



Chapter 2

INTRODUCTION

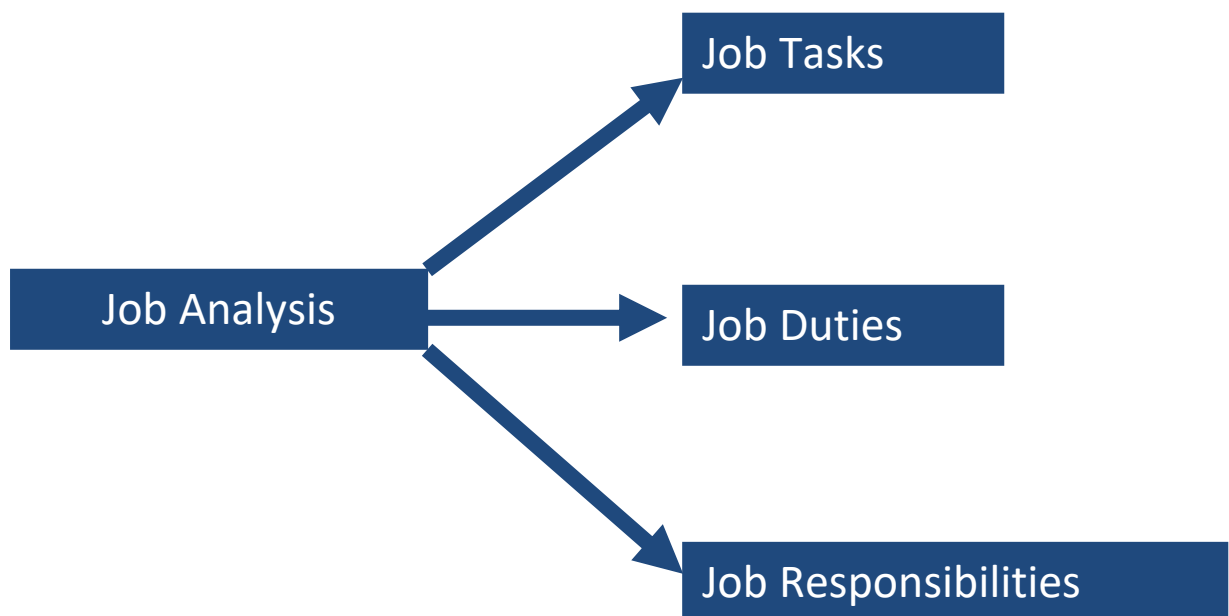
- Job analysis is the process of gathering information about a job. It is, to be more specific, a systematic investigation of the tasks, duties and responsibilities necessary to do a job.

- According to Jones and Decothis “Job analysis is the process of getting information about jobs: specially, what the worker does; how he gets it done; why he does it; skill, education and training required; relationship to other jobs, physical demands; environmental conditions”.

- Edwin B. Flippo has defined job analysis as a process of studying and collecting information relating to the operations and responsibilities of a specific job. The immediate products of this analysis are job descriptions and specifications”.

