

Human Resources Management

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MGM 243

Lecture 03



JOBS

Chapter
06

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Chapter
06

LEARNING OBJECTIVES

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

- Discuss workflow analysis and business process reengineering as approaches to organizational work.
- Explain how changing job characteristics can be used to improve jobs.
- Indicate how job analysis has both legal and behavioral aspects.
- List and explain four job analysis methods.
- Identify the five steps in conducting a job analysis.
- Write a job description and the job specifications for it.
- Compare task-based job analysis with the competency approach of job analysis.

HR MANAGEMENT AND JOBS

- **Dividing Work into Jobs**

- **Work**

- Effort directed toward producing or accomplishing results.

- **Job**

- A grouping of tasks, duties, and responsibilities that constitutes the total work assignment for an employee.

- **Workflow Analysis**

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

JOB ISSUES AND HR APPROACHES

Issue	Approaches
• <i>Dividing up organizational work into jobs</i> • <i>Improving existing jobs for people and productivity</i> • <i>Using group inputs/effort in certain jobs</i> • <i>Identifying what people are doing in specific jobs currently</i> • <i>Recording job tasks and the characteristics of the person necessary to do the job</i>	• <i>Work flow analysis and “re-engineering” jobs</i> • <i>Job design/or redesign</i> • <i>Alternative scheduling</i> • <i>Teams</i> • <i>Job analysis</i> • <i>Job descriptions</i> • <i>Job specifications</i> • <i>Competency identification</i>

Figure 6–1

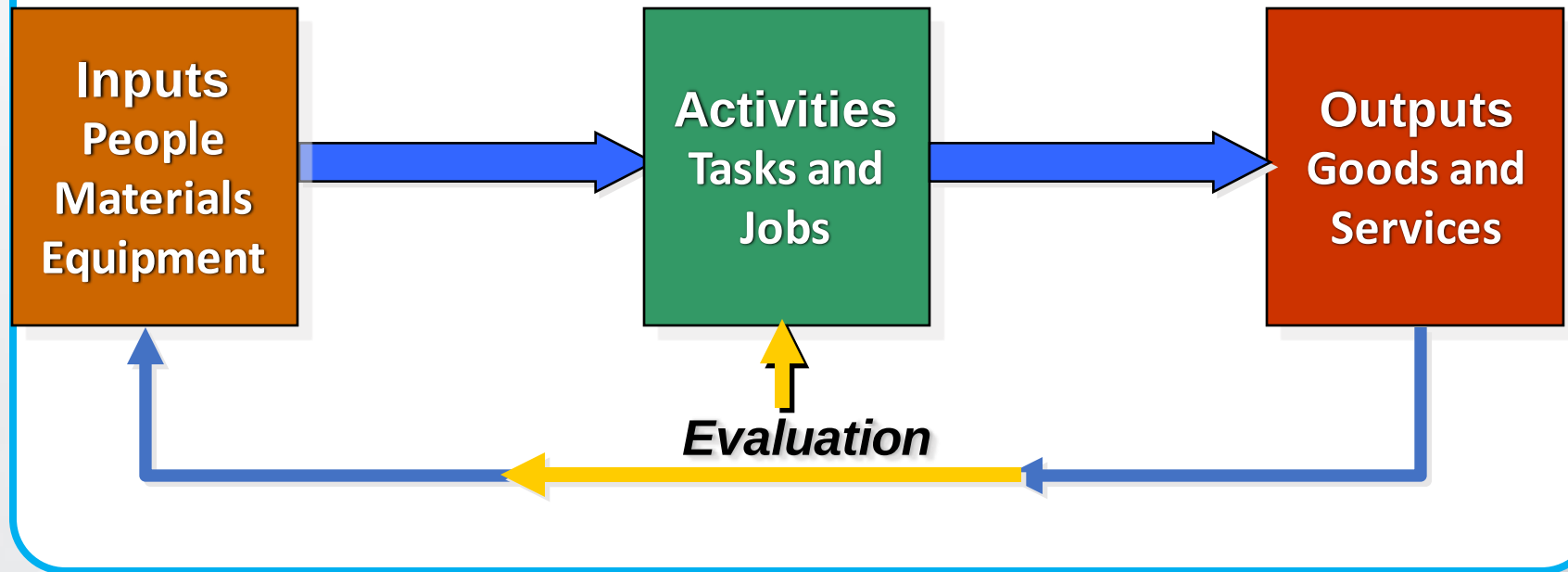
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WORKFLOW ANALYSIS

