

Human Resource Management

HRM 611

Lecture 3

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Main Topics

1. Explain why talent management is important.
2. Discuss the nature of job analysis, including what it is and how it's used.
3. Explain methods of collecting job analysis information
4. Write job descriptions, including summaries and job functions, using the Internet and traditional methods.
5. Write a job specification.
6. Understand Competency-based job description
7. Using models and profiles in talent management

INTEGRATED TALENT MANAGEMENT

ITM Model



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Talent Management

What is Talent Management?

Talent management is the goal-oriented and integrated process of planning, recruiting, developing, managing, and compensating employees.

Key Characteristics:

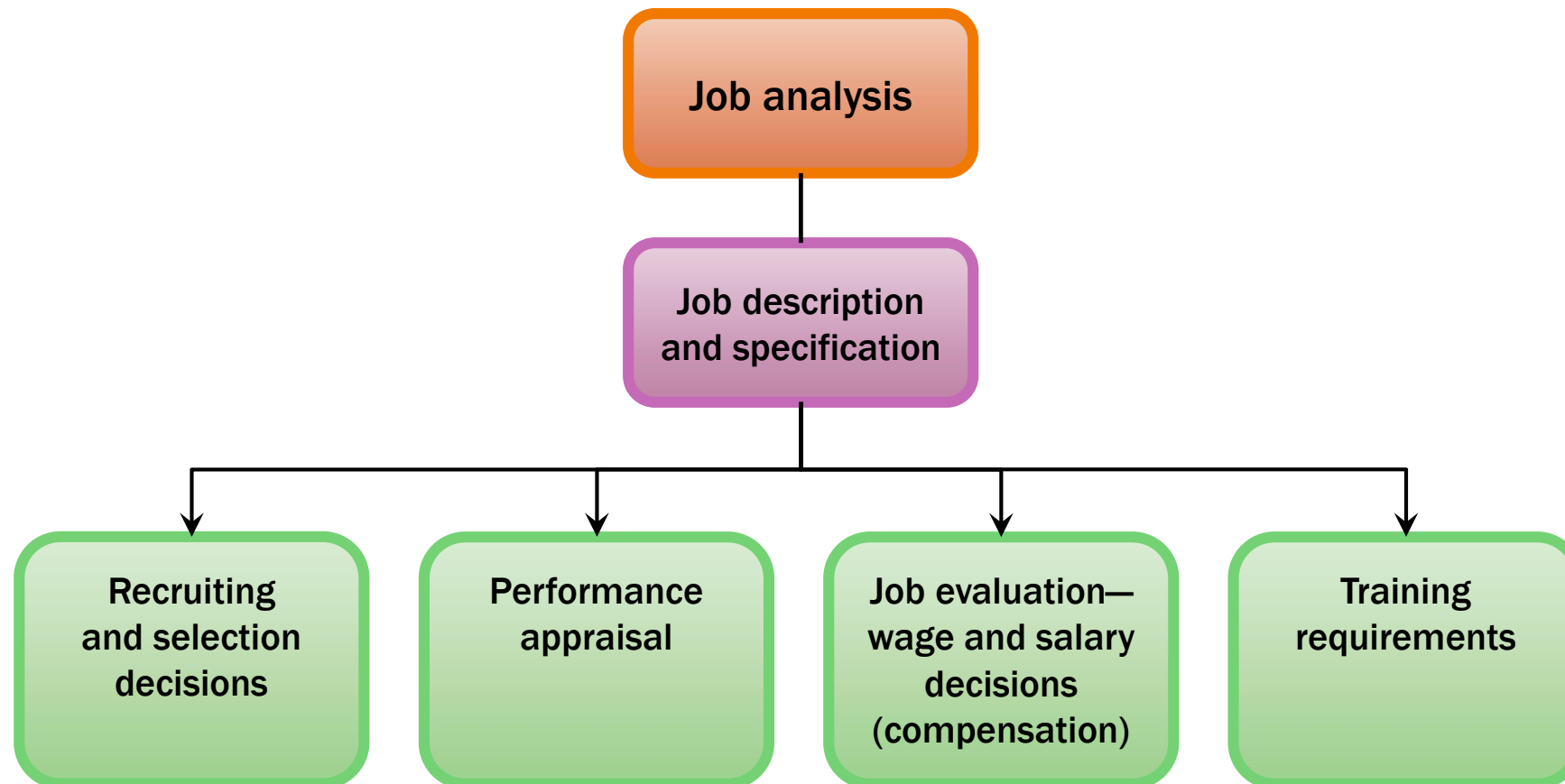
1. **Everything is connected:** All HR activities, like hiring, teaching, and paying employees, are parts of a big puzzle. They need to fit together to create a strong and effective team.
2. **Focus on goals:** When you manage talent, you're not just doing things for the sake of it. Every decision, from who to hire to what training to provide, should help your company achieve its goals.

