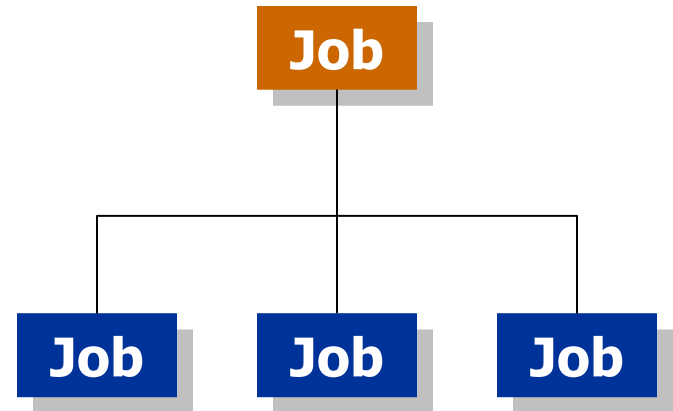


What is a Job?

- **Job**
 - A group of related activities and duties
- **Position**
 - The different duties and responsibilities performed by only one employee
- **Job Family**
 - A group of individual jobs with similar characteristics



Job Requirements

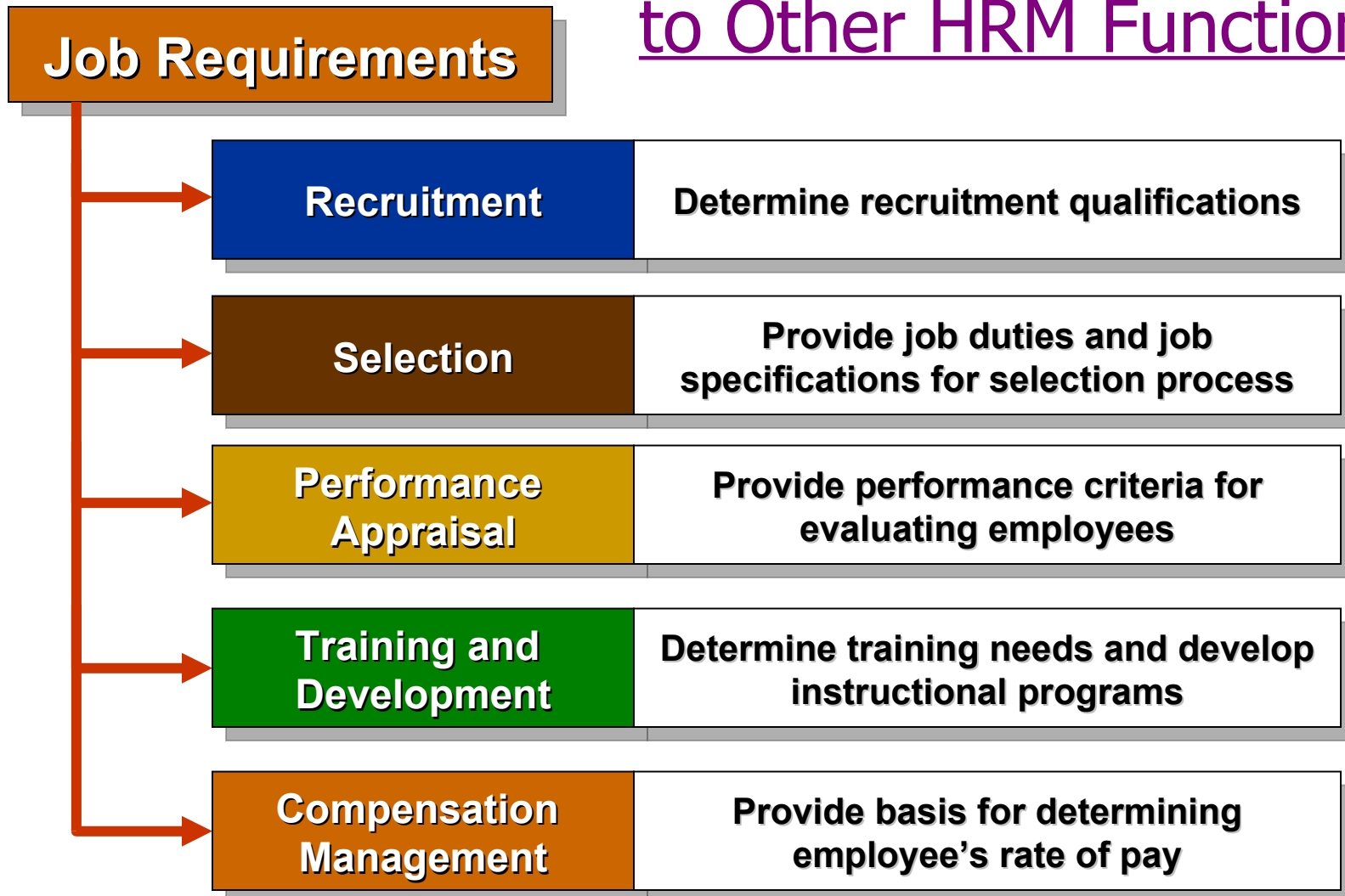
- **Job Specification**

- Statement of the needed knowledge, skills, and abilities (KSAs) of the **person** who is to perform the job
- job specifications used in selection must relate specifically to the duties of the job.