- Workflow Analysis

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



INFLUENCES AFFECTING JOBS, PEOPLE, AND RELATED HR POLICIES

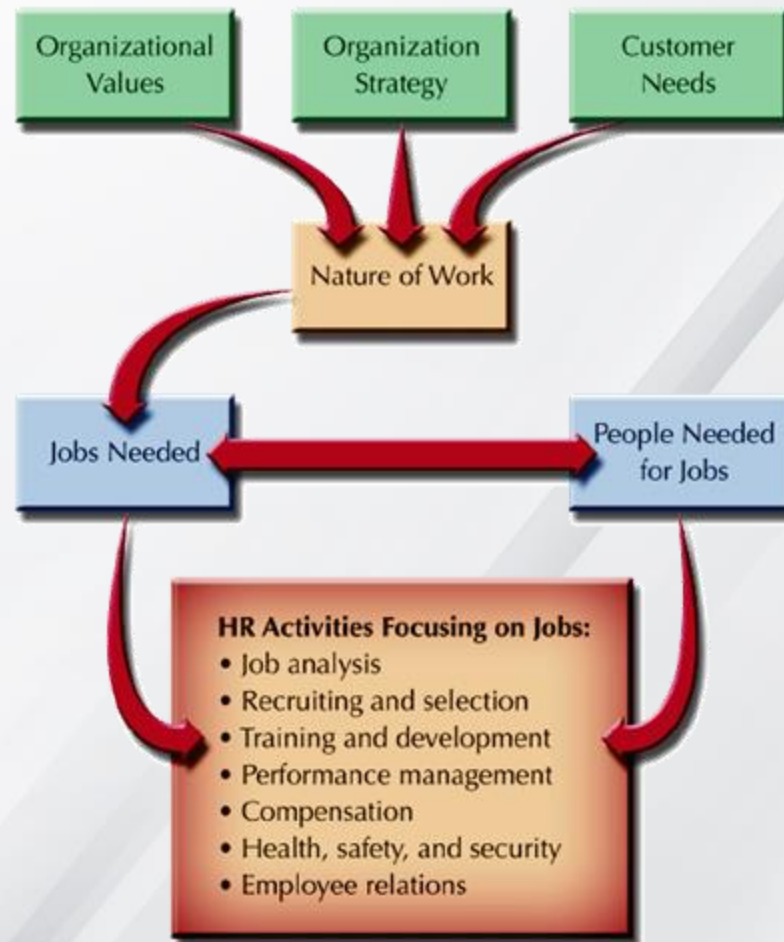


Figure 6–2

REENGINEERING BUSINESS PROCESSES

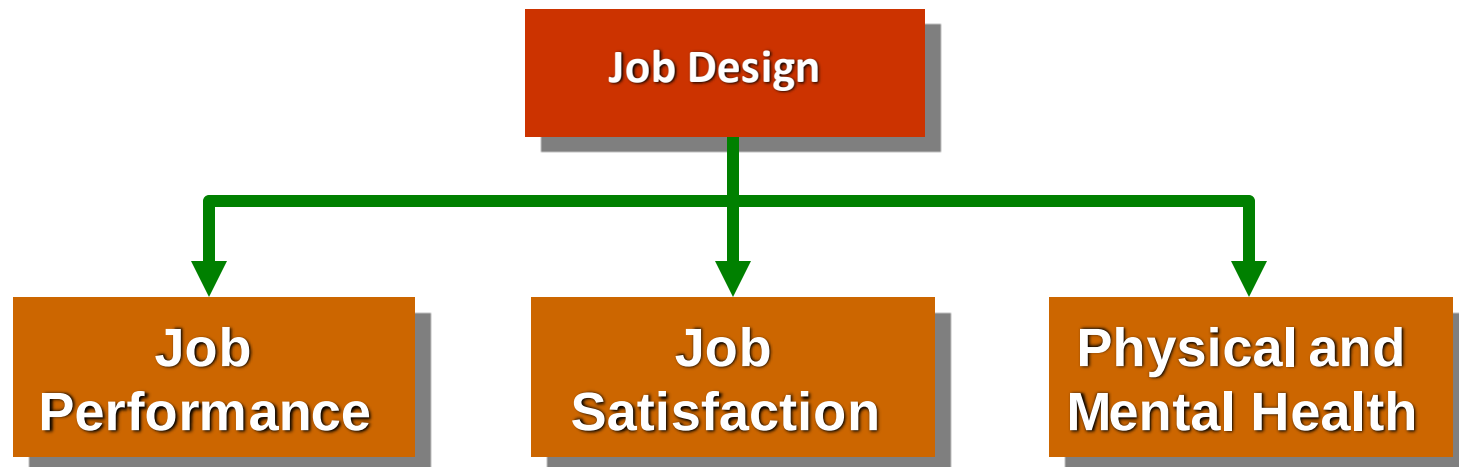
- Purpose of Reengineering
 - Improve business processes through the use of work teams, training employees on multiple jobs, and reorganizing operations. workflow, and offices to simplify and speed work.
- Phases of Reengineering
 - Rethink
 - Redesign
 - Retool

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DEVELOPING JOBS FOR INDIVIDUALS AND TEAMS

- Job Design
 - Organizing tasks, duties, and responsibilities into a productive unit of work.