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Talent Management Characteristics

- 3. Use the same plan:** For each job, you should have a clear idea of what skills, knowledge, and experience are needed. This plan should guide everything from hiring to performance reviews.
- 4. Treat people differently:** Not everyone is the same. Some employees are more important to your company's success than others. Talent management helps you identify these key people and give them extra attention and support.
- 5. Make it all work together:** All the different HR activities should work together smoothly. For example, if you hire someone based on their skills, you should provide training to help them develop those skills further.

Uses of Job Analysis Information



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Job Analysis

- **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.
- **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.

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Job Analysis

- **What does the job involve?** This includes the specific tasks, duties, and responsibilities of the job.
- **What kind of person do you need?** This includes the skills, knowledge, experience, and personal qualities that are necessary for the job.
- **How is the job done?** This includes the tools, equipment, and resources used in the job.
- **What are the performance expectations?** This includes the standards of quality and quantity that are expected of the person in the job.
- **What is the work environment like?** This includes factors like working conditions, hours, and the number of people the employee will interact with.

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Why Job Analysis Is Important?

Why is job analysis important?

Job analysis is the foundation for many HR activities, including:

- **Recruiting:** Knowing what the job entails helps you find the right people to apply.
- **Selection:** Understanding the job requirements helps you choose the best candidate from among the applicants.
- **Training:** Job analysis identifies the training needs of employees.
- **Performance evaluation:** Knowing the job expectations helps you assess how well employees are performing.

Chapter
03**Steps in Job Analysis****Steps in doing a job analysis:**

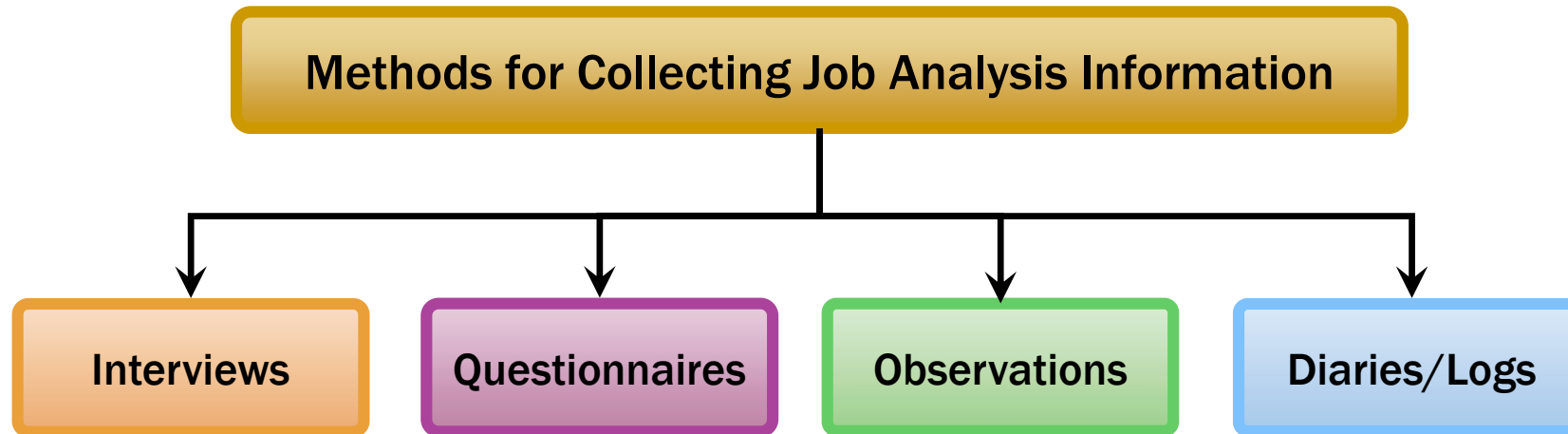
- 1 → Decide how you'll use the information.
- 2 → Review relevant background information.
- 3 → Select representative positions.
- 4 → Actually analyze the job.
- 5 → Verify the job analysis information.
- 6 → Develop a job description and job specification.

