

Job Analysis



Topics for Tonight

- Answer your questions about Chapter 2
- Take a quiz
- Discuss importance of job analysis
 - *Back to the Floor: Central Park video*
- Discuss job descriptions
 - Exercise 2.1
 - Exercise 2.3
- Discuss how to conduct a job analysis interview
 - *Office Space video*
 - *Job Analysis Interview video*
- Discuss salary surveys
- Discuss salary equity

Importance of Job Analysis

- Writing job descriptions
- Employee selection
- Training
- Personpower planning
- Performance appraisal
- Job classification
- Job evaluation
- Job design
- Compliance with legal guidelines
- Organizational analysis

Job Descriptions



Job Description Sections

Example on pages 36-38 of your text

- Job Title
- Brief summary
- Work activities
- Tools and equipment used
- Work context
- Work performance
- Compensation information
- Job Competencies

Job Description Sections

Job Title

- Describes the nature of the job
- Assists in employee selection and recruitment
- Affects perceptions of job worth and status
 - Job evaluation results
 - Employees feelings of personal worth
- Affects clarity of resumes

Functional Titles

- Professional Titles
 - Human resources analyst
 - Human resources representative
 - Human resources generalist
 - Human resources specialist
 - Human resources assistant
 - Human resources associate
 - Human resources consultant
 - Human resources advisor
- Management Titles
 - Human resources supervisor
 - Human resources manager
 - Human resources director
 - Human resources V.P.

Would you like to upsize that title?



Traditional Title	Upsized Title
Writer	Sentence Engineer
Waiter	Customer-Chef Intermediary
Garbage Man	Sanitation Engineer
Secretary	Power Behind the Throne
Window Washer	Optical Illuminator Enhancer
File Clerk	Data Storage Specialist
Receptionist	Director of First Impressions
Grave Digger	Cadaver Disposal Facilitator

Job Description Sections Organizational Code

- Should make sense
- Example
 - E702 (Exempt – Engineer-Mechanical)
- O*NET code can be used

Job Description Sections

Brief Summary

- Useful for recruitment advertising
- Should be written in an easy to understand style
- Jargon and abbreviations should not be used

Job Description Sections

Work Activities

- Organize by dimensions
 - Similar activities
 - Similar KSAOs
 - Temporal order

Writing Task Statements

- Required elements to a task statement
 - Action
 - Object
- Optional elements
 - *Where* the task is done
 - *How* it is done
 - *Why* it is done
 - *When* it is done

Poorly written task statement	Properly written task statement
Sends purchase requests	Sends purchase requests to the purchasing department using campus mail
Drives	Drives a five-speed truck to make food deliveries within the city of Toledo
Locks hall doors	Uses master key to lock hall doors at midnight so that nonresidents cannot enter the residence hall

Job Description Sections
Work Activities

- Task statements
 - List only one activity per statement
 - Statements should be able to “stand alone”
 - Should be written in an easy to understand style
 - Use precise rather than general words
 - “Responsible for”*
 - “Oversees”*
 - “Handles accounts”*

Writing Task Statements

- Characteristics of well-written task statements
 - One action and one object
 - Appropriate reading level
 - The statement should make sense by itself
 - All statements should be written in the same tense
 - Should include the tools and equipment used to complete the task
 - Task statements should not be competencies
 - Task statements should not be policies

Avoiding Common Problems When Writing Job Descriptions

Capitalization

Job Titles

When referring to a job title in the body of a job description, the title is not capitalized unless it starts a sentence. For example, the *clerk* is supervised by the *cost accountant*. *Cost accountants* are in charge of the department.

Time

Days of the week (Monday, Friday) and months (October, January) are capitalized. Seasons (spring, fall) are not capitalized.

Tools and Equipment

Only capitalize the *first word* for each tool or piece of equipment in a list.

