DEFINITION

- Edwin B.Flippo – " job analysis is the process o studying and collecting information relating t the operations and responsibilities of specific job

- Donald " Job analysis is a method of scientificall dissecting a job in order to determine th component elements and their influence upon th length of learning period of the worke production and labour turnover"

ASPECTS OF JOB ANALYSIS

❑ **JOB DESCRIPTION:**

➢ Functional description of the contents of what the job entails

➢ "It is an organized factual statement of duties and responsibilities of a specific job

❑ Job specification:

➢ Statement of minimum acceptable qualities necessary to perform a job properly.

Job Ana

Job Description

- Job Title
- Job Location
- Job Summary
- Reporting to
- Working Conditions
- Job Duties
- Machines to be Used
- Hazards

TWO TYPES OFJOB ANALYSIS

- Job requirement JA-based on 3 compo
- ✓ KSA's
- ✓ Job context
- ✓ Tasks
- Competency based
- ✓ General requirement of KSAO

KSAO

Human attributes have been commonly classified into four categories:

- ❖ knowledge,
- ❖ skills,
- ❖ abilities,
- ❖ other characteristics (**KSAO**).
- **Some KSA Samples**
- Below are some KSA examples that may be asked by a hiring agency in order to find the best candidate for a job role.
- Tell me about yourself
- What are your greatest strengths?
- What are your weaknesses?
- Describe your usual work day
- What kind of experience do you have related to this job role, explain in detail
- What software are you proficient in?

FEATURES

- Organised way of collecting and analysing information about a job.

- Job creation

- Linked to HR activities

- Re design jobs

NEED OF JOB ANALYSIS

- Procurement –operative function of HR

- Right man to right job

- Establishment of standards

- Knowledge on job design, study of job duties and responsibilities, requirements of job and human attributes

USES AND PURPOSE OF JOB ANALYSIS

- HRP
- Recruitment & Selection
- Placement & Orientation
- Training & Development
- Performance Appraisal
- Job evaluation
- Health & Safety
- Industrial relations
- Personnel information
- Job design & Re-design
- Compensation & Benefits

USES AND PURPOSE OF JOB ANALYSIS

- Human resource planning – JA is used for determining knowledgeable and skilful human resource requirement in an organisation

- Recruitment- help is identifying method and the right time to recruit the people for the future vacancies in the organisation.

- Selection – JA help is selecting the best talent fo the specific job

- Placement and orientation

- Training – To design training assessment JA is required

USES AND PURPOSE OF JOB ANALYSIS

○ **Training & Development:**

Useful for HR manager to know what a given job demands from the incumbents in terms of knowledge and skills and design training program

○ **Performance appraisal:**

Job analysis facilitates performance appraisal as helps fix standards for performance in relation t which the employee's performance is compared an assessed

Job evaluation: relative worth is determine mainly on the basis of job description and jo specification

- **Health and safety** : The purpose of conducting a detailed job analysis provides an excellent opportunity to uncover and identify hazardous conditions and unhealthy environmental factors.

- **Personnel information**: Organizations maintain computerized personnel information systems. Job analysis is vital for building such systems.

- **Industrial relations**:

Job analysis provides clear description about the job in terms of skills, knowledge, abilities, qualifications, degree of risk etc that helps in resolving such disputes.

Job design & re-design:

In an organization, work design and work methods can be improved with the help of information, provided by job analysis.

- **Compensation & Benefits**

Job analysis provides necessary information for managing compensation of employees. It helps to rank the job in order to determine pay surveys. Hence, it helps in compensation decisions.