NATURE OF 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

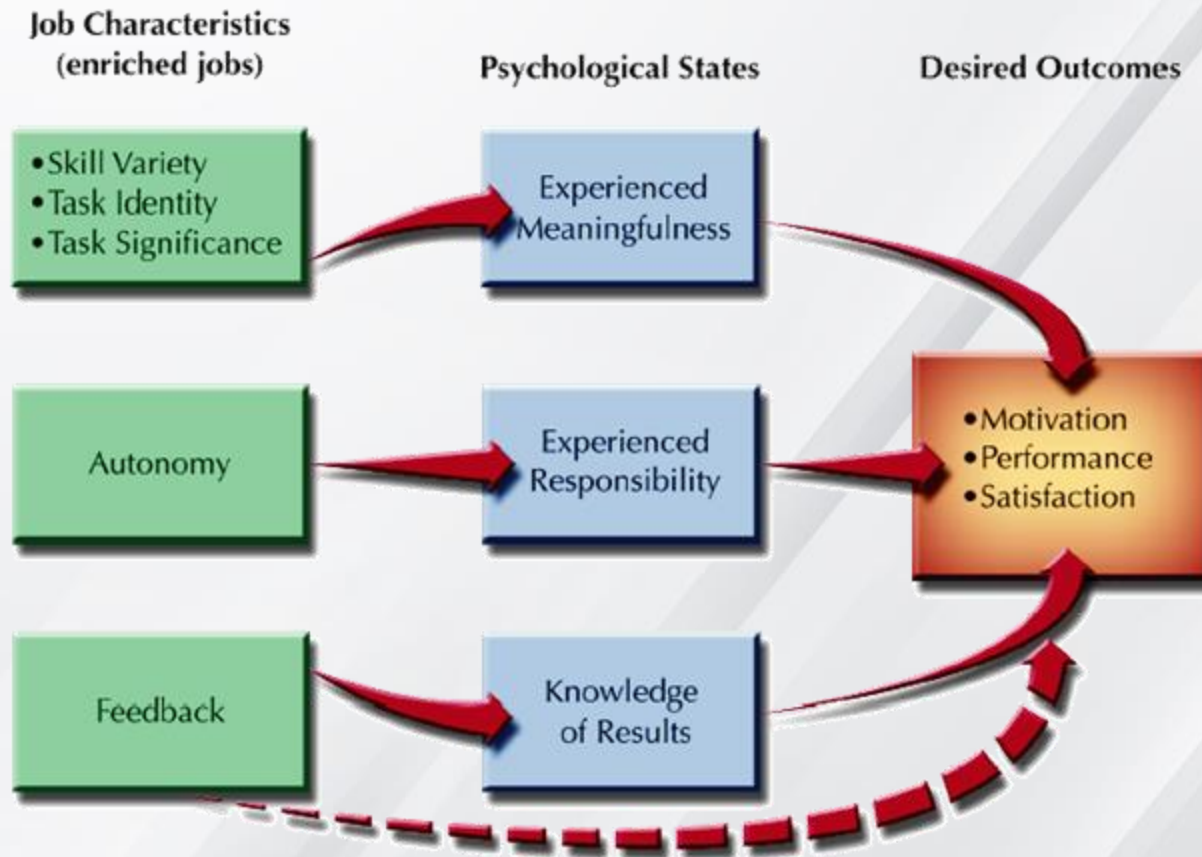


Figure 6-3

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



Figure 6–4

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

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.

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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)

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THE NATURE OF JOB ANALYSIS

- **Job Analysis**

- A systematic way to gather and analyze information about the content, context, and the 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