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Job Analysis Steps

1. **Decide how the information will be used:** This determines the data collection technique.
2. **Review relevant background information:** This includes organization charts, process charts, and existing job descriptions.
3. **Select representative positions:** Choose which positions to focus on for the analysis.
4. **Analyze the job:** Collect data on job activities, working conditions, and human traits and abilities.
5. **Verify the information:** Confirm the accuracy and completeness of the data with the employee and supervisor.
6. **Develop a job description and job specification:** Write a description of the job's activities and responsibilities and a specification of the required human qualities.

Collecting Job Analysis Information



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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

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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

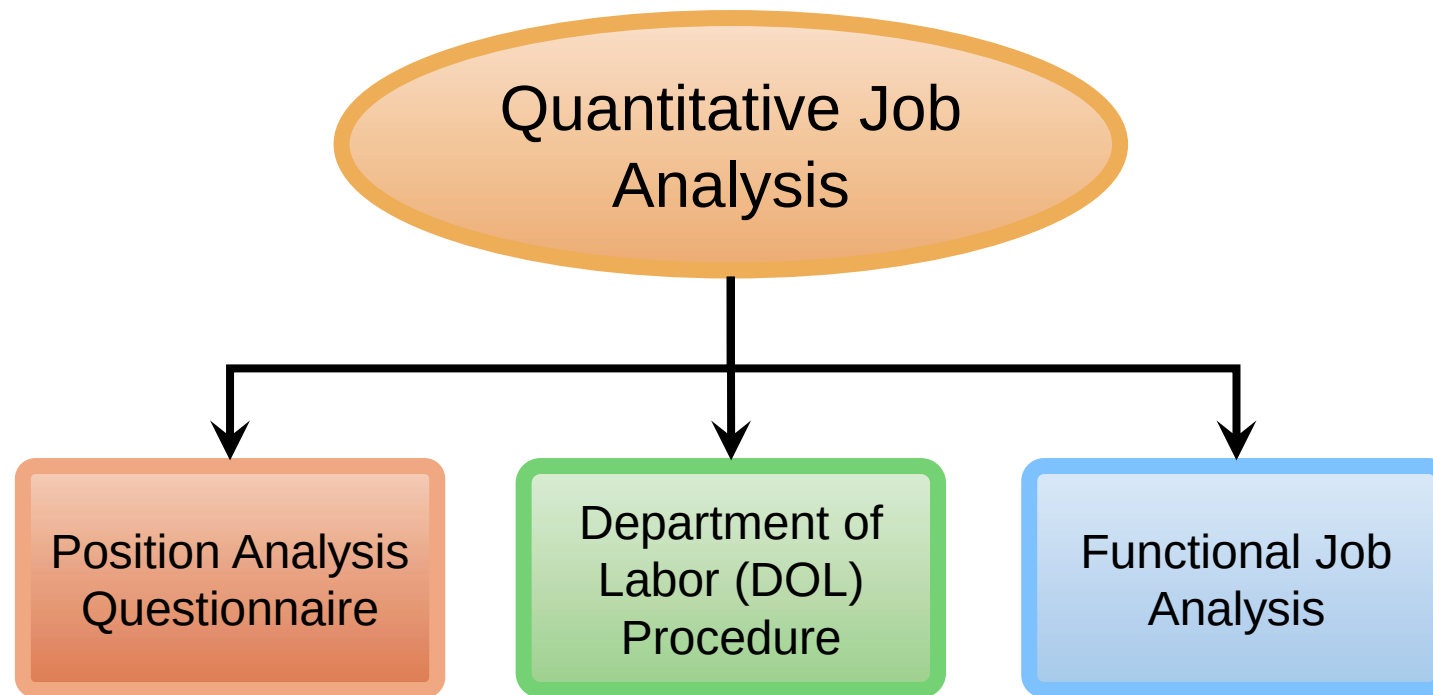
- Distortion of information
- Depends upon employees to accurately recall their activities