PROCESS OF JOB ANALYSIS

o Strategies

o Strategic choices in job analysis-
  Employee Involvement
  Level of details
  When and how often
    Past oriented vs future oriented
    Sources of job data

o Collection of background information
  ✓ Organisation charts
  ✓ Class specification
  ✓ Job description
  ✓ Flow charts
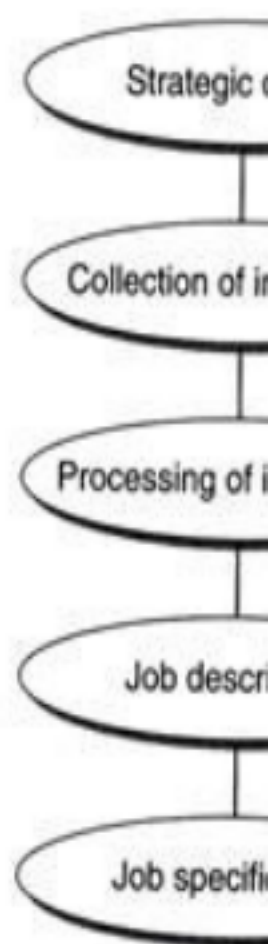
Strategic c
Collection of in
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Job descr
Job specifi

Fig. 5.4   Process

JOB ANALYSIS PROCESS

- Selection of representative position to be analysed
- Collection of job analysis data
- Developing job description
- Developing job specification
- Developing employee specification

The Steps in Job Analys

Collection of background Information	Selection of Representative Position to be analyzed.	Collection of Job Analysis Data	

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┌─────────────────────────────────────────────────┐
│     Determination of Uses of Job Analysis        │
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│        Strategic Choices in job analysis         │
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┌─────────────────────────────────────────────────┐
│             Information collection               │
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│             Information processing               │
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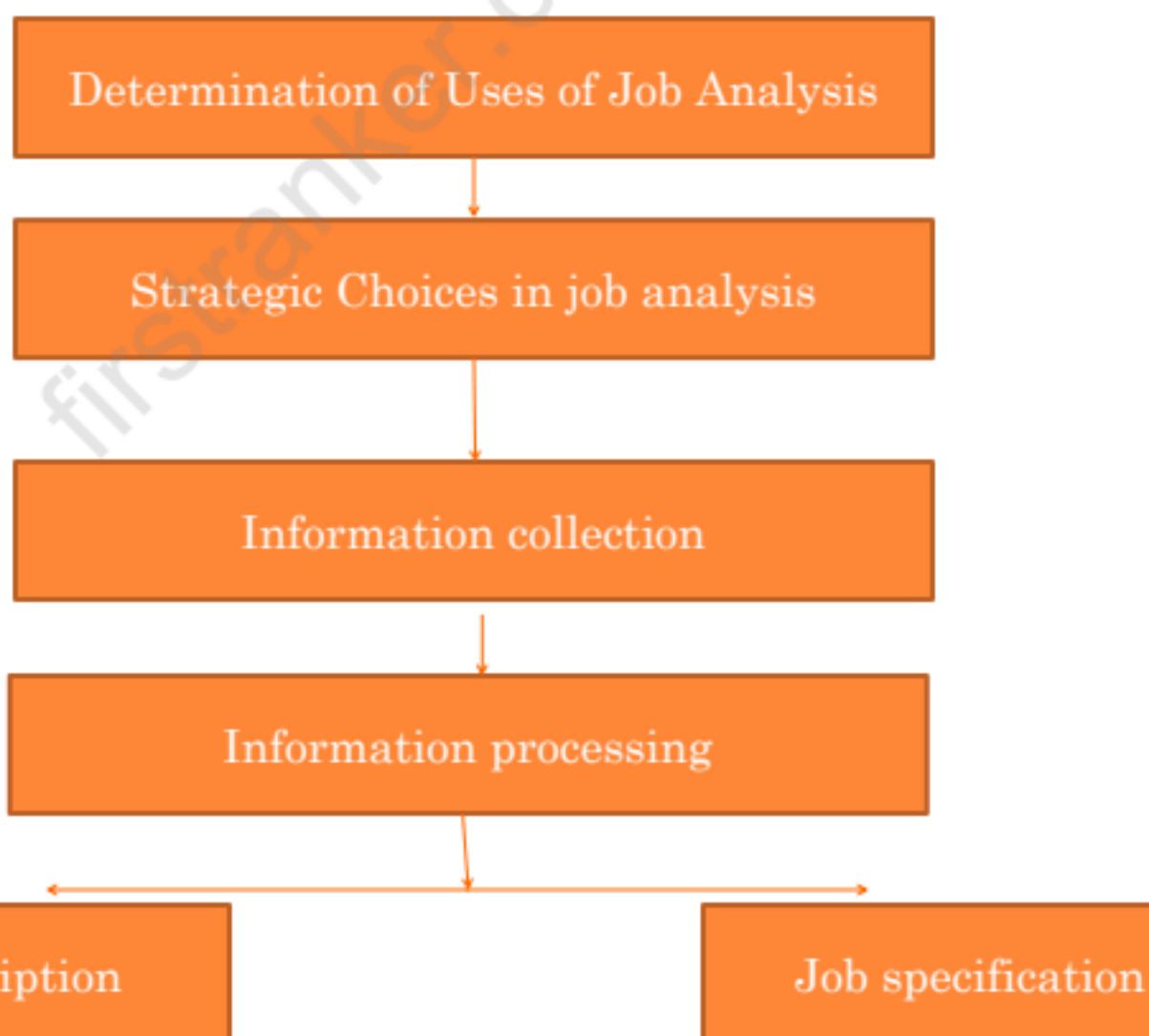
ROLE OF MANAGER IN JOB ANALYSIS