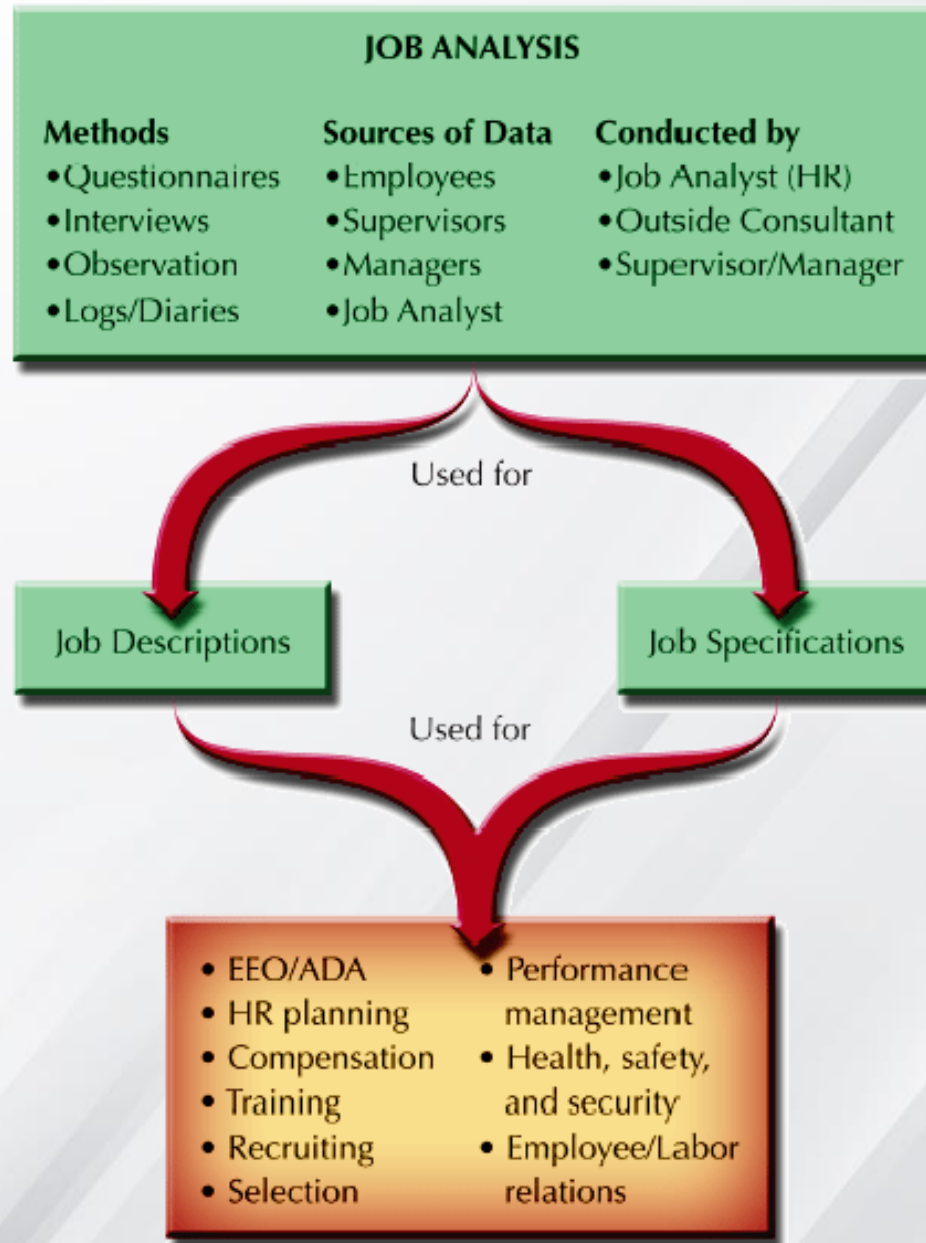


Figure 6–5

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

TYPICAL DIVISION OF HR RESPONSIBILITIES: JOB ANALYSIS

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 6–6

STAGES IN THE JOB ANALYSIS PROCESS

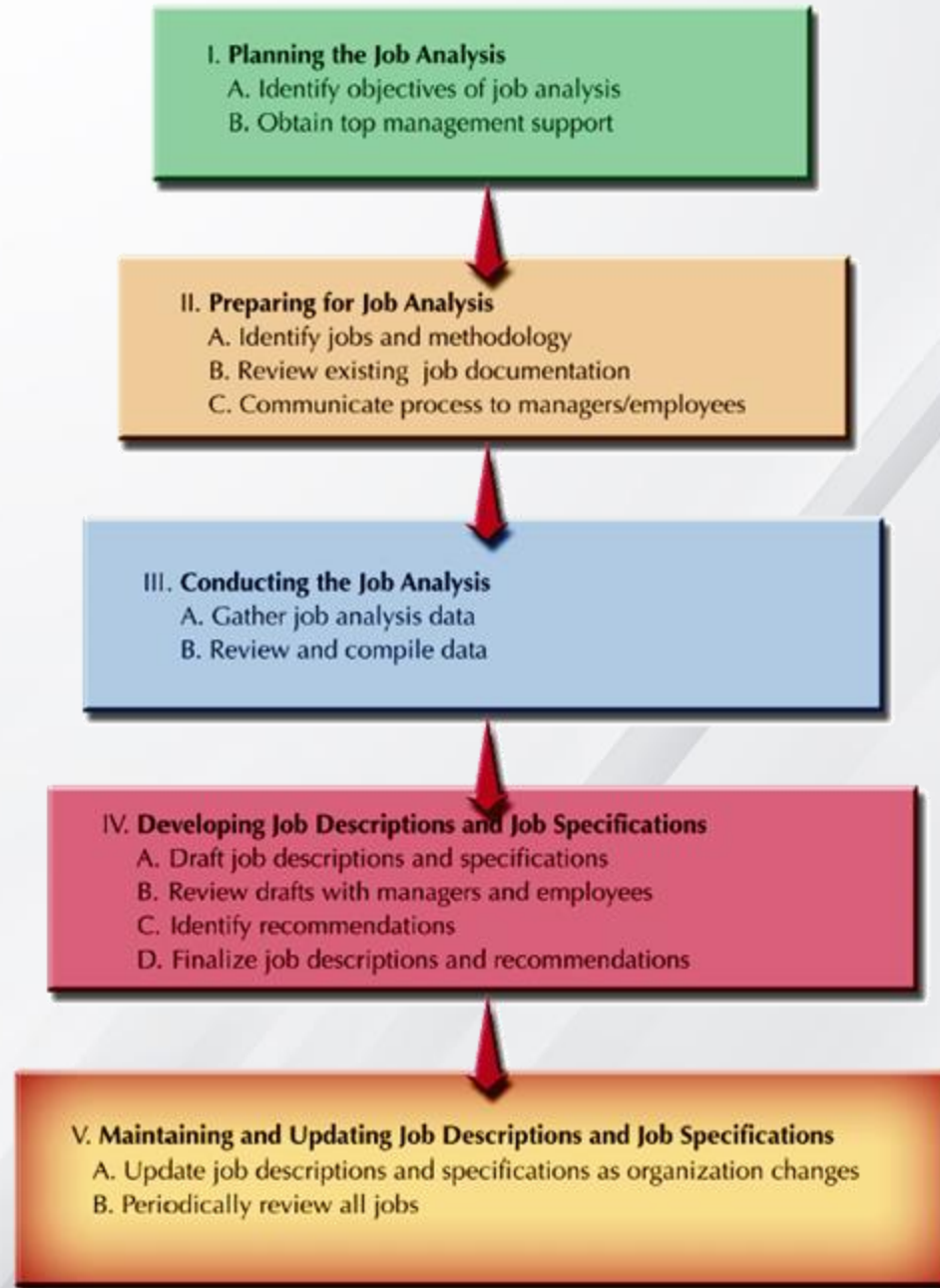


Figure 6–7

JOB ANALYSIS METHODS

Job Analysis Methods

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graph TD; A[Job Analysis Methods] --> B[Observation<br/>Work Sampling<br/>Diary/Log]; A --> C[Interviewing]; A --> D[Questionnaires]; A --> E[Specialized Job Analysis Methods<br/>PAQ<br/>MPDQ]; A --> F[Computerized Job Analysis];
```

Observation

Work Sampling
Diary/Log

Interviewing

Questionnaires

Specialized Job Analysis Methods

PAQ
MPDQ

Computerized Job Analysis

JOB ANALYSIS AND THE U.S. DEPARTMENT OF LABOR

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- **Functional Job Analysis (FJA)**
 - Goals of the organization
 - What workers do to achieve goals
 - Level and orientation of what workers do
 - Performance standards
 - Training content
- **Dictionary of Occupational Titles**
 - Data, people, and things
- **O*Net Online**