Chapter
03**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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Quantitative Job Analysis Techniques



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Quantitative Job Analysis Techniques

Qualitative methods like interviews and questionnaires don't always suffice for tasks like job comparisons for compensation purposes. Quantitative methods provide numerical ratings on various aspects of the job. Two examples are:

Position Analysis Questionnaire (PAQ): This widely used questionnaire has 194 items representing basic job elements categorized into five activities:

- Decision-making/communication/social responsibilities
- Skilled activities
- Physical activity
- Operating vehicles/equipment
- Processing information

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Quantitative Job Analysis Techniques

Department of Labor Approach: This method assigns specific points based on factors like job complexity, responsibility level, and working conditions. These points can then be used to determine pay levels.

Functional Job Analysis (FJA) is a structured job analysis method that focuses on identifying the observable work behaviors required to perform a job effectively. It is based on the premise that all jobs can be broken down into a set of observable work activities or functions.

U.S. Department of Labor Competency Model

Occupation-Related Competencies

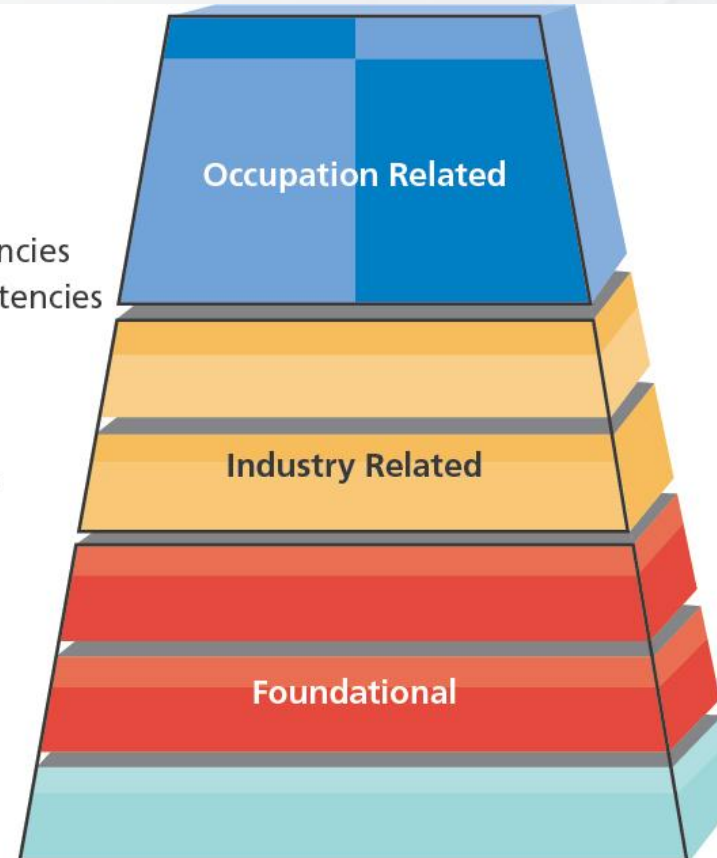
- Tier 9 – Management Competencies
- Tier 8 – Occupation-Specific Requirements
- Tier 7 – Occupation-Specific Technical Competencies
- Tier 6 – Occupation-Specific Knowledge Competencies

Industry-Related Competencies

- Tier 5 – Industry-Sector Technical Competencies
- Tier 4 – Industry-Wide Technical Competencies

Foundational Competencies

- Tier 3 – Workplace Competencies
- Tier 2 – Academic Competencies
- Tier 1 – Personal Effectiveness Competencies



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Internet-Based Job Analysis

With a geographically dispersed workforce, online job analysis tools offer a convenient solution. However, clear instructions and testing are crucial to avoid misunderstandings and ensure accurate results.