- **Job Description**

- Statement of the tasks, duties, and responsibilities (TDRs) of a **job** to be performed

Relationship of Job Requirements to Other HRM Functions



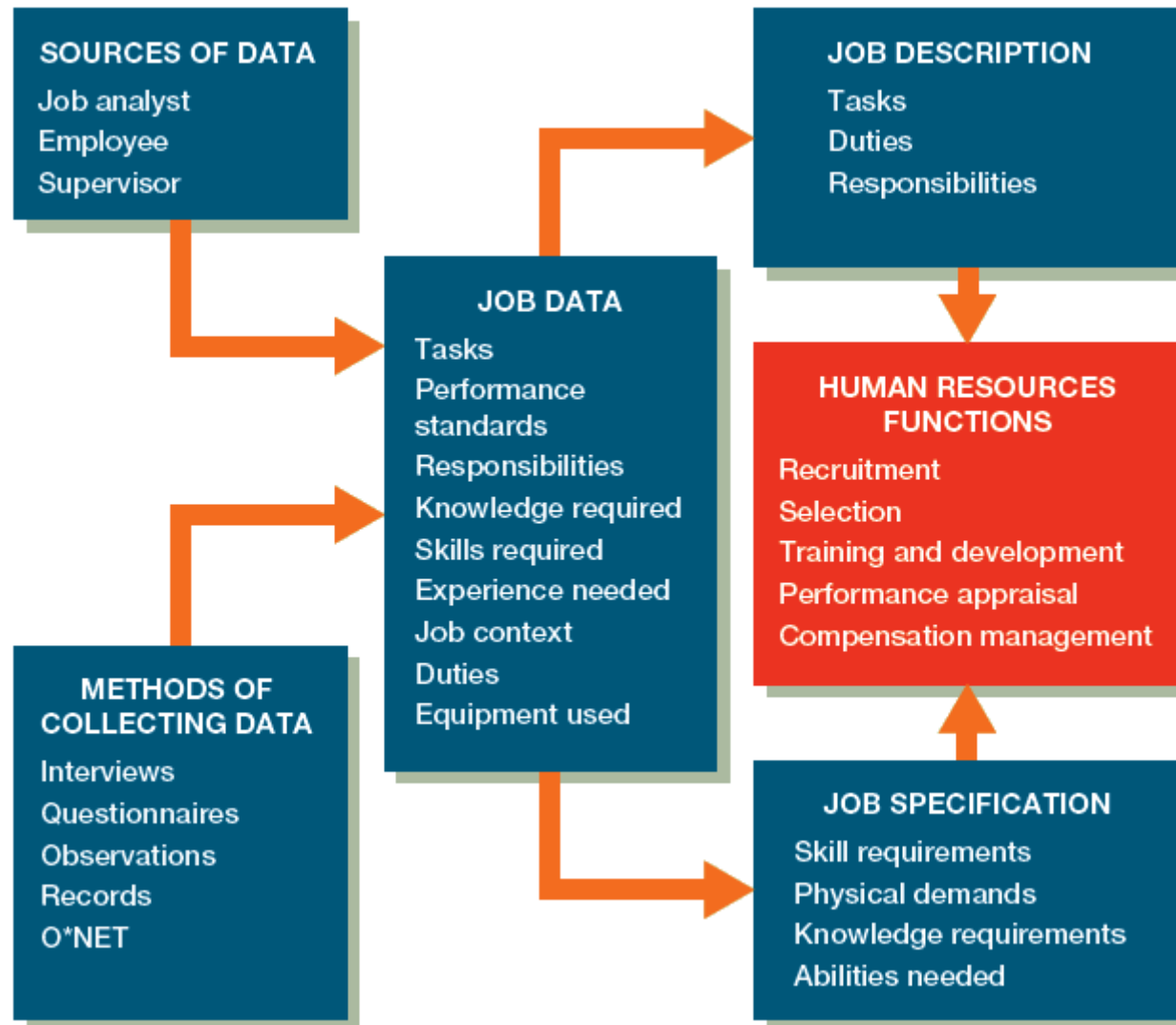
Job Analysis

- **Job Analysis**

- The process of obtaining information about jobs by determining what the duties, tasks, or activities of jobs are.
- HR managers use the data to develop job descriptions and job specifications that are the basis for employee performance appraisal and development.
- The ultimate purpose of job analysis is to improve organizational performance and productivity.

Figure 4-1

The Process of Job Analysis



Determining Job Requirements

Nature of:

Job Analysis

- What employee does
- Why employee does it
- How employee does it

Basis for:

- Determining job requirements

Job Description

- Summary statement of the job
- List of essential functions of the job

- Employee orientation
- Employee instruction
- Disciplinary action

Job Specification

- Personal qualifications required in terms of skills, education and experience

- Recruitment
- Selection
- Development

Job Analysis and Essential Job Functions

- **Essential Functions**

- Statements in the job description of job duties and responsibilities that are critical for success on the job.
- A job function is essential if:
 - ❖ The position exists to perform the function.
 - ❖ A limited number of employees are available to perform the function.
 - ❖ The function is specialized, requiring needed expertise or abilities to complete the job.

Performing Job Analysis

- 1. Select jobs to study**
- 2. Determine information to collect: Tasks, responsibilities, skill requirements**
- 3. Identify sources of data: Employees, supervisors/managers**
- 4. Methods of data collection: Interviews, questionnaires, observation, diaries and records**
- 5. Evaluate and verify data collection: Other employees, supervisors/managers**
- 6. Write job analysis report**

Gathering Job Information

- Interviews
- Questionnaires
- Observation
- Diaries



Controlling the Accuracy of Job Information

- **Factors influencing the accuracy of job information**
 - Self-reporting exaggerations and omissions by employees and managers
 - Collecting information from a representative sample of employees
 - Capturing all important job information
 - ❖ **Length of job cycle exceeding observation period**
 - ❖ **Lack of access to job site for personal observation**
 - ❖ **Lack of familiarity with the tasks, duties, and responsibilities of a job**
 - ❖ **Ongoing changes in the job**

O*NET and Job Analysis

- ***Dictionary of Occupational Titles (DOT)***
 - A systematic occupational classification structure based on interrelationships of job tasks and requirements.
 - Contains standardized and comprehensive descriptions of twenty-thousand jobs.
- **O*NET Database**
 - A online database of all DOT occupations plus an update of over 3,500 additional DOT occupations.
 - Data are collected and published continuously.