 - Online information from DOL job research

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 prepared
- Materials and equipment used
- Financial/budget responsibilities

Contact with Other People

- Internal contacts
- External contacts

Physical Dimensions

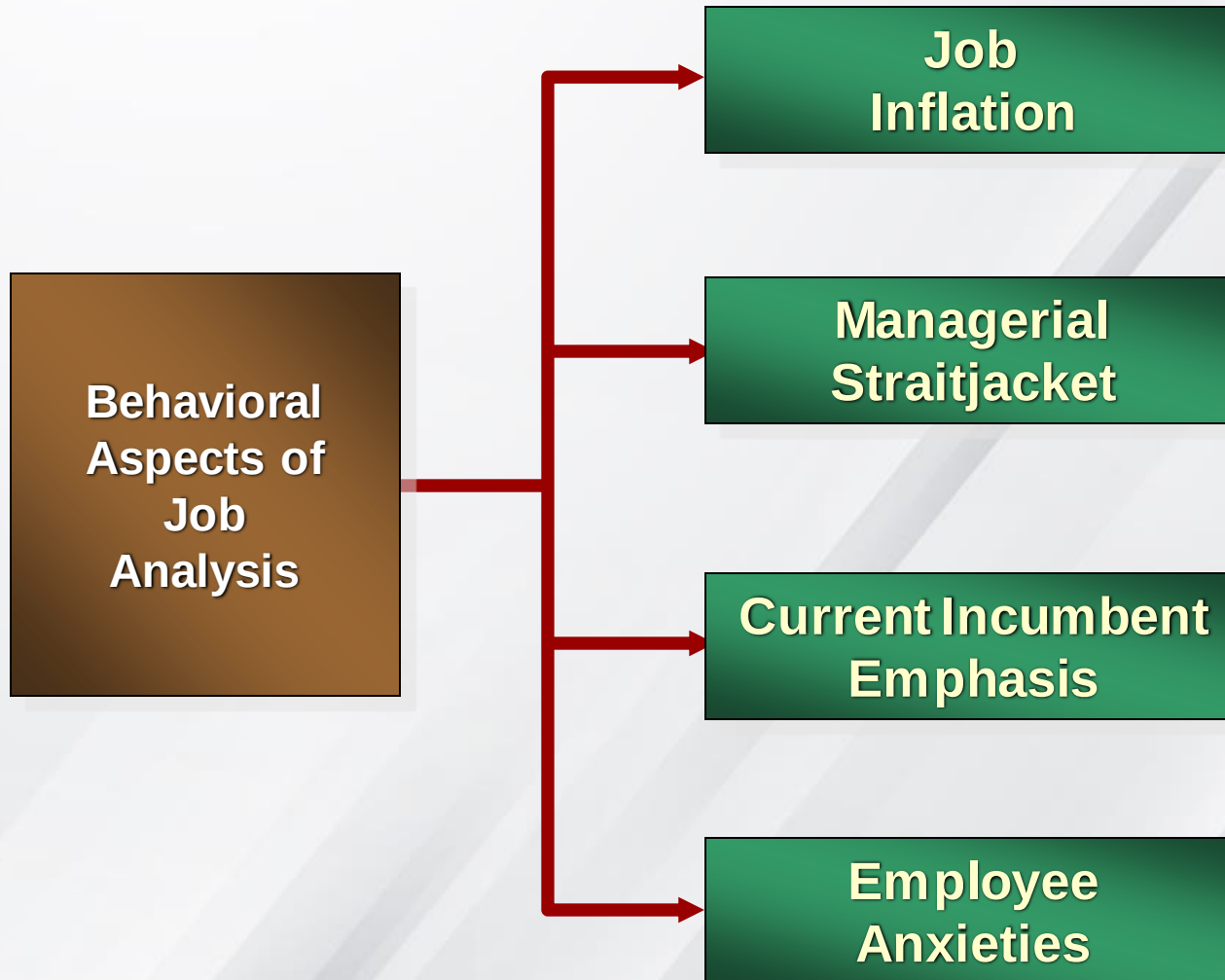
- Physical demands
- Working conditions

Job-Holder Characteristics

- Knowledge
- Skills
- Abilities
- Training needed

Figure 6–8

BEHAVIORAL ASPECTS OF JOB ANALYSIS



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LEGAL ASPECTS OF JOB ANALYSIS

- Job Analysis and the Americans with Disabilities Act (ADA)
 - Essential job functions—fundamental duties of the job that are performed regularly, require significant amounts of time, cannot be easily assigned to another employee, and are necessary to accomplish the job.
 - Marginal job functions—duties that are part of the job but are incidental or ancillary to the purpose and nature of the job.

DETERMINING ESSENTIAL AND MARGINAL JOB FUNCTIONS

Considerations	Essential Functions	Marginal Functions
<i>Percentage of time spent</i>	• Significant time spent: often 20% of time or more	• Generally less than 10% of time