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Nature of job analysis



Advantages of Job Analysis

Provides with First Hand Job-Related Information

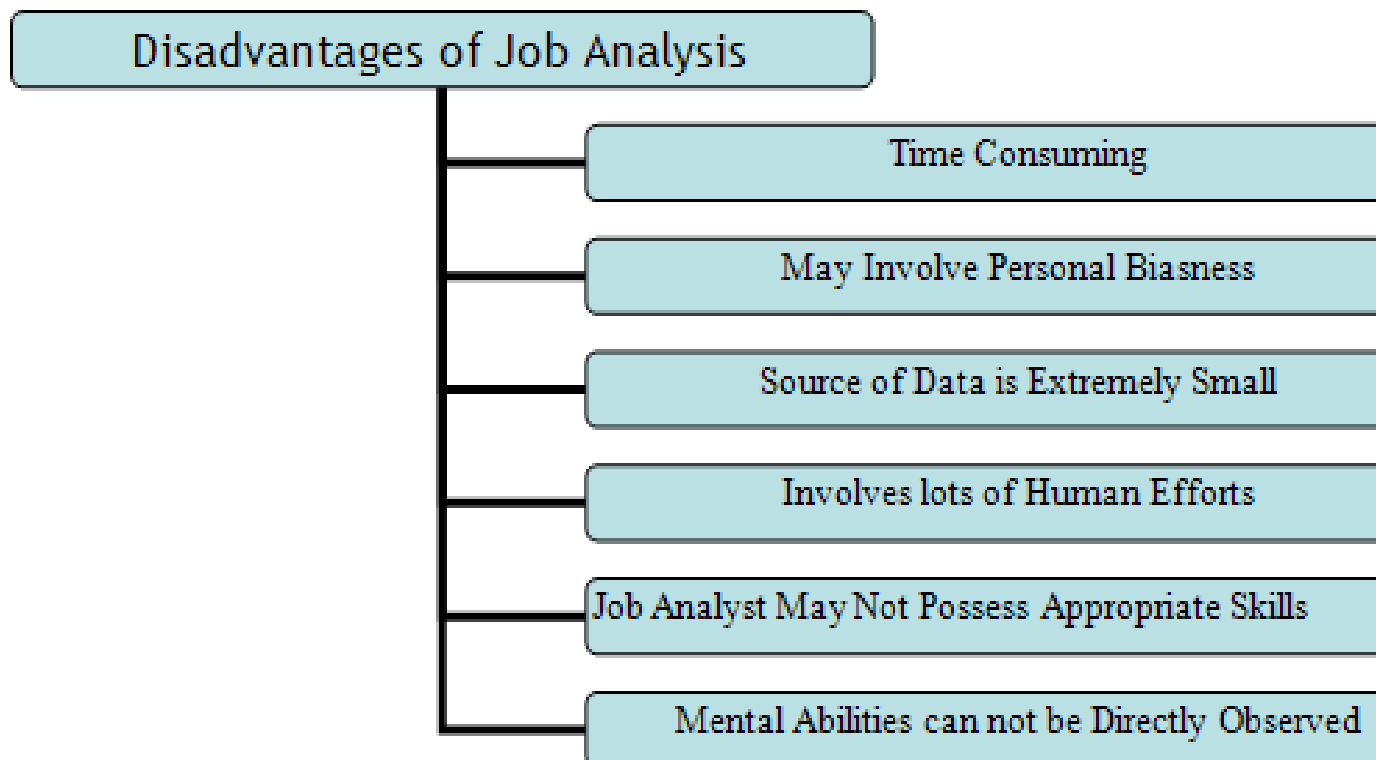
Helps in Creating Right Job-Employee Fit

Helps in Establishing Effective Hiring Strategies

Guides through Performance Evaluation and Appraisal Process

Helps in Analyzing Training & Development Needs

Helps in Deciding Compensation & Benefits



Who should conduct job analysis?

- ❖ Job incumbents themselves
- ❖ Supervisors
- ❖ External analysts

The process of Job analysis

The major steps involved in job analysis are:

- ❖ Organizational analysis
- ❖ Selection of representative positions to be analyzed
- ❖ Collection of job analysis data
- ❖ Preparation of job description
- ❖ Preparation of job specification

Aspects of Job Analysis

Job Description: Job description is a functional description of the contents what the job entails

- It is a narration of the contents of a job
- It is a description of the activities and duties performed in a job, the relationship of the job with other jobs, the equipment and tools involved, the nature of supervision, working conditions and hazards of the job and so on

Purposes of Job Description

1. Grading and classification of jobs
2. Placement and Orientation of new employees
3. Promotions and transfers
4. Outlining for career path
5. Developing work standards
6. Counselling of employees
7. Delimitation of authority

Title	Compensation manager
Code	HR/2310
Department	Human Resource Department
Summary	Responsible for the design and administration of employment compensation programmes.
Duties	<ul style="list-style-type: none">❖ Conduct job analysis.❖ Prepare job descriptions for current and projected positions.❖ Evaluate job descriptions and act as Chairman of the Evaluation Committee.❖ Insure that company's compensation rates are in tune with the company's philosophy.

