

Week 8

Job Analysis

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.

Product of a Job Analysis

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.

Types of Information Collected

- Work activities
- Human behaviours
- Machines, tools, equipment, and work aids
- Performance standards
- Job context
- Human requirements

Uses of Job Analysis Information

- Recruitment and Selection
- Compensation
- Performance Appraisal
- Training
- Discovering Unassigned Duties
- EEO Compliance

Uses of Job Analysis Information

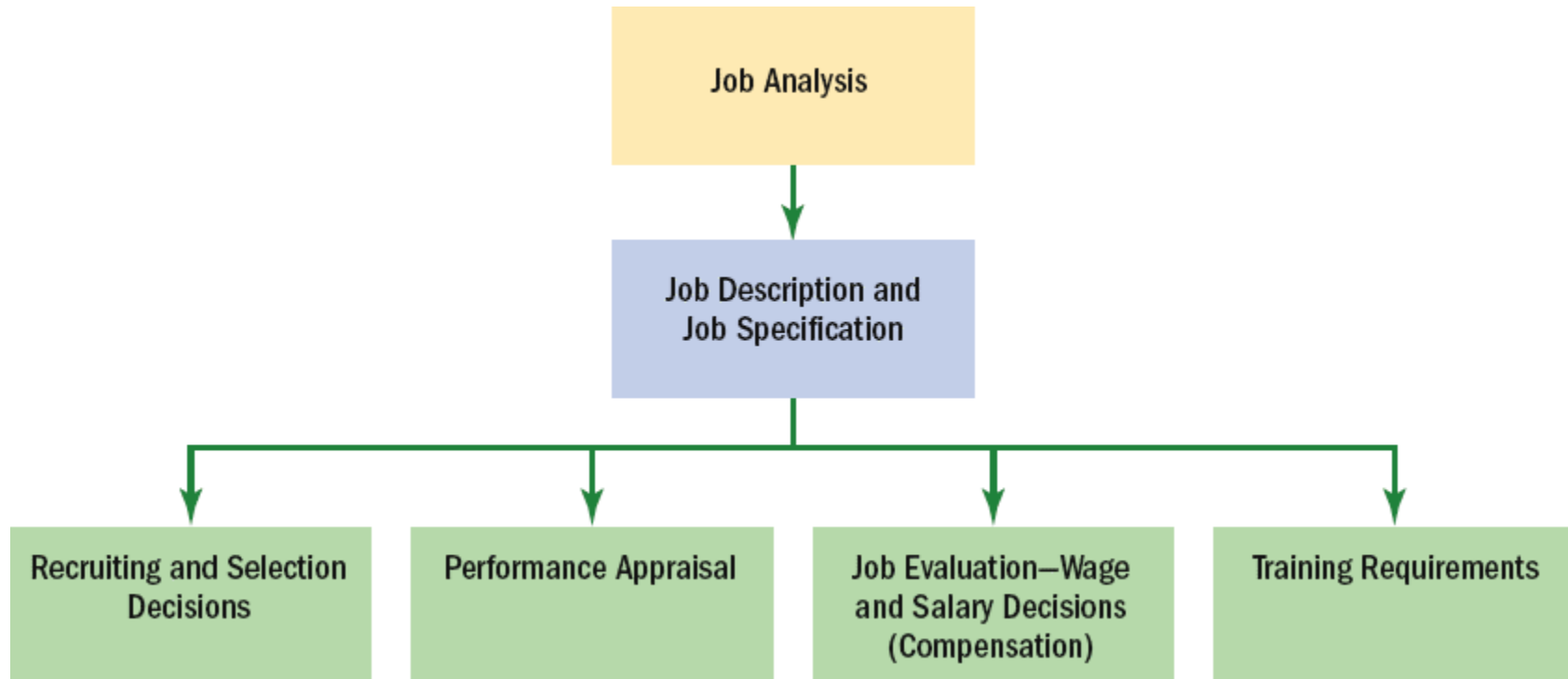


Figure 4–1

Steps in Job Analysis

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

Methods of 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.
- **Disadvantages**
 - Distorted information



Interview formats

Structured (Checklist)

Unstructured

Interview 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.

Methods of Collecting Job Analysis Information: Questionnaires

- Information source
 - Have employees fill out questionnaires to describe their job-related duties and responsibilities
- Advantages
 - Quick and efficient way to gather information from large numbers of employees
- Disadvantages
 - Expense and time consumed in preparing and testing the questionnaire

Questionnaire Formats

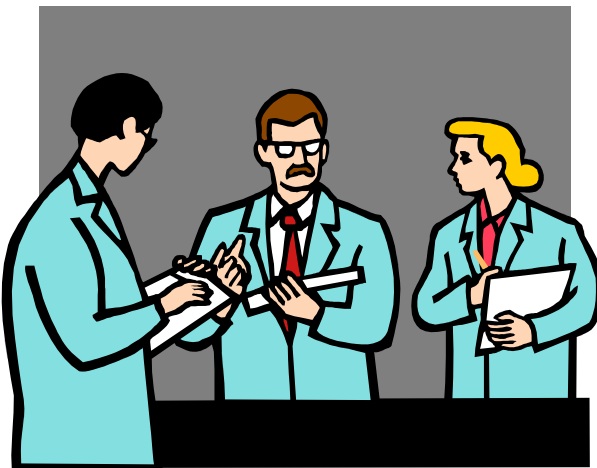
Structured checklists

Opened-ended questions

Methods of Collecting Job Analysis Information: Observation

- Information source
 - Observing and noting the physical activities of employees as they go about their jobs.

- Advantages
 - Provides first-hand information
 - Reduces distortion of information
- Disadvantages
 - Time consuming
 - Difficulty in capturing entire job cycle
 - Of little use if job involves a high level of mental activity.



Methods of Collecting Job Analysis Information: Participant Diary/Logs

- Information source
 - Workers keep a chronological diary/log of what they do and the time spent in 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



Quantitative Job Analysis Techniques

- The position analysis questionnaire (PAQ)
 - A questionnaire used to collect quantifiable data concerning the duties and responsibilities of various jobs.
- The Department of Labor (DOL) procedure
 - A standardized method by which different jobs can be quantitatively rated, classified, and compared.
- Functional job analysis
 - Takes into account the extent to which instructions, reasoning, judgment, and mathematical and verbal ability are necessary for performing job tasks.

Job Analysis Schedule

1. Established Job Title DOUGH MIXER
2. Ind. Assign (bake prod.)
3. SIC Code(s) and Title(s) 2051 Bread and other bakery products

4. JOB SUMMARY:

Operates mixing machine to mix ingredients for straight and sponge (yeast) doughs according to established formulas, directs other workers in fermentation of dough, and curls dough into pieces with hand cutter.

5. WORK PERFORMED RATINGS:

	D	P	(T)
Worker Functions	Data	People	Things
	5	6	2

Work Field Cooking, Food Preparing

6. WORKER TRAITS RATING: (To be filled in by analyst)

Training time required
Aptitudes
Temperaments
Interests
Physical Demands
Environment Conditions

Sample
Report
Based on
Department
of Labor
Job
Analysis
Technique