Popular Approaches to Job Analysis

**Functional Job
Analysis**

**Position Analysis
Questionnaire**

**Critical Incident
Method**

**HRIS and Job
Analysis**

Approaches to Job Analysis

- **Functional Job Analysis (FJA)**
 - Quantitative approach to job analysis that utilizes a compiled inventory of the various functions or work activities that can make up any job.
 - Assumes that each job involves three broad worker functions: (1) **data**, (2) **people**, and (3) **things**.

Approaches to Job Analysis (cont'd)

- **Position Analysis Questionnaire (PAQ)**

- A questionnaire covering 194 different tasks that, by means of a five-point scale, seeks to determine the degree to which different tasks are involved in performing a particular job

- **Critical Incident Method**

- Job analysis method by which job tasks are identified that are critical to job success.
- The job analyst writes five to ten important task statements for each job under study.

Figure 4-3

A Sample Page from the PAQ

INFORMATION INPUT

1 INFORMATION INPUT

1.1 Sources of Job Information

Rate each of the following items in terms of the extent to which it is used by the worker as a source of information in performing his job.

1.1.1 Visual Sources of Job Information

- 01 U Written materials (books, reports, office notes, articles, job instructions, signs, etc.)
- 02 U Quantitative materials (materials which deal with quantities or amounts, such as graphs, accounts, specifications, tables of numbers, etc.)
- 03 U Pictorial materials (pictures or picturelike materials used as *sources* of information, for example, drawings, blueprints, diagrams, maps, tracings, photographic films, x-ray films, TV pictures, etc.)
- 04 U Patterns/related devices (templates, stencils, patterns, etc., used as *sources* of information when *observed* during use; do *not* include here materials described in item 3 above)
- 05 U Visual displays (dials, gauges, signal lights, radarscopes, speedometers, clocks, etc.)
- 06 U Measuring devices (rulers, calipers, tire pressure gauges, scales, thickness gauges, pipettes, thermometers, protractors, etc., used to obtain visual information about physical measurements; do *not* include here devices described in item 5 above)

Extent of Use (U)

- NA Does not apply
- 1 Nominal/very infrequent
- 2 Occasional
- 3 Moderate
- 4 Considerable
- 5 Very substantial

Approaches to Job Analysis (cont'd)

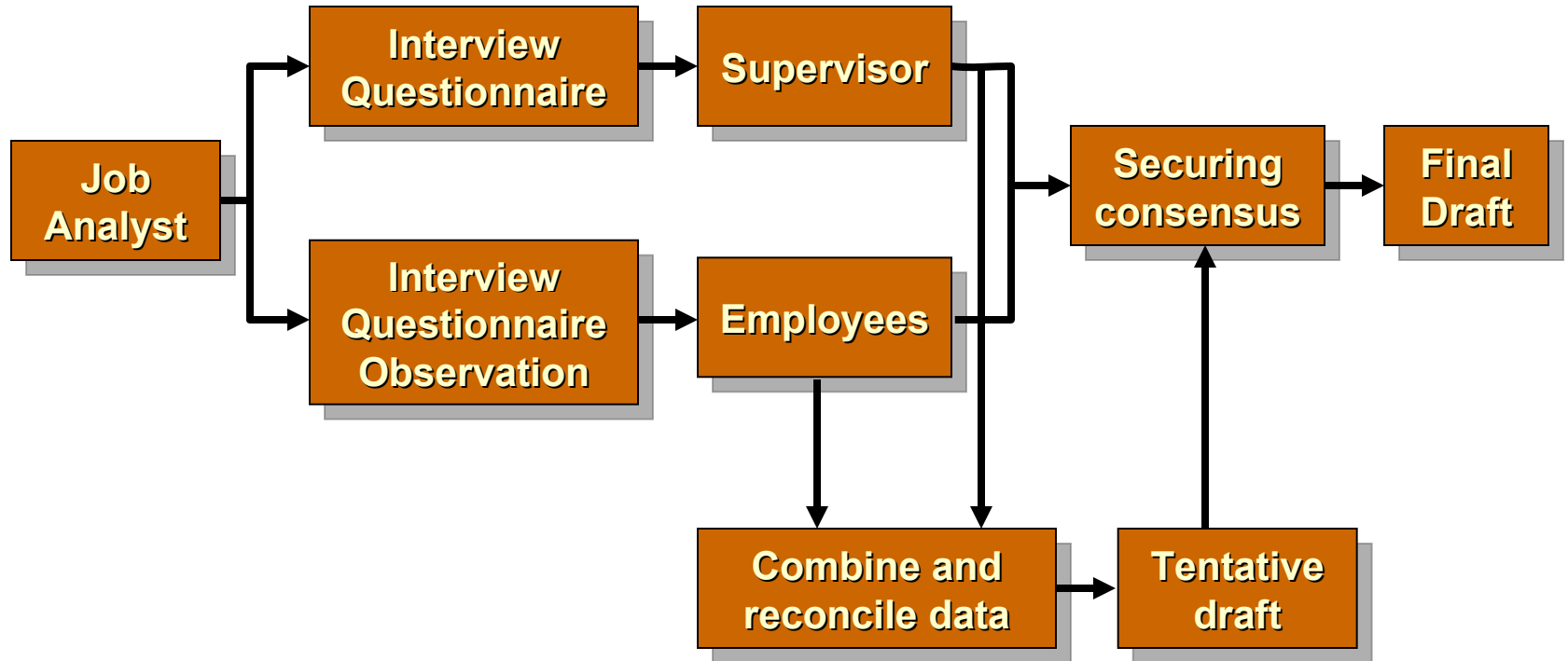
- **Task Inventory Analysis**

- An organization-specific analysis developed by identifying—with the help of employees and managers—a list of tasks and their descriptions that are components of different jobs.