- Soil *mixer*
- Personal *computer*
- Fertilizer *bag*

Departments

When referring to a department in the body of a job description, the department is not capitalized unless it starts a sentence. For example:

- Invoices are sent to the *accounting department*
- *Accounting department* employees should arrive at work as scheduled

Hyphens

Though it is tempting, the following words *do not* have hyphens

- Coworkers

The following phrases *do* have hyphens

- Paper-and-pencil test (but not, “uses paper and pencil”)
-

Abbreviations

Hours of Work

Periods follow each letter in a.m. and p.m., they are not capitalized, and a space should be placed between the time 7:00 and the morning (a.m.) or evening (p.m.) designation.

7:00 a.m. to 4:00 p.m.

Weight

Must be able to lift 15 *lbs.* (lowercase, period at end)

Apostrophes

Apostrophes are primarily used to show possession (e.g., Mike's car) or for contractions (didn't for did not). They are not to be used for plurals in abbreviations. For example:

- KSAOs is correct, KSAO's is not
- POs (purchase orders) is correct, PO's is not

Tasks

Keep the tense consistent across tasks. The following is correct:

- *Waters* plants in the morning and in the afternoon
- *Pulls* weeds as necessary
- *Trims* dead leaves from plants

The following is not correct:

- *Waters* plants in the morning and in the afternoon
- *Pull* weeds as necessary
- *Trimming* dead leaves from plants

Do not put a period at the end of each task in a job description. For example:

- Waters plants in the morning and in the afternoon

At the minimum, a properly written task statement must contain an *action* (what is done) and an *object* (to which the action is done). Often, task statements will also include such components as *where* the task is done, *how* it is done, *why* it is done, and *when* it is done.

Here are some characteristics of well-written task statements:

- One action should be done to one object. If the statement includes the word "and," it may have more than one action or object. For example, the statement "Types correspondence to be sent to vendors" has one action and one object. However, "Types, files, and sends correspondence to vendors" contains three very different actions (types, files, sends).
- Task statements should be written at a level that can be read and understood by a person with the same reading ability as the typical job incumbent.
- The task statement should include the tools and equipment used to complete the task.
- Task statements should not be competencies (e.g., "Be a good writer").
- Task statements should not be a policy (e.g., "Treats people nicely").
- The statement should make sense by itself. That is, "Makes photocopies" does not provide as much detail as "Makes photocopies of transactions for credit union members," which indicates what types of materials are photocopied and for whom they are copied.
- When possible avoid using abbreviations, slang, jargon, and "big words"

Grouping Tasks

Similar tasks should be grouped under task dimensions. Within each dimension, the tasks should be arranged in an order that makes sense. If tasks are performed in a particular sequence, it would certainly make sense to place the tasks in the order in which the tasks are performed. For dimensions in which there is no logical sequence, the most important or frequently performed tasks should be placed first.

What is Wrong with these Task Statements?

- Handles customer complaints
- Type, files, and distributes correspondence
- Utilizes decision-making skills and abilities
- In charge of the copy machine
- Uses the computer to balance department budget
- Responsible for opening and closing the office
- Greets visitors
- Examines supervisor's daily schedule
- Oversees the office



Job Description Sections Tools and Equipment Used



Job Description Sections Work Context

- Work schedule
- Degree of supervision
- Ergonomic information
 - Physical and Psychological Stress
 - Indoors v. outdoors
 - Lighting/heat/noise/physical space
 - Clean v. dirty environment
 - Standing/sitting/bending/lifting

Job Description Sections
Work Performance

- Describes how performance is evaluated
- This section might include
 - Standards used
 - Frequency of evaluation
 - Evaluation dimensions
 - The person doing the evaluating

Job Description Sections
Compensation Information

- Exempt status
- Pay grade
- EEO-1 Category
 1. Officials and managers
 2. Professionals
 3. Technicians
 4. Sales workers
 5. Office and clerical
 6. Craft workers
 7. Operatives
 8. Laborers
 9. Service workers

