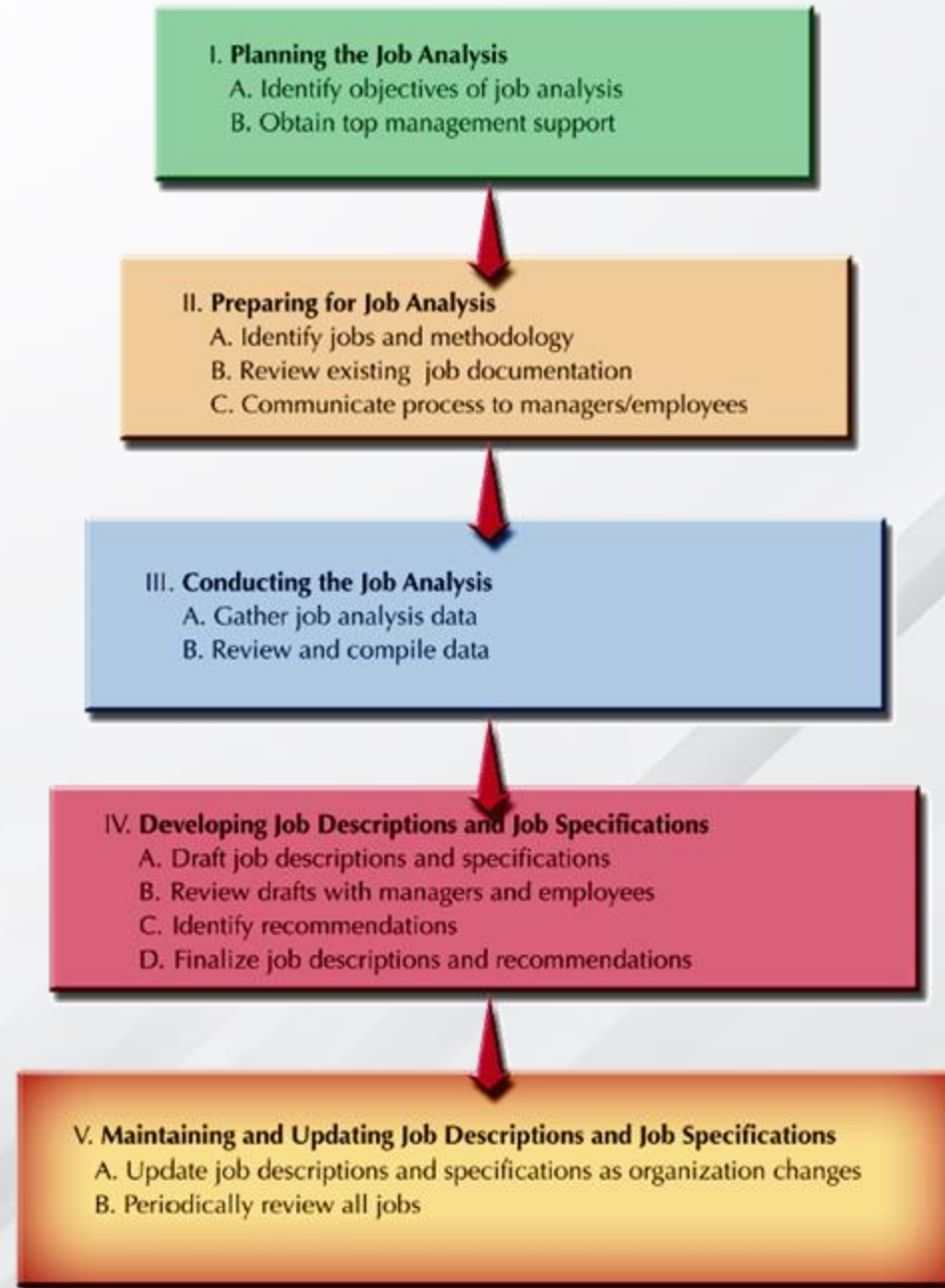