- **HRIS and Job Analysis**

- Human resource information systems (HRIS) and specialized software help automate job analysis.
 - ❖ **Analyze jobs and write job descriptions and job specifications based on those analyses.**
 - ❖ **Combine job analysis with job evaluation and the pricing of organizational jobs.**

Preparing the Job Description

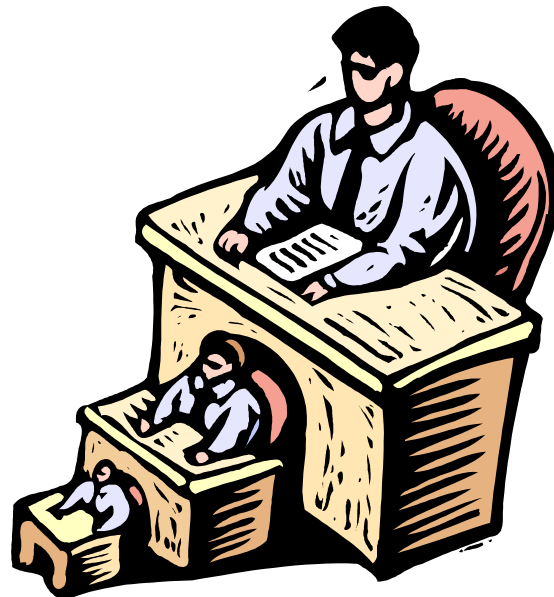


Key Elements of a Job Description

- **Job Title**
 - Indicates job duties and organizational level
- **Job Identification**
 - Distinguishes job from all other jobs
- **Essential Functions (Job Duties)**
 - Indicate responsibilities entailed and results to be accomplished
- **Job Specifications**
 - Skills required to perform the job and physical demands of the job

Job Descriptions

- **Job Title**
 - Provides status to the employee.
 - Indicates what the duties of the job entails.
 - Indicates the relative level occupied by its holder in the organizational hierarchy.



Job Descriptions (cont'd)

- **Job Identification Section**

- Departmental location of the job
- Person to whom the jobholder reports
- Date the job description was last revised
- Payroll or code number
- Number of employees performing the job
- Number of employees in the department where the job is located
- O*NET code number.
- “Statement of the Job”

Job Descriptions (cont'd)

- **Job Duties, or Essential Functions, Section**
 - **Statements of job duties that:**
 - ❖ Are arranged in order of importance that indicate the weight, or value, of each duty; weight of a duty is gauged by the percentage of time devoted to it.
 - ❖ Stress the responsibilities that duties entail and the results to be accomplished.
 - ❖ Indicate the tools and equipment used by the employee in performing the job.
 - ❖ Should comply with law by listing only the essential functions of the job to be performed.

Job Descriptions (cont'd)

- **Job Specifications Section**

- Personal qualifications an individual must possess in order to perform the duties and responsibilities

- ❖ **The skills required to perform the job:**

- Education or experience, specialized training, personal traits or abilities, interpersonal skills or specific behavioral attributes, and manual dexterities.

- ❖ **The physical demands of the job:**

- Walking, standing, reaching, lifting, talking, and the condition and hazards of the physical work environment

Problems with Job Descriptions

1. If poorly written, they provide little guidance to the jobholder.
2. They are not always updated as job duties or specifications change.
3. They may violate the law by containing specifications not related to job success.
4. They can limit the scope of activities of the jobholder, reducing organizational flexibility.

Writing Clear and Specific Job Descriptions

- Create statements that:
 - Are terse, direct, and simply worded; eliminate unnecessary words or phrases.
 - Describe duties with a present-tense verb, the implied subject being the employee performing the job.
 - Use “occasionally” to describe duties performed once in a while and “may” for duties performed only by some workers on the job.
 - State the specific performance requirements of a job based on *valid* job-related criteria.

Job Design

- **Job Design**

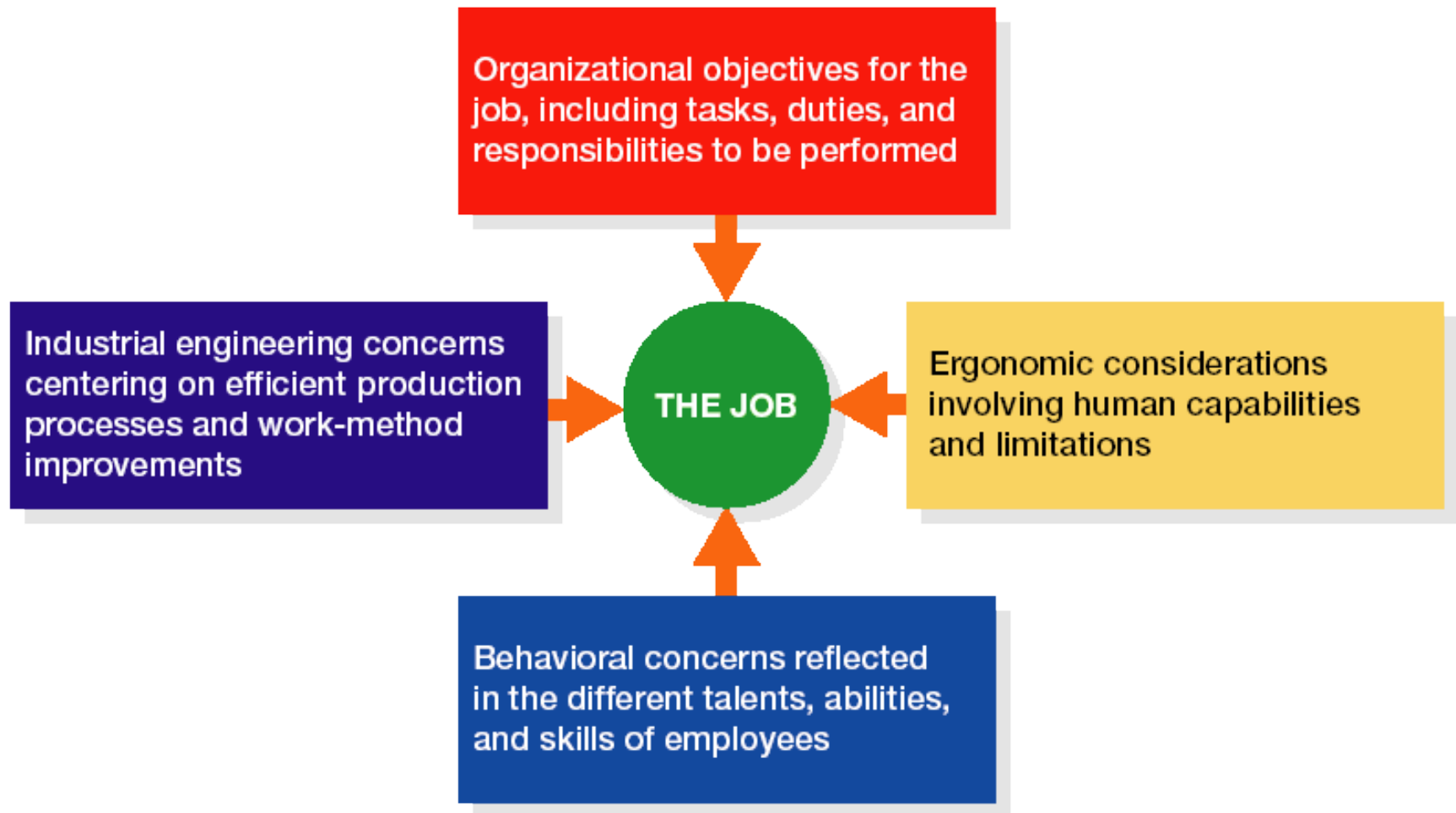
- An outgrowth of job analysis that improves jobs through technological and human considerations in order to enhance organization efficiency and employee job satisfaction.