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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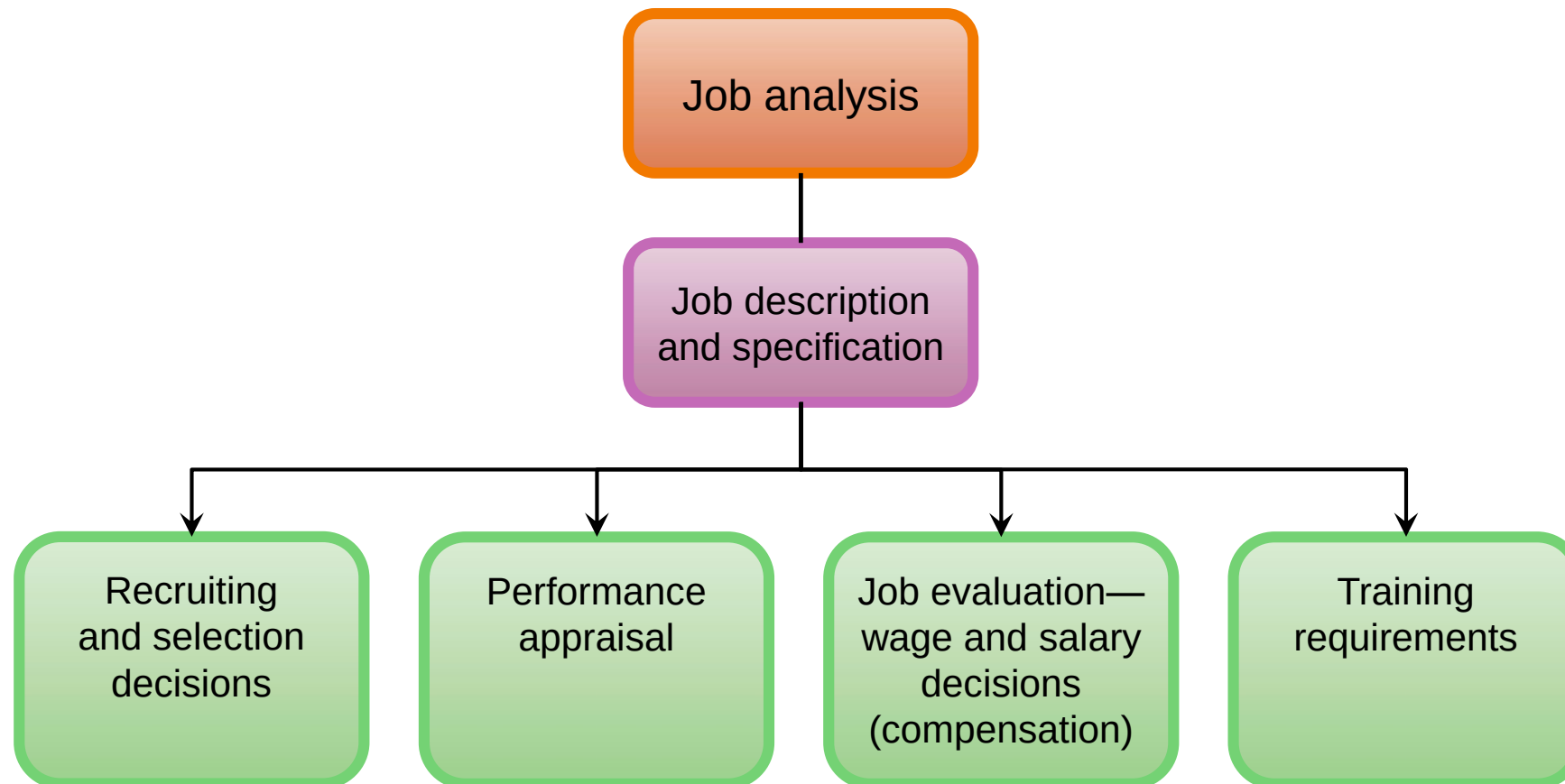
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Job Analysis Guidelines

- **Joint effort:** Involve HR, the employee, and the supervisor. Observe the worker, have them fill out questionnaires, and review the results collaboratively.
- **Clarity:** Ensure everyone understands the questions and the process. Explain terms like "mental demands."
- **Multiple tools:** Combine various methods. Don't rely solely on questionnaires; follow up with interviews to capture all relevant information.