- Completing job analysis
- Implementing job analysis results

    A. Selecting applicants

    B. Communicating job responsibilities

POTENTIAL PROBLEMS WITH JOB ANALYSIS

- Lack of support from Top Management
- Relies on single method for data collection
- Lack of Training / motivation
- Misrepresentation of information
- Non Involvement of supervisor and the employe
- Considered as a waste of time by managers and supervisors
- Employee's fears
- Need to update gathered information

GUIDELINES FOR JOB ANALYSIS

- Job analysis must be continues process

- Individual and job based analysis

- Determination of minimum job requirement

- Use of various methods

METHODS OF JOB ANALYSIS

- Job Analysis Interview
- Job analysis Questionnaire
- Tasks expert workshop
- Position analysis questionnaire (PAQ)
- Subject expert workshop
- Critical incident technique (CIT)
- Fleishman Job analysis survey (F-JAS)
- Functional job analysis (FJA)
- Job Element method (JEM)
- Repertory grid
- Critical incident technique

- Job Analysis interview: trained analyst asking questions about the duties and responsibilities, KSAs (knowledge's, skills, and abilities) require and equipment and /or condition of employment for a job or class of jobs

- Individual or group of individuals interviewed b supervisor

Objectives: To collect the job information

To serve as a means for clarifying

To serve as a method of collecting job data for developing a selection system

Types:

Structured interview: specific questions are asked and means are available for recording answers to these questions. Ex: Rating scale answer form etc.

Unstructured interview: collecting information without specific list of questions developed prior to the interview.

Advantages:

✓ Since the job holders are most familiar with the and can supplement the information obtained through observation

✓ Workers know the specific duties of the job, and supervisors are aware of the job's relationship t the rest of the organisation

✓ Most commonly used method and adaptable

✓ simple, quick and more comprehensive

✓ Generate information that never appears on written documents

Disadvantage:

- Lack of Standardisation

- Time consuming

- Distortion in information

- Not reliable as a sole method in selection

Job Analysis Questionnaire:

Questionnaire distributed to respondent who are asked to make some form of judgement about job information presented on the questionnaire.

It includes- activities or task, tools and equipment used to perform the job, working condition, KSA's or other characteristics incumbents need to perform the job successfully.