- **Job Enrichment (Herzberg)**

- Enhancing a job by adding more meaningful tasks and duties (***vertical expansion***) to make the work more rewarding or satisfying.
- Providing opportunities for achievement, recognition, growth, responsibility, and performance.

Figure 4-4

Basis for Job Design



Job Enrichment Factors

- Increasing the level of difficulty and responsibility of the job
- Allowing employees to retain more authority and control over work outcomes
- Providing unit or individual job performance reports directly to employees
- Adding new tasks to the job that require training and growth
- Assigning individuals specific tasks, thus enabling them to become experts

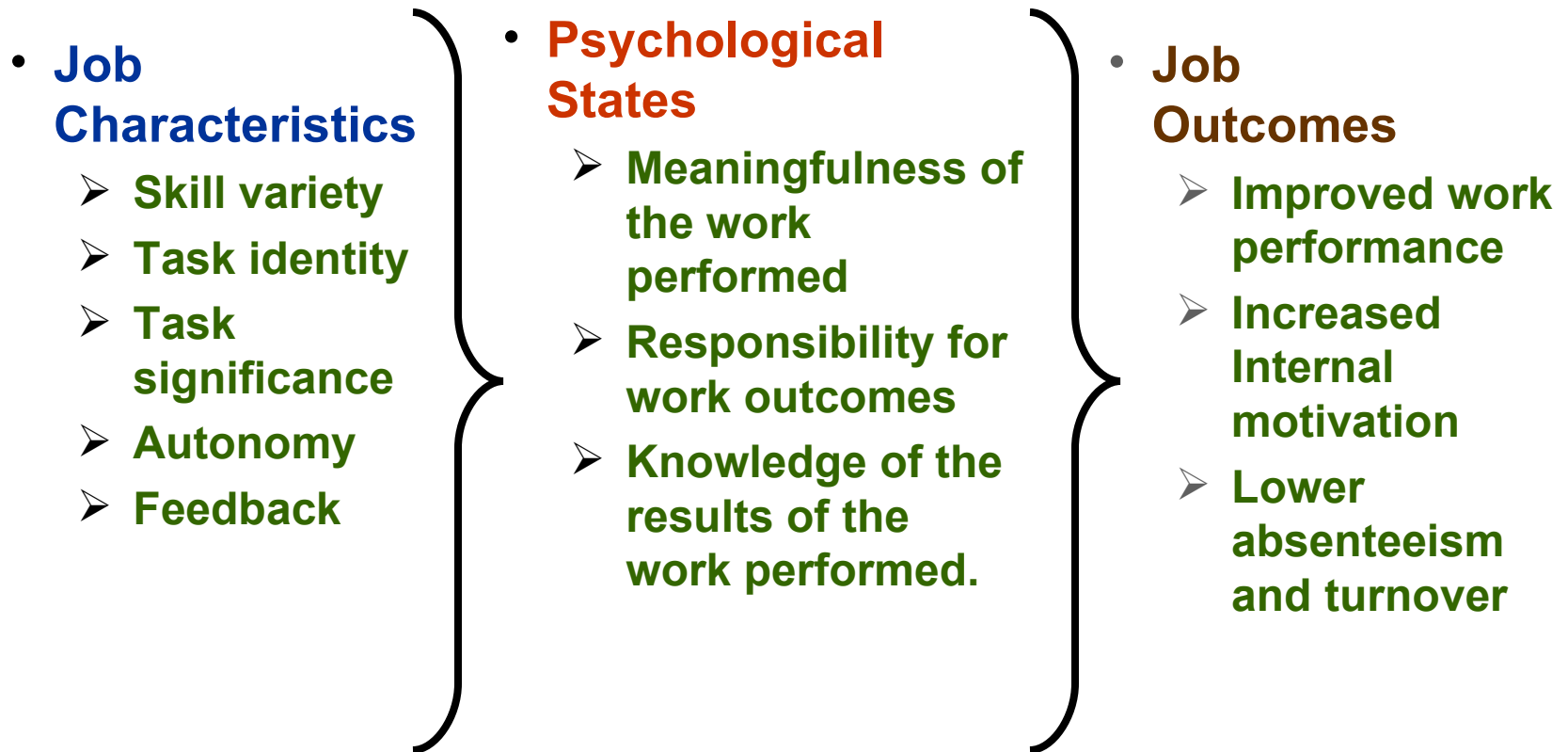
Job Characteristics

- Job Characteristics Model (Hackman and Oldham)
 - Job design theory that purports that three psychological states (experiencing meaningfulness of the work performed, responsibility for work outcomes, and knowledge of the results of the work performed) of a jobholder result in improved work performance, internal motivation, and lower absenteeism and turnover.

