

Week 10

Writing Job Specifications

- Specifications for trained personnel
 - Focus on traits like length of previous service, quality of relevant training, and previous job performance.
- Specifications for untrained personnel
 - Focus on physical traits, personality, interests, or sensory skills that imply some potential for performing or for being trained to do the job.

Writing Job Specifications (cont'd)

- Specifications Based on Judgment
 - Self-created judgments (common sense)
 - List of competencies in Web-based job descriptions (e.g., www.jobdescription.com)
 - O*NET online
 - Standard Occupational Classification
- Specifications Based on Statistical Analysis
 - Attempts to determine statistically the relationship between a predictor or human trait and an indicator or criterion of job effectiveness.

Writing Job Specifications (cont'd)

- Steps in the Statistical Approach
 - Analyze the job and decide how to measure job performance.
 - Select personal traits that you believe should predict successful performance.
 - Test candidates for these traits.
 - Measure the candidates' subsequent job performance.
 - Statistically analyze the relationship between the human trait and job performance.

Writing Job Descriptions

- *Step 1. Decide on a Plan*
- *Step 2. Develop an Organization Chart*
- *Step 3. Use a Job Analysis/Description Questionnaire*
- *Step 4. Obtain Lists of Job Duties from O*NET*
- *Step 5. Compile the Job's Human Requirements from O*NET*
- *Step 6. Complete Your Job Description*

Job Analysis in a “Jobless” World

- Job
 - Generally defined as “a set of closely related activities carried out for pay.”



From Specialized to Enlarged Jobs

- Job enlargement
 - Assigning workers additional same level activities, thus increasing the number of activities they perform.
- Job enrichment
 - Redesigning jobs in a way that increases the opportunities for the worker to experience feelings of responsibility, achievement, growth, and recognition.

From Specialized to Enlarged Jobs (cont'd)

- Job rotation
 - Moving a trainee from department to department to broaden his or her experience and identify strong and weak points to prepare the person for an enhanced role with the company
 - Systematically moving workers from one job to another to enhance work team performance.

Why Managers Are Dejobbing Their Companies

- Dejobbing
 - Broadening the responsibilities of the company's jobs
 - Encouraging employee initiative.
- Internal factors leading to dejobbing
 - Flatter organizations
 - Work teams
- External factors leading to dejobbing
 - Rapid product and technological change
 - Global competition
 - Deregulation
 - Political instability
 - Demographic changes
 - Rise of a service economy

Competency-Based Job Analysis

- Competencies
 - Demonstrable characteristics of a person that enable performance of a job.
- Competency-based job analysis
 - Describing a job in terms of the measurable, observable, behavioural competencies (knowledge, skills, and/or behaviours) an employee must exhibit to do a job well.

Why Use Competency Analysis?

- To support HPWS
 - Traditional job descriptions (with their lists of specific duties) may actually backfire if a high-performance work system is the goal.
- Maintain a strategic focus
 - Describing the job in terms of the skills, knowledge, and competencies the worker needs is more strategic.
- Measuring performance
 - Measurable skills, knowledge, and competencies are the heart of any company's performance management process.

Performance Management

- Performance management
 - Managing all elements of the organizational process that affect how well employees perform.
- Types of competencies
 - General competencies
 - reading, writing, and mathematical reasoning.
 - Leadership competencies
 - leadership, strategic thinking, and teaching others.
 - Technical competencies
 - specific technical competencies required for specific types of jobs and/or occupations.

Background Data for Examples

Example of Job Title: Customer Service Clerk

Example of Job Summary:

Answers inquiries and gives directions to customers, authorizes cashing of customers' cheques, records and returns lost charge cards, sorts and reviews new credit applications, works at customer service desk in department store.

Example of One Job Duty:

Authorizes cashing of cheques: authorizes cashing of personal or payroll cheques (up to a specified amount) by customers desiring to make payment by cheque. Requests identification—such as driver's license—from customers and examines cheque to verify date, amount, signature, and endorsement. Initials cheque and sends customer to cashier.