<i>Frequency</i>	• Performed regularly: daily, weekly, monthly	• Performed infrequently or when substituting in part of another job
<i>Importance</i>	• Task has consequences to other parts of job and other jobs.	• Task is unrelated to job and has little consequence if not performed.

Figure 6–9

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**JOB ANALYSIS AND
WAGE/HOUR REGULATIONS**

- Fair Labor Standards Act
 - To qualify for an exemption from the overtime provisions of the act:
 - Exempt employees can spend no more than 20% of their time on manual, routine, or clerical duties.
 - Exempt employees must spend at least 50% of their time performing their primary duties as executive, administrative, or professional employees.

SAMPLE JOB DUTY STATEMENTS AND PERFORMANCE STANDARDS

Job Title: Customer Response Representative

Supervisor: Customer Response Supervisor

Duty	Performance Standards
<i>Discusses nonpayment of bills with customers and notifies them of nonpayment disconnecting of service.</i>	• <i>Flags accounts within two days that are not to be disconnected according to discussions with Local Manager.</i> • <i>Mails notices to cable television customers to be received at least five days prior to disconnection date.</i> • <i>Determines which accounts require credit deposit, based on prior payment history.</i> • <i>Calmly discusses the nonpayment status of the account, along with options for reconnection with customers.</i> • <i>Disconnects and reconnects long distance calling cards for nonpayments with 100% accuracy.</i>
<i>Receives and records trouble reports from customers on mechanized trouble-reporting system for telephone or proper form for cable television. Dispatches reports to appropriate personnel.</i>	• <i>Completes all required trouble information on the trouble-reporting system accurately with no more than five errors annually.</i> • <i>Dispatches trouble ticket information to voice mail with 100% accuracy.</i> • <i>Tests line if needed or as requested by technician for telephone troubles.</i>

Figure 6–10

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 6–11a

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 6–11b

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 6–11c

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

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.