Job Characteristics (cont'd)

- **Skill variety:** The degree to which a job entails a variety of different activities, which demand the use of a number of different skills and talents by the jobholder
- **Task identity:** The degree to which the job requires completion of a whole and identifiable piece of work, that is, doing a job from beginning to end with a visible outcome
- **Task significance:** The degree to which the job has a substantial impact on the lives or work of other people, whether in the immediate organization or in the external environment
- **Autonomy:** The degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out
- **Feedback:** The degree to which carrying out the work activities required by the job results in the individual being given direct and clear information about the effectiveness of his or her performance

Job Characteristics Model



Employee Empowerment

- **Employee Empowerment**
 - Granting employees power to initiate change, thereby encouraging them to take charge of what they do
 - Organizational conditions favoring empowerment:
 - ❖ Participation and autonomy
 - ❖ Innovation and acceptance of risk-taking
 - ❖ Access to information
 - ❖ Accountability for results
 - ❖ Cultural openness to change

Industrial Engineering Considerations

- **Industrial Engineering**

- A field of study concerned with analyzing work methods and establishing time standards

- **Ergonomics**

- An interdisciplinary approach to designing equipment and systems that can be easily and efficiently used by human beings

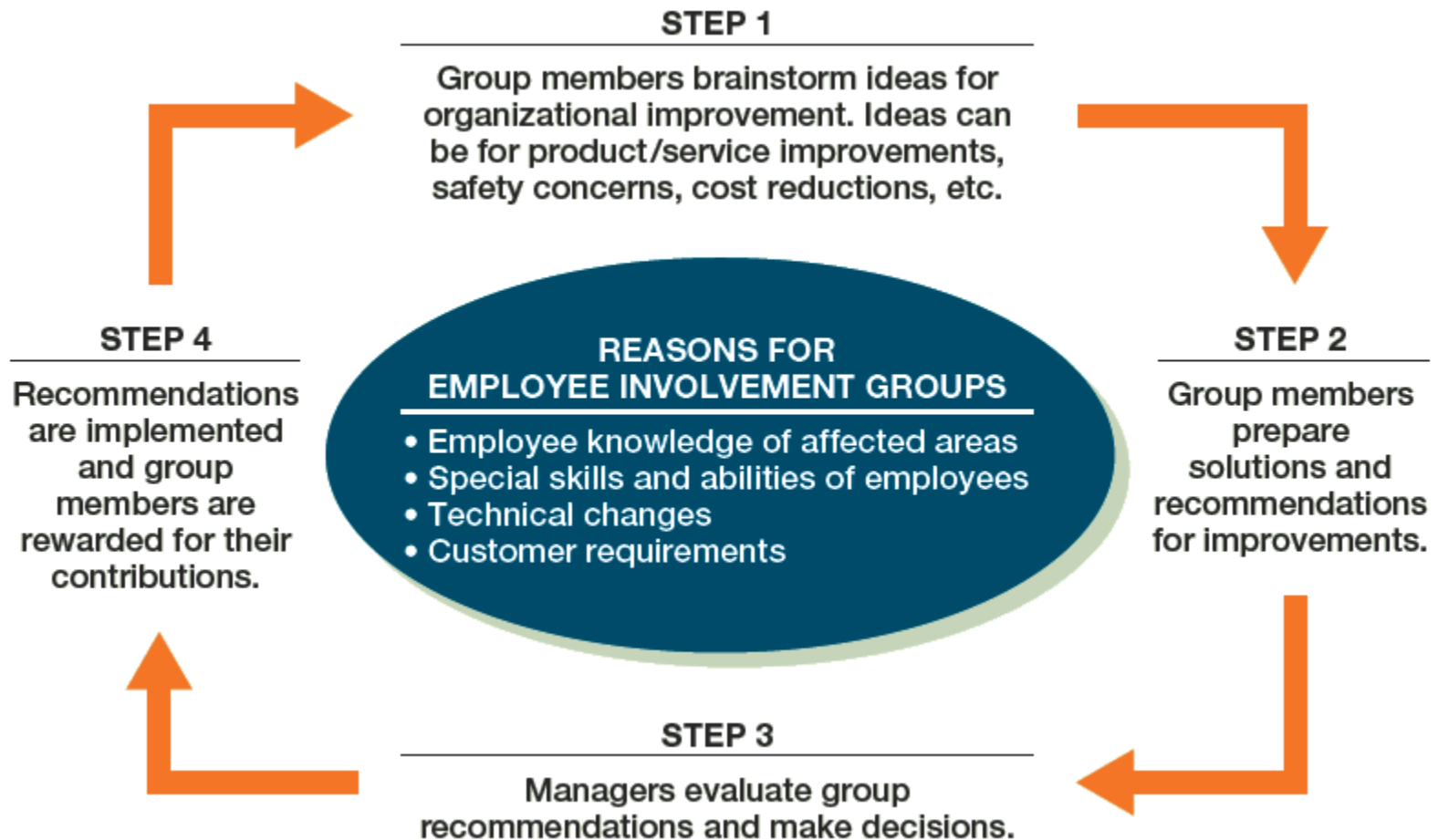


Designing Work for Group/Team Contributions

- **Employee Involvement Groups (EIs)**
 - Groups of employees who meet to resolve problems or offer suggestions for organizational improvement
 - Also known as “Quality Circles”
 - Success with EIs requires:
 - ❖ Comprehensive training for group members
 - ❖ Recognition of the group’s contributions
 - ❖ Continuing input and encouragement by management
 - ❖ Use of a participative/democratic leadership style

Figure 4-6

The Dynamics of Employee Involvement Groups



Source: Adapted from materials prepared by The Family and Relationship Center, 7946 Ivanhoe Avenue, La Jolla, CA 92037.