Job Description Sections
Job Competencies

- Common Names
 - Job competencies
 - Knowledge, skill, ability, and other characteristics (KSAOs)
 - Job specifications
- Competencies should be separated
 - Those needed before hire
 - Those that can be learned after hire

KSAOs

Knowledge	A body of information needed to perform a task
Skill	The proficiency to perform a certain task
Ability	A basic capacity for performing a wide range of different tasks, acquiring a knowledge, or developing a skill
Other characteristics	Personal factors such as personality, willingness, interest, and motivation and such tangible factors as licenses, degrees, and years of experience

The Job Analysis Interview



Gathering Job Analysis Information

- Gathering existing information
- Interviewing subject matter experts (SMEs)
 - Individual interviews
 - SME Conferences
 - Ammerman Technique
- Observing incumbents
- Job participation
- Task inventories
- Other structured methods

Conducting a Job Analysis Interview

- Prior to the Interview
 - Ensure that the incumbent has been notified in advance
 - Ensure that you have a proper place to interview
 - Bring
 - Paper and pen
 - Copies of previous job descriptions
 - Copies of interview outline and questions
 - Dress “shirt and tie”

Conducting a Job Analysis Interview

- Opening the Interview
 - Establish rapport
 - Make the purpose of the interview clear
 - Ensure confidentiality
 - Explain what the incumbent will gain by being open
 - Encourage the incumbent to talk

During the Interview

- Style
 - Don’t rush the incumbent
 - Be professional but not aloof
 - Do not take sides
 - Don’t take issue with the incumbent’s statements
 - Don’t show any interest in salary

During the Interview

- Questions
 - Must be related to the purpose of the analysis
 - Should be clear and easy to understand
 - Must be free of personal or intimate material
 - Should not be leading
 - Should be open-ended
 - Respond with good “active listening” techniques

During the Interview

- Note taking
 - Recording the interview is not a good idea
 - Ask incumbents to spell or repeat if necessary
 - Take your time in taking notes
- Good Opening Question
 - Tell me about the typical day
 - Each major event becomes a dimension

Job Evaluation

Determining the Worth of a Job



The Ideal Compensation System

- Will attract and retain desired employees
- Will motivate current employees while also providing security
- Is equitable
- Is in compliance with legal guidelines



Humor Break



Reaching the end of a job interview, the HR manager asked a young applicant fresh out of business school, "And what starting salary are you looking for?"

The applicant said, "In the neighborhood of \$125,000 a year, depending on the benefits package."

The interviewer said, "Well what would you say to a package of 5 weeks of vacation, 14 paid holidays, full medical and dental, company matching retirement fund to 50% of salary, and a company care leased every two years – say a red Corvette?"

The applicant sat up straight and said, "Wow! Are you kidding?"

The interviewer replied, "Yeah, but you started it."

Determining External Pay Equity

- Worth based on external market
- Determined through salary surveys
- Information obtained
 - salary range
 - starting salary
 - actual salaries paid
 - benefits



Salary Survey Example

	# of orgs	# of emp	Weighted Average	Salary Range				
				Low	Q1	Median	Q3	High
Production								
Foreperson	18	286	\$18.85	9.50	13.24	16.45	20.10	27.51
Machinist	9	419	\$13.83	9.00	11.63	14.67	15.36	19.97
Planner	9	36	\$15.73	7.02	10.28	11.67	17.41	28.36
Production	15	3,487	\$13.91	6.00	7.71	10.47	13.68	15.30
Quality Ins	10	45	\$12.24	7.00	8.00	9.93	13.38	15.30
Maintenance								
Janitor	10	322	\$ 7.08	5.27	6.48	7.62	8.34	12.72
Maint A	17	112	\$13.90	7.05	9.62	11.26	13.79	16.65
Mechanic	11	382	\$14.80	8.25	10.93	12.41	14.33	16.05

Potential Salary Survey Problems

- Response rate
 - organization conducted
 - trade group conducted
- Finding comparable jobs
- Do salary surveys perpetuate discrimination?
- Do salary surveys “fix” salaries at low levels?