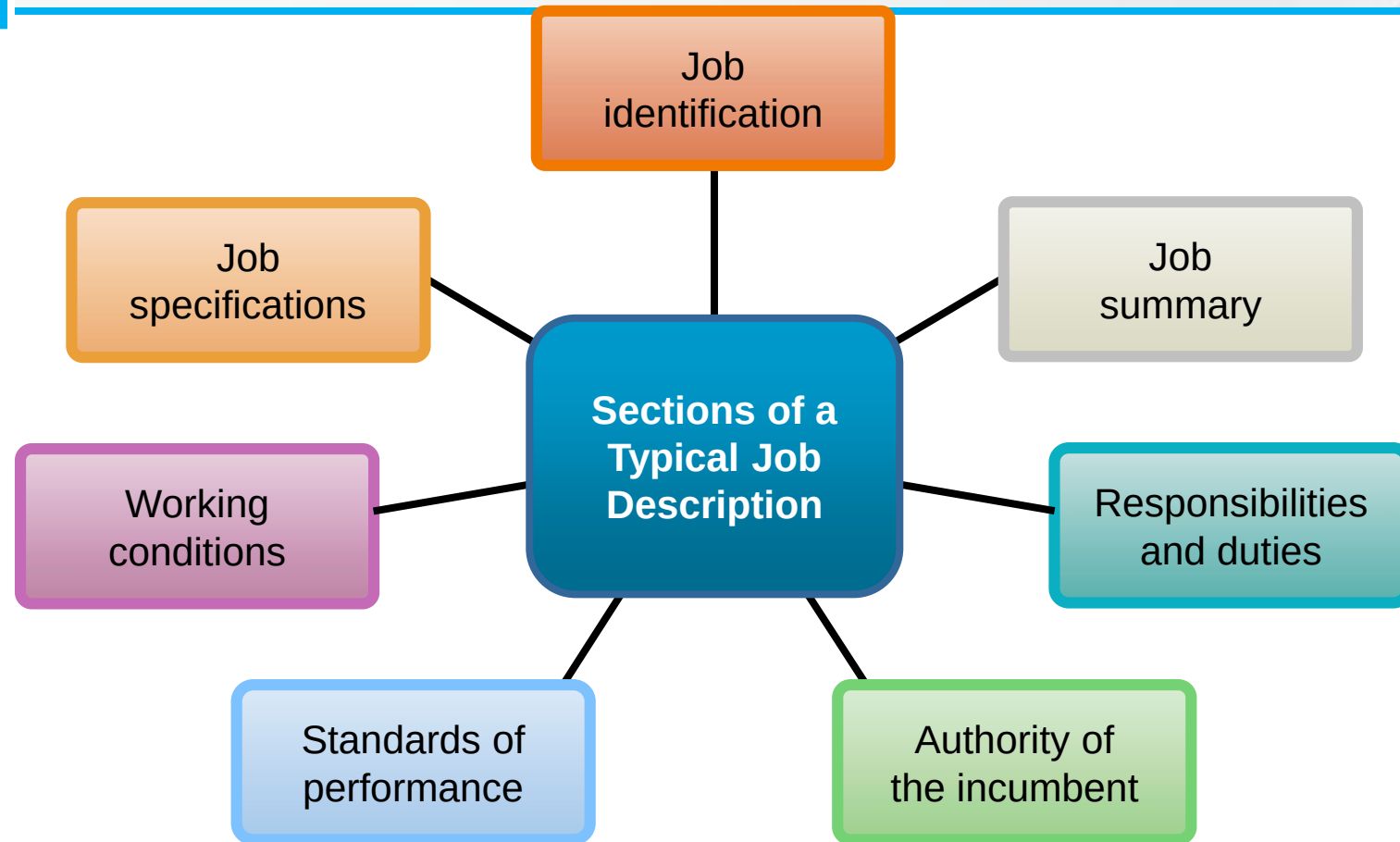
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Uses of Job Analysis Information



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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

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.