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Specimen of Job Description

	<ul style="list-style-type: none">❖ Relate salary to the performance of each employee. Conduct periodic salary surveys.❖ Develop and administer performance appraisal programme.❖ Develop and oversee bonus and other employee benefit plans.❖ Develop an integrated HR information system.
Working conditions	Normal. Eight hours per day. Five days a week.
Report to	Director, Human Resource Department.

Job Specification:

- job specification focuses on the person i
job holder
- Job specification is a statement of the
minimum levels of qualifications, skills, p
and other abilities, experience, judgment
attributes required for performing job
effectively.
- Job specification specifies the physical,
psychological, personal, social and behav
charac-teristics of the job holders

purpose

1. Personnel planning
2. Performance appraisal
3. Hiring
4. Training and development
5. Job evaluation and compensation
6. Health and safety
7. Employee discipline
8. Work scheduling
9. Career planning

Specimen of job specification

Education	<ul style="list-style-type: none"> ❖ MBA with specialisation in HRM/MA in social sciences ❖ Diploma in HRM/MA in industrial psychology
Experience	<ul style="list-style-type: none"> ❖ A degree or diploma in Labour Laws is desirable ❖ At least 3 years' experience in a similar position in a manufacturing company.
Skill, Knowledge, Abilities	<ul style="list-style-type: none"> ❖ Knowledge of compensation practices in different industries, of job analysis procedures, of cost accounting, of survey techniques, of performance appraisal techniques ❖ Skill in writing job descriptions, in conducting interviews, in making group presentations, in statistical computations ❖ Ability to conduct meetings, to plan and prioritise work
Work Orientation Factors	<ul style="list-style-type: none"> ❖ The position may require upto 15 per cent travel
Age	<ul style="list-style-type: none"> ❖ Preferably below 30 years.

Methods Of Collecting Job Analysis Data

- Job performance: the analyst actually performs the job in question and collects the needed information
- Personal observation: the analyst observes others doing the job and writes a summary
- Critical incidents: job incumbents describe several critical incidents relating to work, based on past experience; the analyst collects, analyses and classifies data.
- Interview: job incumbents and supervisors are interviewed to get the most essential information about a job

- Panel of experts: experienced people such incumbents and supervisors with good knowledge of the job asked to provide the information.
- Diary method: job incumbents asked to maintain diaries or logs of their daily job activities and record the time spent and nature of work carried out.
- Questionnaire method: job incumbents approached through a properly designed questionnaire and asked to provide details.

- The Position Analysis Questionnaire: it is a standardised form used to collect specific information about job tasks and worker

Employee activities in PAQ

1. Information Input: Where and how does the employee get information he/she uses in performing his/her job.

Examples:

Use of written materials.

Near-visual differentiation.

2. Mental Processes: What reasoning, decision making, planning information-processing activities are involved in performing the job?

Examples:

Levels of reasoning in problem solving.

Coding/decoding

3. Physical activities: What physical activities does the employee perform and what tools or devices does he/she use?

Examples:

Use of Keyboard devices.

Assembling/disassembling.

4. Relationships with other people: What relationships with other people are required in performing the job?

Examples:

Instructing.

Contacts with public, customers.

5. Job context: In what physical and social context is the job performed?

Examples:

High temperature.

Interpersonal conflict situations.

6. Other Job characteristics: What activities, conditions, characteristics other than those described above are related to the job?

Examples:

Specified work pace.

Amount of job structure.

- **Management Position Description Questionnaire:** it is a standardised form designed to analyse managerial jobs

Management Position Descriptive Factors

- Product, marketing and financial strategy planning.
- Coordination of other organisational units and personnel.
- Internal business control.
- Products and services responsibility.
- Public and customer relations.
- Advanced consulting.
- Autonomy of actions.
- Approval of financial commitments.
- Staff service.
- Supervision.
- Complexity and stress.
- Advanced financial responsibility.
- Broad personnel responsibility.