Employee Teams

- **Employee Teams**

- An employee contributions technique whereby:
 - ❖ Work functions are structured for groups rather than for individuals
 - ❖ Team members are given discretion in matters traditionally considered management prerogatives, such as process improvements, product or service development, and individual work assignments.

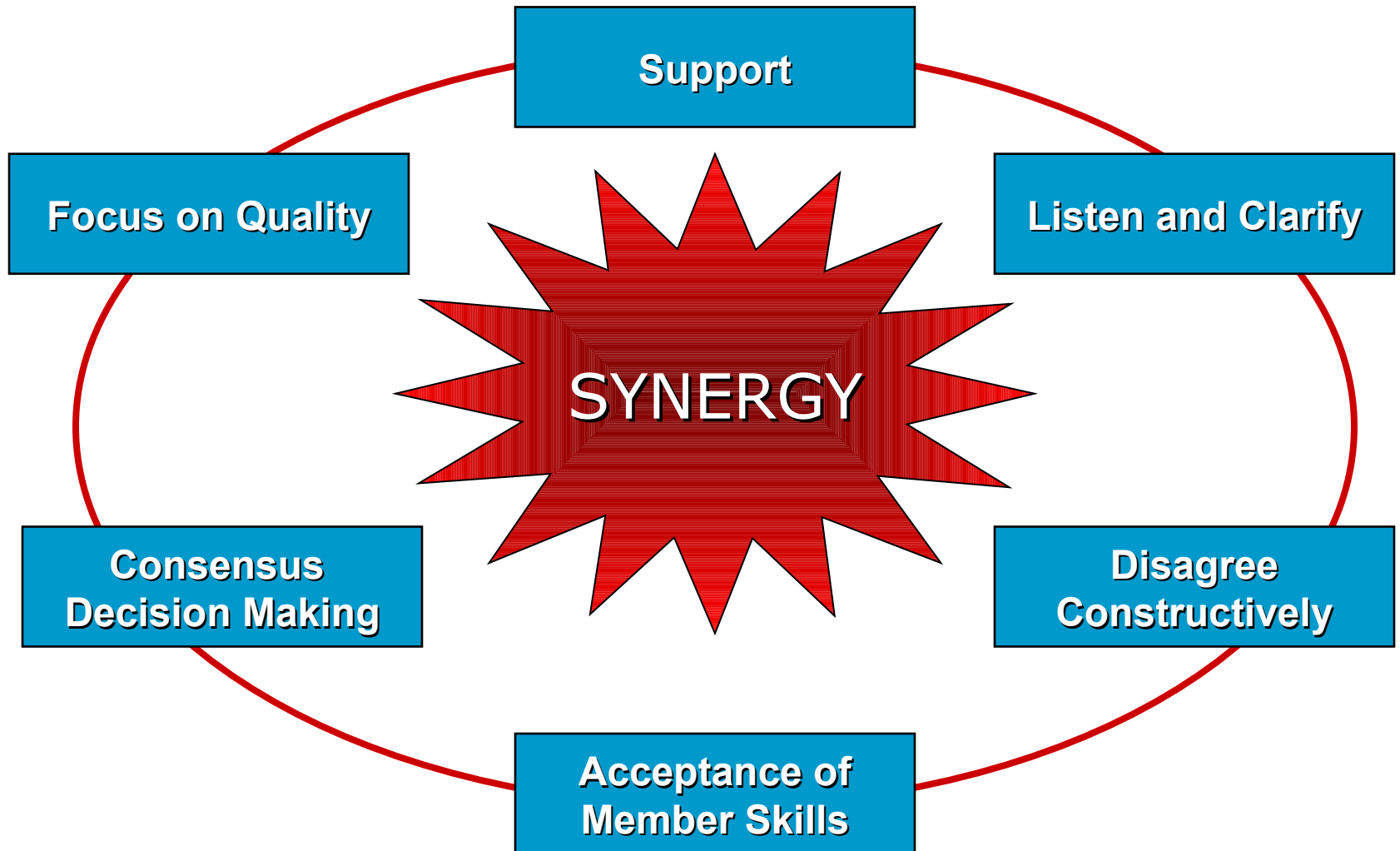


Benefits of Employee Teams

- Increased integration of individual skills
- Better performance (quality and quantity) solutions to unique and complex problems
- Reduced delivery time
- Reduced turnover and absenteeism
- Accomplishments among team members



How To Develop Team Synergy



Teamwork and Synergy

- **Synergy**
 - Occurs when the interaction and outcome of team members is greater than the sum of their individual efforts.
 - Synergistic team member behavior characteristics:
 - ❖ **Is supporting and inclusive**
 - ❖ **Listens and clarifies**
 - ❖ **Disagrees but remains nonjudgmental**
 - ❖ **Engages in consensus building**
 - ❖ **Is accepting of others**
 - ❖ **Is focused on quality and continuous improvement**

Employee Teams

- **Forms of Employee Teams**
 - Cross-Functional Teams
 - Project Teams
 - Self-Directed Teams
 - Task Force Teams
 - Process-Improvement Teams
 - Virtual Teams



Forms of Employee Teams

- **Cross-Functional Team**

- A group staffed with a mix of specialists (e.g., marketing, production, engineering) and formed to accomplish a specific objective.

- ❖ **Cross-functional teams are based on assigned rather than voluntary membership.**

- **Project Team**

- A group formed specifically to design a new product or service. Members are assigned by management on the basis of their ability to contribute to success.