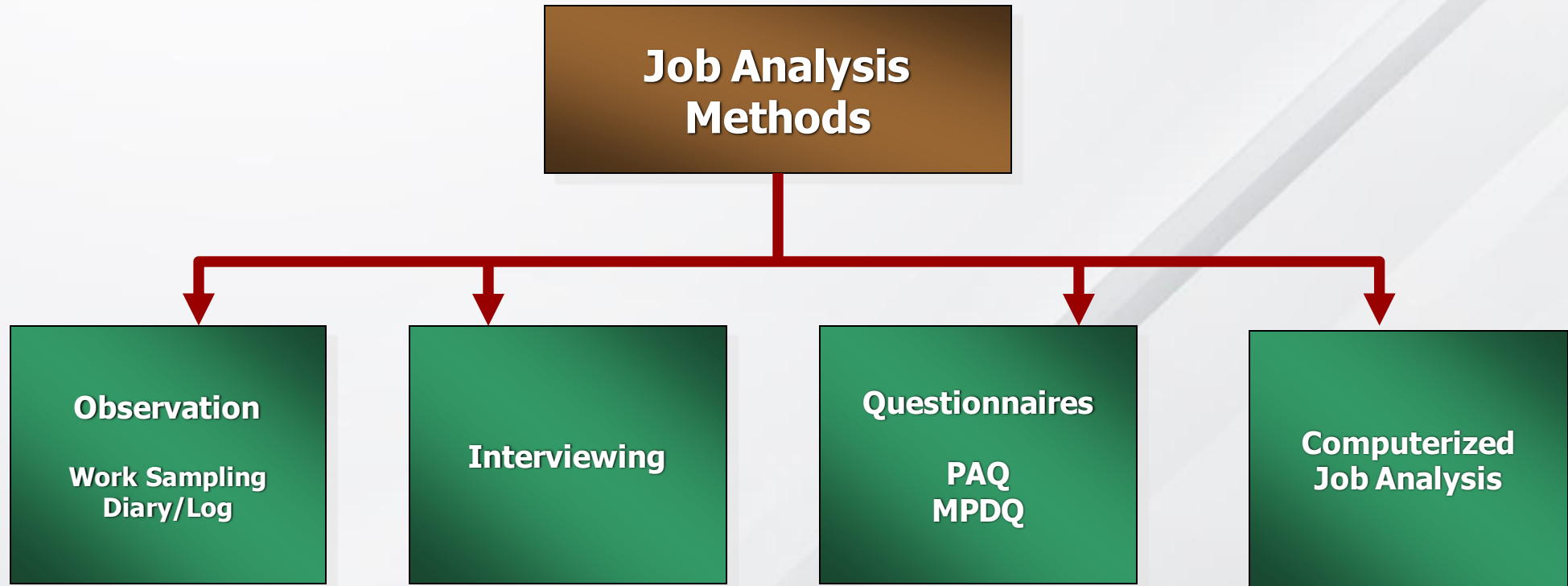