- Functional job analysis: it is a systematic process of finding what is done on a job, examining and analysing the fundamental components of data, people and things.

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Partial job analysis questionnaire

The information about a job is usually collected through a structured questionnaire:

JOB ANALYSIS INFORMATION FORMAT

Your Job Title_____	Code_____Date_____
Class Title_____	Department_____
Your Name_____	Facility_____
Superior's Title_____	Prepared by_____
Superior's Name_____	Hours Worked_____AM_____
	PM_____PM_____

1. What is the general purpose of your job?
2. What was your last job? If it was in another organisation, please name it
3. To what job would you normally expect to be promoted?

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Partial job analysis questionnaire

4. If you regularly supervise others, list them by name and job title.
5. If you supervise others, please check those activities that are part of your supervisory duties:

<input type="checkbox"/> Hiring	<input type="checkbox"/> Coaching	<input type="checkbox"/> Promoting
<input type="checkbox"/> Orienting	<input type="checkbox"/> Counselling	<input type="checkbox"/> Compensating
<input type="checkbox"/> Training	<input type="checkbox"/> Budgeting	<input type="checkbox"/> Disciplining
<input type="checkbox"/> Scheduling	<input type="checkbox"/> Directing	<input type="checkbox"/> Terminating
<input type="checkbox"/> Developing	<input type="checkbox"/> Measuring Performances	<input type="checkbox"/> Other_____
6. How would you describe the successful completion and results of your work?
7. Job Duties – Please briefly describe WHAT you do and, if possible, How you do it. Indicate those duties you consider to be most important and/or most difficult.

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Partial job analysis questionnaire

- (a) Daily Duties
(b) Periodic Duties (Please indicate whether weekly, monthly, quarterly)
(c) Duties Performed at Irregular Intervals
8. Education – Please check the blank that indicates the educational requirements for the job, not your own educational background.
- | | |
|---|--|
| <input type="checkbox"/> No formal education required | <input type="checkbox"/> College degree |
| <input type="checkbox"/> Less than high school diploma | <input type="checkbox"/> Education beyond graduate |
| <input type="checkbox"/> High school diploma or equivalent degree and/or professional license | |
| <input type="checkbox"/> College certificate or equivalent | |

List advanced degrees or specified professional license or certificate required.

Please indicate the education you had when you were placed on this

Guidelines for conducting job analysis interviews

- Put the worker at ease; establish rapport.
- Make the purpose of the interview clear.
- Encourage the worker to talk by using empathetic and creative questions.
- Help the worker to think and talk according to a logical sequence of the duties performed.
- Ask the worker only one question at a time.
- Phrase questions carefully so that the answer will be more than just “yes” or “no”.
- Avoid asking leading questions.

- Secure specified and complete information pertinent to the work performed and the worker's traits.
- Conduct the interview in plain, easy language.
- Consider the relationship of the present job to other jobs in the department.
- Control the time and subject matter of the interview.
- Be patient and considerate to the worker.
- Summarise the information obtained before closing the interview.
- Close the interview promptly.

Behavioural Factors Impacting J Analysis

The following behavioral factors must be taken care of while carry job analysis:

- ❖ Exaggerate the facts
- ❖ Employee anxieties
- ❖ Resistance to change
- ❖ Overemphasis on current efforts
- ❖ Management straight jacket

Role Analysis

- To have a clear picture about what a person actually does on a job, the job analysis information must be supplemented with role analysis. Role analysis involves the following steps:

- Identifying the objectives of the department and the functions to be carried out therein
- Role incumbent asked to state his key performance areas and his understanding of the roles to be played by him
- Other role partners of the job such as boss, subordinate, peers are asked to state their expectations from the role incumbent
- The incumbent's role is clarified and expressed in writing after integrating the diverse viewpoints expressed by various role partners.