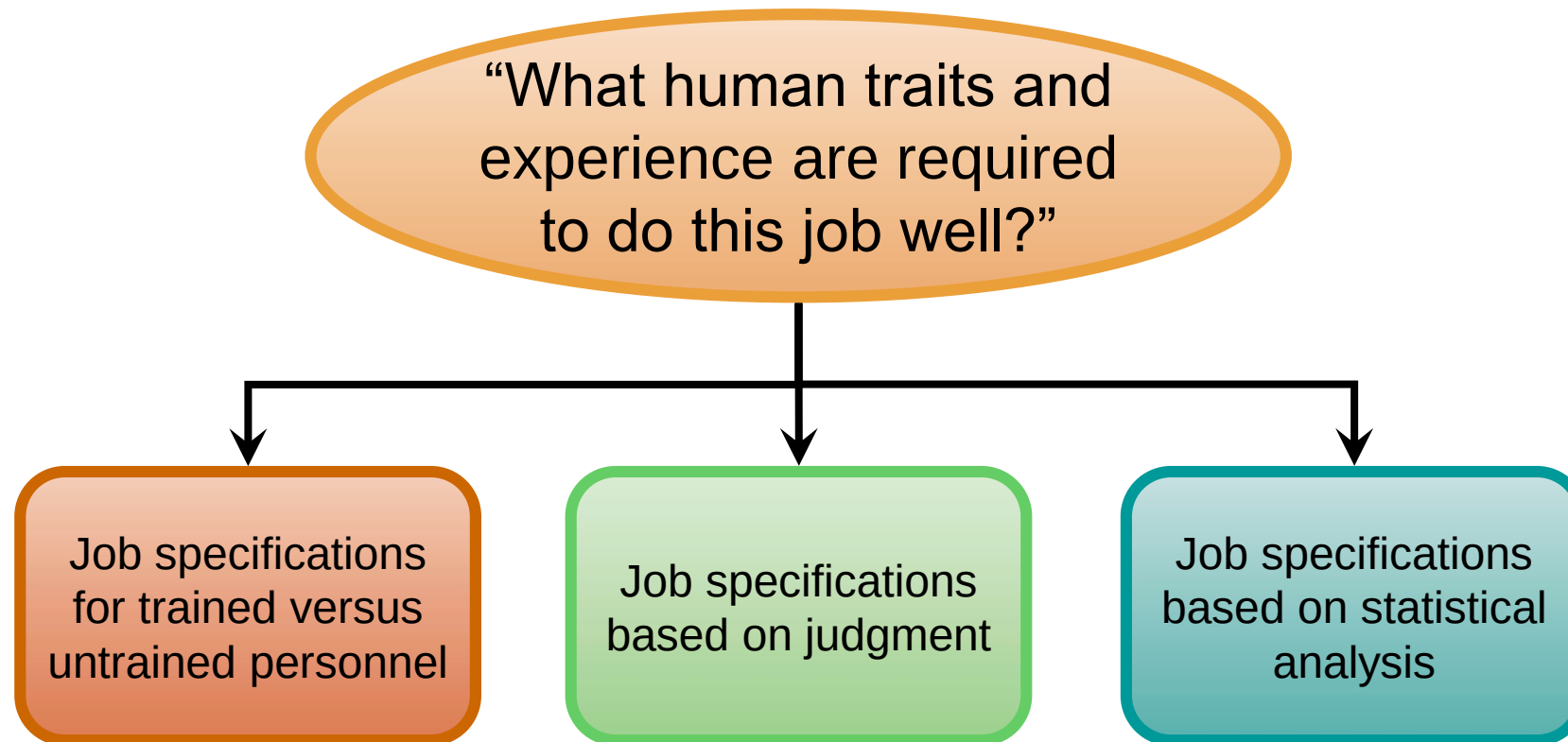
Determine where in-person presentations and special selling events would be most effective to generate most sales.