- ❖ **The group normally disbands after task completion.**

Forms of Employee Teams (cont'd)

- **Self-Directed Team**

- Groups of highly trained individuals performing a set of interdependent job tasks within a natural work unit.
 - ❖ **Team members use consensus decision making to perform work duties, solve problems, or deal with internal or external customers.**

- **Task Force Team**

- A task force is formed by management to immediately resolve a major problem.
 - ❖ **The group is responsible for developing a long-term plan for problem resolution that may include a charge for implementing the solution proposed.**

Forms of Employee Teams (cont'd)

- **Process-Improvement Team**

- A group of experienced people from different departments or functions and charged with improving quality, decreasing waste, or enhancing productivity in processes that affect all departments or functions involved. Team members are normally appointed by management.

- **Virtual Team**

- A group with widely dispersed members linked together through computer and telecommunications technology.

Characteristics of Successful Teams

- Commitment to shared goals and objectives
- Motivated and energetic team members
- Open and honest communication
- Shared leadership
- Clear role assignments
- Climate of cooperation, collaboration, trust, and accountability
- Recognition of conflict and its positive resolution

Obstacles to Effective Team Function

- Overly high expectations
- Group compensation
- Training
- Career movement
- Power



Training Team Members

- Complete skills training in:

- Team leadership
- Mission/goal setting
- Conduct of meetings
- Team decision making
- Conflict resolution
- Effective communication
- Diversity awareness



Flexible Work Schedules

- **Compressed Workweek**

- Shortening the number of days in the workweek by lengthening the number of hours worked per day.

- ❖ The four-day, forty-hour week, generally referred to as 4/10 or 4/40.
 - ❖ Reducing weekly hours to 38 or 36 hours or scheduling 80 hours over nine days (9/80), taking one day off every other week.

Flexible Work Schedules

- **Benefits**

- Recruitment and retention of employees³⁹
- Coordinating employee work schedules with production schedules
- Accommodating the leisure-time activities of employees while facilitating employee personal appointments
- Improvements in employee job satisfaction and morale

- **Disadvantages**

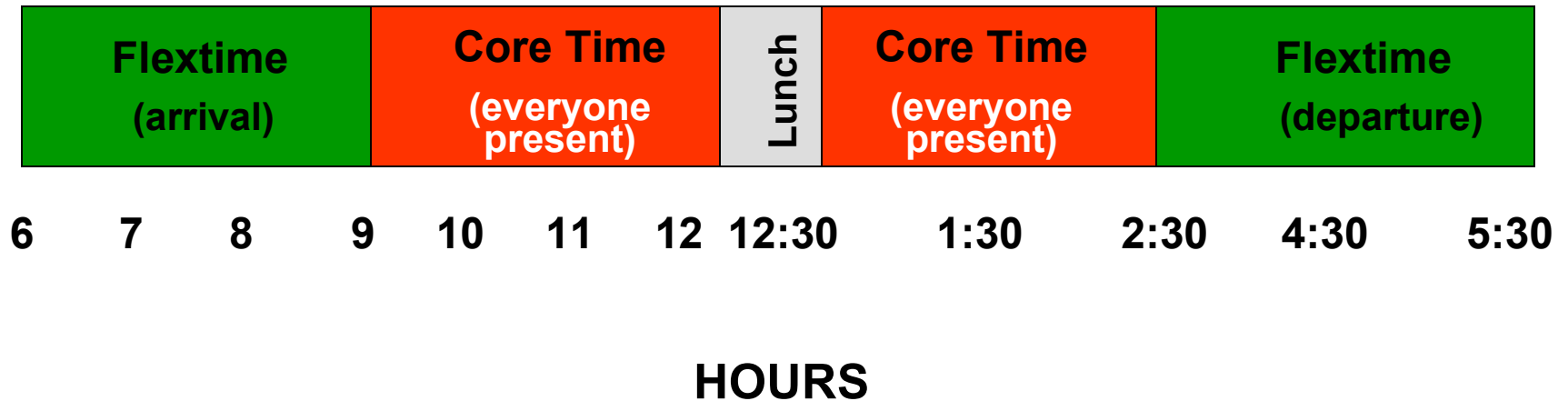
- Overtime payments required by the Fair Labor Standards Act for employees working over 40 hours in one week.
- The additional stress on managers and employees, and long workdays can be exhausting.

Flexible Work Schedules

- **Flextime**

- Working hours that permit employees the option of choosing daily starting and quitting times, provided that they work a set number of hours per day or week.
- All employees are required to be present during a designated “core period.”
- Flexible hours reduce absenteeism and tardiness.
- Employees can schedule their working hours for the time of day when they are most productive.

Sentry Insurance Company's Flextime Schedule



- Employees arriving at 6:00 a.m. would leave at 2:30 p.m.
- Employees arriving at 9:00 a.m. would leave at 5:30 p.m.

Flexible Work Schedules

- **Job Sharing**
 - The arrangement whereby two part-time employees perform a job that otherwise would be held by one full-time employee.
 - Job sharers may work three days a week, creating an overlap day for extended face-to-face conferencing.
- **Telecommuting**
 - The use of personal computers, networks, and other communications technology such as fax machines to do work in the home that is traditionally done in the workplace.

Advantages of Telecommuting

- Increased flexibility for employees
- Ability to attract workers who might not otherwise be available
- Lessened burden on working parents
- Less time and money wasted on physical commuting
- Increased productivity
- Reduced absenteeism

- Identify jobs best suited to distance work.
- Select responsible employees.
- Establish employee feedback procedures and performance review methods for evaluation.
- Establish formalized telecommuting procedures.
- Begin a formal training program.
- Keep telecommuters informed and “in the loop.”
- Recognize when telecommuting isn’t working.

Key Terms

- critical incident method
- employee empowerment
- employee involvement groups (EIs)
- employee teams
- ergonomics
- flextime
- functional job analysis (FJA)
- industrial engineering
- job
- job analysis
- job characteristics model
- job description
- job design
- job enrichment
- job family
- job specification
- position
- position analysis questionnaire (PAQ)
- task inventory analysis
- telecommuting
- virtual team