Types of JA questionnaire:

- Tailored questionnaires: developed for a specific purpose specific job

- Prefabricated or existing questionnaire: are usually gene measure developed for use with a variety of jobs. Some examples:

Common Metric questionnaire

Professional and managerial position questionnaire

Management position description questionnaire

Managerial and professional job function inventory

Position analysis

Threshold traits analysis system

Occupation analysis inventory

Personality related position requirements form

Advantages:
- It can pool the response of numerous job incumbents and compare job analysis across many jobs, using standard set of common dimensions
- Generate quick and useful information
- Trained interviewer is not required
- Less expensive
- Data are standardised because it is structured carefully

Disadvantages:
- Time consuming
- May provide inaccurate information due o tendency of overstate the importance of the jobs
- Employees sentiments

Task Analysis inventory:

o Is a questionnaire principally composed of a listing of tasks for which respondents make some form of judgement.

o Way to identifying KSA's required for a job

o Used on developing appraisal form, writing job descriptions, identifying suitable test selection.

Steps in Task Analysis inventory:

o Interview

o Survey

o Generation of a task by KSA matrix

Advantages:

- Provide better information about the jobs within a specific occupational filed
- Can be used to develop JD and performance apprais. forms and also to develop appropriate selection tests
- useful in design of training programs

Disadvantages:

- Few employees are involved so it is expensive
- Cannot be used to compare the jobs in different field
- May not identify workers characteristic that are important

Position Analysis Questionnaire (PAQ)

- developed by McCormick, Jeanneret, and Mecham (197
- PAQ is a standardised, structured questionnaire contain 195 elements..
- 187-work situations
- 7- compensation issues
- 1-deals with exempt or non-exempt status of position to analysed

- They fall into 5 categories
- ➢ Information Input
- ➢ Mental processes
- ➢ Work output
- ➢ Relation with other person
- ➢ Job context
- ➢ Other
- ➢ Worker oriented & easily quantifiable

6 rating scales in PAQ

- Extent of use: The degree to which an item is us[ed] by the worker
- Amount of time: The proportion of time spent do[ing] something
- Importance to this job: importance of an activity specified by the item in performing the job
- Possibility of occurrence: the degree to which th[ere] is a possibility of physical hazards on the job
- Applicability – whether an item applies to the jo[b]
- Special code- special rating scales that are used [for] a particular item on the PAQ

Activities in PAQ:

- Information input
- Mental process
- Work output
- Relationship with other people
- Job context
- Other job characteristic

Application of PAQ:

- Selecting and training agents to analyse the jobs

- Selecting a person to provide job information

- Analysing the job selected

- Analysing PAQ data

Advantages:

- It is structured to allow for easy quantifications
- Can take better and quick decisions
- Taxonomic approach (predetermined approach) o the PAQ makes comparison of jobs relatively eas

Disadvantages:

- Taxonomic approach
- Educational qualification of agents and interviewer

Subject matter expert workshop

- Consists of group of 10 to 20 job incumbent who work with a group leader to produce a job analysis.
- Participants are selected for their knowledge of the job.

Steps involved :

- Selecting and preparing SME.

- Identifying and rating job tasks

- Identifying an rating KSA's

- Judging selection measures – Job content relevance.

Advantages:

- Accurate information
- Comprehensive in nature
- It is flexible and adaptable for any other job analysis

Disadvantages:

- Lengthy process
- Time consuming
- Creating consensus is difficult

CRITICAL INCIDENT TECHNIQUE

o Developed by Flanagan

o Initially developed to gather information to determine training and develop performance appraisal forms.

o Generate the list of especially good and poor(critical) examples of performance (incidents)

o The objective is to gather information regarding specific behaviours that actually have been observed not to gather judgemental or trait oriented descriptions of performance

Definitions: According to Abbott & Schuster " simply, critical incident involve the collection of observations of employees behaviours that are been effective and inefficient"

" The critical incident technique of job analysis is used identify work behaviours that classify in good an poor performance"

Main sources:

- Workers
- Co-workers
- Supervisors
- Managers
- Customer
- External and internal suppliers