Figure 6–8

JOB ANALYSIS METHODS



Gathering information requires a manager or an HR specialist to visit each job site and talk with the employees performing each job.

- Position Analysis Questionnaire (PAQ)
- Managerial Job Analysis Questionnaire

An important feature of computerized job analysis is the specificity of data that can be gathered.

TYPICAL AREAS COVERED IN A JOB ANALYSIS QUESTIONNAIRE

Duties and Percent of Time Spent on Each

- *Regular duties*
- *Special duties performed less frequently*

Supervision

- *Supervision given to others*
- *Supervision received from the boss*

Decisions Made

- *Records and reports repaired*
- *Materials and equipment used*
- *Financial/budget responsibilities*

Contact with Other People

- *Internal contacts*
- *External contacts*

Physical Dimensions

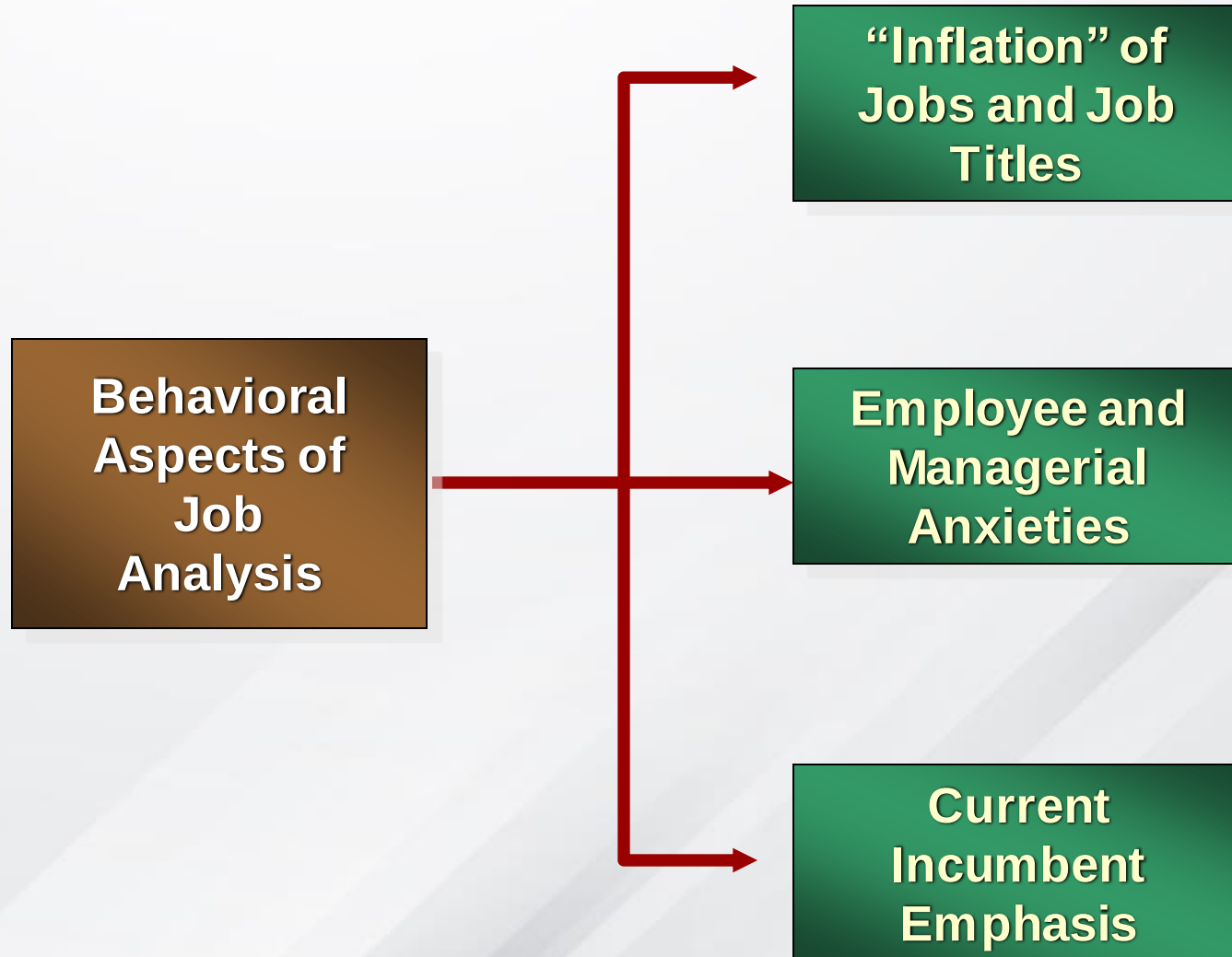
- *Physical demands*
- *Working conditions*

Job-Holder Characteristics

- *Knowledge*
- *Skills*
- *Abilities*
- *Training needed*

Figure 6-9

BEHAVIORAL ASPECTS OF JOB ANALYSIS



BEHAVIORAL ASPECTS OF JOB ANALYSIS

“Inflation” of Jobs and Job Titles

Employees and managers have some tendency to inflate the importance and significance of their jobs. Because job analysis information is used for compensation purposes, both managers and employees hope that “puffing up” jobs will result in higher pay levels and greater “status” for résumés and more possible promotion opportunities.

BEHAVIORAL ASPECTS OF JOB ANALYSIS

• Employee and Managerial Anxieties

- **Managerial Straitjacket** :If job descriptions are written restrictively, some employees may use an omission to limit managerial flexibility. The resulting attitude, “It’s not in my job description,” puts a straitjacket on a manager.
- **Employee Fears**: One fear that employees may have concerns the purpose of a detailed investigation of their job. Perhaps they feel that such a detailed look means someone thinks they have done something wrong. The attitude behind such a fear might be “As long as no one knows precisely what I am supposed to be doing, I am safe.”

BEHAVIORAL ASPECTS OF JOB ANALYSIS

• Current Incumbent Emphasis

- A job analysis and the resulting job description and job specifications should not describe just what the person currently doing the job does and what his or her qualifications are.
- The incumbent may have unique capabilities and the ability to expand the scope of the job to assume more responsibilities.
- It is useful to focus on core duties and necessary knowledge, skills, and abilities by determining what the jobs would be if the incumbents quit or were no longer available to do the jobs.