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

Sample Job Description

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Writing Job Specifications



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Using Statistical Approach in Job Specification

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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Using Statistical Approach in Job Specification

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Using Statistical Approach

Advantages of Statistical Analysis

- **Objectivity:** Provides a more objective basis for hiring decisions, reducing bias.
- **Defensibility:** Can help justify hiring practices in legal challenges.
- **Predictive Validity:** Can accurately predict future job performance.

Challenges

- **Complexity:** Requires expertise in statistical methods and data analysis.
- **Time-consuming:** Can be a lengthy and resource-intensive process.
- **Cost:** May involve costs for developing and administering tests.
- **Limited Generalizability:** Results may not apply to all jobs or organizations.

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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

Chapter
03**Developing Competency Models and Job Profiles**

- 1. Identify Critical Success Factors:** Determine the key competencies or behaviors that contribute to exceptional performance in the job. This involves analyzing the job's requirements, observing successful employees, and gathering feedback from stakeholders.
- 2. Define Competencies:** Develop clear and concise definitions for each competency, including observable behaviors and proficiency levels.
- 3. Link Competencies to Job Requirements:** Connect the identified competencies to the specific tasks, responsibilities, and challenges of the job.
- 4. Assess Competency Levels:** Determine the desired level of proficiency for each competency based on the job's demands and the organization's expectations.
- 5. Validate Competencies:** Ensure that the competencies are valid and reliable predictors of job performance through empirical research or expert judgment

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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.

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Benefits of Using Competency Models and Job Profiles

- **Clearer Job Expectations:** Employees understand the behaviors and skills expected of them, leading to better alignment and performance.
- **Enhanced Recruitment and Selection:** Hiring decisions can be based on the specific competencies required for the job, improving the quality of new hires.
- **Targeted Training and Development:** Training programs can be tailored to address specific competency gaps, maximizing their effectiveness.

Chapter
03**Benefits of Using Competency Models and Job Profiles**

- **Objective Performance Evaluation:** Performance appraisals can be based on observable behaviors and competencies, rather than subjective judgments.
- **Improved Talent Management:** Organizations can identify high-potential employees, develop their skills, and create career paths based on their competencies.
- **Increased Adaptability:** Employees with a strong foundation of competencies are better equipped to adapt to changing job demands and organizational needs.

Chapter
03**Competency Models Challenges and Considerations**

- **Developing Competencies:** Creating clear and measurable competency definitions can be challenging.
- **Alignment with Organizational Goals:** Ensure that competencies align with the organization's overall strategy and objectives.
- **Resistance to Change:** Employees may resist changes to their job roles or expectations based on competency models.
- **Measurement and Assessment:** Developing valid and reliable assessments to measure competencies can be time-consuming and resource-intensive.

Competency Models Challenges and Considerations

Overcoming Challenges

- **Involve Stakeholders:** Collaborate with employees, managers, and HR professionals to develop and validate competency models.
- **Communicate Effectively:** Clearly communicate the benefits of competency models and address concerns.
- **Provide Training and Support:** Offer training and support to employees to help them develop the required competencies.
- **Continuously Evaluate and Update:** Regularly review and update competency models to reflect changes in job requirements and organizational needs.

Job Redesign: Changing the Way People Work

Job description is not static, you often need to review and update to reflect changes in the way work is done.

Job enlargement: Giving employees more tasks at the same level of responsibility. For example, a worker might assemble the entire product instead of just a part of it.

Job rotation: Moving employees from one job to another to give them more variety and experience.

Job enrichment: Giving employees more responsibility and authority over their work. For example, an employee might be able to make decisions about how their work is done.

Conclusion

- 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.

Conclusion

- 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.

Conclusion

- 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.
- 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.

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Additional Resources for extra reading.

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- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2023). Human Resource Management in Canada (10th Ed.). McGraw-Hill Ryerson.

Thank You