HUMAN RESOURCE PLANNING

INTRODUCTION

- HRP offers an accurate estimate of the number of employees required with matching skill requirements to meet organisational objectives. HRP is a forward looking function as human resource estimates are made well in advance. It is, of course, subject to revision.

- The basic purpose of HRP is to decide what positions the organization will have to fill and how to fill them.

Objectives of human resource planning

- Forecast personnel requirements
- Cope with changes
- Use existing manpower productively
- Promote employees in a systematic way

Importance:

Organizations use HRP to meet future challenges, cut costs, and achieve greater effectiveness.

Importance of human resource planning

- Create a talent pool
- Prepare people for future
- Cope with organisational changes
- Cut costs
- Help succession planning

Need for HRP

- Employment-Unemployment Situation
- Technological Change
- Organizational Change
- Demographic Change
- Skill Shortage
- Governmental Influences
- Legislative Control
- Impact of the Pressure Group

The Process Of HRP

The HRP is a four step process: demand forecasting, supply forecasting, estimating manpower gaps and formulating HR plans. Demand for human resources is influenced by several factors

Forecasting the demand for human resources

- External challenges

Economic developments

Political, legal, social, technological changes

Competition

- Organizational decisions

- Workforce factors

- **External Challenges:** Liberalization, privatization, and globalization (LPG era) have created demand for people in software, financial services, marketing, and manufacturing fields.
- **Organizational Decisions:** Decisions such as expansion, diversification, and relocation lead to demand for people possessing requisite skills.
- **Workforce Factors:** Such as retirement, resignation, and termination etc create manpower gaps.

Forecasting Techniques

HR forecasts are an attempt to find out an organization's future demand for employees

- Expert forecasts
- Trend analysis
- Workforce analysis
- Workload analysis

- **Expert Forecasts:** These are based on judgments of those who possess knowledge of future human resource needs.
- **Trend Analysis:** This is based on assumption that the future is an extrapolation from the past. Human resource needs, such, can be estimated by examining trends.

- **Workforce Analysis:** All relevant factors for planning manpower flows in a firm such as transfers, promotions, new recruitments, retirement, resignation, dismissal etc. are taken into account while estimating HR needs.
- **Workload analysis:** Based on the planned output, a firm tries to calculate the number of persons required for various jobs.

Supply Forecasting

- A) Internal labour supply: a manpower inventory in terms of the size and quality of personnel available (their age, education, training, experience, performance, etc) is usually prepared by HR departments. Several techniques are used while ascertaining the internal supply of manpower (supply of employees to fill projected vacancies can come from within the firm or from new hires)

- Staffing table: Shows the number of employees in each job, how they are utilized and the future employment needs for each type of job.
- Marcov analysis: Uses historical information from personnel movements of the internal labour supply to predict what will happen in the future

- **Skills inventory:** It is a summary of the skills and abilities of non managerial employees used in forecasting supply.
- **Replacement chart:** It is a visual representation of who will replace whom in the event of a job opening.

- B) External Labour supply: External hires to be contacted when suitable internal replacements are not available. A growing number of firms are now using computerized human resource information systems to track the qualifications of hundreds of thousands of employees. HRIS can provide managers with a listing of candidates with required qualifications after scanning the database.

Manpower Gap Analysis

- This is used to reconcile the forecast labour demand and supply. This process identifies potential skill shortages or surplus of employees, skills and jobs

Formulating HR Plans

- Once supply and demand for labour is known, adjustments can be made by formulating required HR plans

Various HR Plans

- Recruitment plan
- Redeployment plan
- Redundancy (termination) plan
- Training plan
- Productivity plan
- Retention plan

Effective Human Resource Planning

- HR plans must fit in with overall objectives of the firm. They must get consistent support from top management. Computerised human resource information systems must be used for applicant tracking, succession planning, building skills inventories etc. The planning exercise must be carried out in coordination with operating managers.