Steps:

o Prepare critical incident

o Obtain materials

o Gather facts

o Analyse

o Interpret

Advantages:

- Data is directly collected from the respondent
- Focus on extraordinary is helpful
- Does not force respondent into any given framework
- Flexible method
- Inexpensive
- Identify rare events
- Useful when problems occur but the cause and severity are not known

Disadvantage:

- Respondents may be reluctant to express incidents that reflect badly on themselves
- CIT are recorded after event taken place.
- Lengthy process

FLEISHMAN JOB ANALYSIS SURVEY (F-JAS)

- F-jas was developed by Edwin Fleishman to help identify worker specifications for a job or task.

- It is worker oriented approach

- Consists of behaviourally anchored rating scales for 52 abilities in to 4 categories.

  - Cognitive

  - Psychomotor

  - Physical

  - Sensory/perceptual

Application:

- Determining level of analysis

- Selecting job agents

- Rating ability levels for each task

- Analysing the result

- Selecting tests

Advantages:

- Straightforward and easy to adopt
- Easy to understand the easy to administered
- Inexpensive
- Suitable for government, industrial and service sectors
- Provide clear information on relevant abilities and skill required to perform a tasks

Disadvantages:

- Not useful for job classification
- It is subjective

FUNCTIONAL JOB ANALYSIS (FJA)

o Is a worker oriented job analysis approach which
attempts to describe the whole person on the job

o Two tasks information's are obtained:

 What a worker does

Job are performed in relation to things, data and
people.

Behaviour of employees has to be determined.

  How a task is performed in context of physical,
mental, and interpersonal involvement of the
workers with the task.

Level of difficulty-data, things and people-
represented by rating scale

Using FJA, judgements about the jobs are based on at least two premise

- All jobs require worker to deal, in some degree with people(client, customer, co-workers),Data and things

- The tasks a worker performance in relation to people, data, things can be measured by rating scales

Application:

- Identification of organizational goals-
- What should be & what are the current goals

- Identification and description of tasks-tasks defined as actions.

- Analyse of tasks-using 7 scales
  - ✓ 3 worker function scales
  - ✓ Worker instruction scale
  - ✓ Reasoning, mathematics and language
  - ✓ Development of performance standard

- Development of training content

Advantages:

- Provide concise task description
- Permits comparisons of tasks across jobs
- Provides precisions in identifying worker activitie
- Provide a standardised vocabulary for describing

Disadvantages:

- Impose a restrictive approach to defining work an
  conceptualizing tasks
- FJA is time consuming
- Relatively inflexible
- Forces all activities into small numbers of categor

JOB ELEMENT METHOD (JEM)

- Developed by Ernest Prim off

- Worker oriented process designed to identify the characteristic of superior workers on a job.

- It is used primarily with lesser skilled workers and industrial occupations.

- This method attempts to identify the characteristic of satisfactory workers (job element)

Applications:

- Selecting a panel of raters / agents

- Developing job elements and sub elements

- Rating job elements and sub elements

- Analysing JEM data

- Amplifying sub element definitions

REPERTORY GRID

o Developed by George kelly, take place in the for:
  of interview

o Main focus of this method is to understand the
  perception of the individuals about the job they
  are performing

o Grid is created on the basis of thoughts of job
  holders for the job.

o Useful in identifying high quality performers
  with low quality performer

Process:

Elicit Objectives of the Job

Specifying the Job Incumbents

Ranking the Job Incumbents

Shuffle Cards which are Marked 1-10

Draw 3 Cards at Random from the Pack

Ask the Question

Note down on Repertory Grid Form

OTHER METHODS

- Checklist – employee is given a list of task statemen
  and he has to simply check the task performed by hi

- Observation- provide clear job description as the
  analyst personally observe the performance of the
  employees and the working conditions

- Self recoding dairy- systematic way of collecting data
  regarding the job responsibilities and time taken to
  perform these duties.

- Occupational information network (O-NET)-provide
  accurate and reliable information about any job