JOB DESCRIPTIONS AND JOB SPECIFICATIONS

- **Job Description**

- Identification of the tasks, duties, and responsibilities of a job

- **Performance Standards**

- Indicator of what the job accomplishes and how performance is measured in key areas of the job description.

- **Job Specification**

- The knowledge, skills, and abilities (KSAs) an individual needs to perform a job satisfactorily.

SAMPLE JOB DESCRIPTION AND SPECIFICATIONS

JOB TITLE: Compensation Manager

SUPERVISOR'S TITLE: Vice President of Human Resources

DEPARTMENT: Human Resources

JOB CODE: _____

GRADE: _____

FLSA STATUS: _____ Exempt

EEOC CLASS: _____ O/M

General Summary: Responsible for the design and administration of all cash compensation programs, ensures proper consideration of the relationship of compensation to performance of each employee, and provides consultation on compensation administration to managers and supervisors.

Essential Duties and Responsibilities:

1. Prepares and maintains job descriptions for all jobs and periodically reviews and updates them. Responds to questions from employees and supervisors regarding job descriptions. (25%)
2. Ensures that Company compensation rates are in line with pay structures. Obtains or conducts pay surveys as necessary and presents recommendations on pay structures on an annual basis. (20%)
3. Develops and administers the performance appraisal program and monitors the use of the performance appraisal instruments to ensure the integrity of the system and its proper use. (20%)
4. Directs the job evaluation process by coordinating committee activities and resolves disputes over job values. Conducts initial evaluation of new jobs prior to hiring and assigns jobs to pay ranges. (15%)
5. Researches and provides recommendations on executive compensation issues. Assists in the development and oversees the administration of all annual bonus payments for senior managers and executives. (15%)
6. Coordinates the development of an integrated HR information system and interfaces with the Management Information Systems Department to achieve departmental goals for information needs. (5%)
7. Performs related duties as assigned or as the situation dictates.

Figure 6–10a

SAMPLE JOB DESCRIPTION AND SPECIFICATIONS

Required Knowledge, Skills, and Abilities:

1. Knowledge of compensation and HR management practices and approaches.
2. Knowledge of effective job analysis methods and survey development and interpretation practices and principles.
3. Knowledge of performance management program design and administration.
4. Knowledge of federal and state wage and hour regulations.
5. Skill in writing job descriptions, memorandums, letters, and proposals.
6. Skill in use of word processing, spreadsheet, and database software.
7. Ability to make presentations to groups on compensation policies and practices.
8. Ability to plan and prioritize work.

Education and Experience:

This position requires the equivalent of a college degree in Business Administration, Psychology, or a related field plus 3–5 years experience in HR management, 2–3 of which should include compensation administration experience. An advanced degree in Industrial Psychology, Business Administration, or HR Management is preferred, but not required.

Physical Requirements	Rarely (0–12 %)	Occasionally (12–33 %)	Frequently (34–66 %)	Regularly (67–100 %)
Seeing: Must be able to read reports and use computer				X
Hearing: Must be able to hear well enough to communicate with coworkers				X
Standing/Walking	X			
Climbing/Stooping/Kneeling	X			
Lifting/Pulling/Pushing	X			
Fingering/Grasping/Feeling: Must be able to write, type, and use phone system				X

Figure 6–10b

SAMPLE JOB DESCRIPTION AND SPECIFICATIONS

Working Conditions: Normal office working conditions with the absence of disagreeable elements.

Note: The statements herein are intended to describe the general nature and level of work being performed by employees, and are not to be construed as an exhaustive list of responsibilities, duties, and skills required of personnel so classified. Furthermore, they do not establish a contract for employment and are subject to change at the discretion of the employer.

Figure 6–10c

JOB DESCRIPTION COMPONENTS

- **Identification**

- Job title
- Reporting relationships
- Department
- Location
- Date of analysis

- **General Summary**

- Describes the job's distinguishing responsibilities and components

- **Essential Functions and Duties**

- Lists major tasks, duties and responsibilities

- **Job Specifications**

- Knowledge, skills, and abilities
- Education and experience
- Physical requirements

- **Disclaimer**

- Of implied contract
- Signature of approvals

SUMMARY

- Changing Jobs Era
- Nature Of Jobs And Work
- Workflow Analysis
- Job Design/Re-design
- Alternative Work Schedules & Locations
- Nature Of Job Analysis
- Task-based Job Analysis
- Competency Approach To Job Analysis
- Job Analysis Methods
- Behavioral Aspects of Job Analysis
- Job Descriptions And Job Specification



Thank You