

JOB ANALYSIS AND DESIGN

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JOB ANALYSIS

Concept and Need for Job Analysis:

- ▶ Job analysis refers to: -
 - the systematic investigation of a job's content,
 - the anatomy of a job.

▶ A job is

"...a collection or aggregation of tasks, duties and responsibilities which as a whole is regarded as a regular assignment to individual employees and which is different from other assignments."

Yoder, D.; (1975); Personnel Management and Industrial Relations; Prentice Hall of India; New Delhi

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Definition of Job Analysis:

- ▶ Job analysis is the assessment that describes jobs, skills and competencies required to perform them.

Armstrong, M.; (2017); Armstrong's Handbook of Human Resource Management Practice; 14th edition; Kogan Page; at page 644

Filippo, E.B.; (1984); Personnel Management; McGraw - Hill; New York; at page 114

Jones, J.J. & Detatris, T.; (1969); Job Analysis; Personnel Journal; at page 805

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Nature of Job Analysis:

- ▶ Job analysis plays an integral part in HRP process specifically in SHRM.
- ▶ Firms are moving away from the traditional job analysis (which relies on rigid job analytical techniques) to strategic job analysis (which in addition to relying on analytical techniques also incorporates more modern practices).
- ▶ Job analysis produces the following information about a job:
 - overall purpose
 - job content
 - key result areas
 - technological dimensions of jobs
 - organizational factors
 - motivating factors
 - developmental factors

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METHODS OF JOB ANALYSIS

- ▶ Factors considered when determining the method to be utilized for data collection include -
 - organizational structure,
 - hierarchical nature of the job responsibilities and duties involved in it,
 - cost to be incurred during job analysis,
 - person conducting the job analysis.
- ▶ Traditional job analysis was done via questionnaire and supplemented by an interview; other methods have emerged i.e.:
 - Observation
 - Questionnaire
 - Interview
 - Checklists
 - Diaries or Log Records
 - Critical Incidents

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OUTCOMES OF JOB ANALYSIS

Job Description

- ▶ Written summary of the basic tasks associated with a particular job i.e.: -
 - job title and identity,
 - the location,
 - the responsibilities / result areas (duties to be performed and expected outputs),
 - position relationships (how the job relates with other - reporting relationships).

Job Specification

- ▶ Identifies the minimum acceptable qualifications, competencies and attributes required

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USES / BENEFITS OF JOB ANALYSIS

- ▶ Human resource planning
- ▶ Training and development
- ▶ Recruitment and selection
- ▶ Placement and orientation
- ▶ Job evaluation
- ▶ Performance appraisal
- ▶ Health and Safety

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JOB DESIGN

DEFINITION

- ▶ Job design is the process of determining how specific tasks are combined to form complete jobs.

Armstrong, M.; (1988); Handbook of Personnel Management;

AIMS OF JOB DESIGN

- ▶ Overall objective is to integrate the needs of the individual with those of the organization.
 - To satisfy the requirements of the organization for productivity, operational efficiency and quality of product or service offered by an organization.
 - To satisfy the needs of an individual for interest, challenge and accomplishment to ensure job satisfaction and improve performance and productivity.
 - To fulfill the social responsibilities of the organization to the people who work in it by improving the quality of working life.

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PRINCIPLES OF JOB DESIGN

- ▶ To influence skill variety, provide opportunities for people to combine tasks.
- ▶ To influence task identity, combine tasks and form natural work units.
- ▶ To influence autonomy i.e. give employees the responsibility for determining their own working systems.
- ▶ To influence feedback, establish good relationships and open feedback channels.

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THEORIES OF JOB DESIGN

▶ Existence of job design can be credited to the organizational theory.
"Organizational theory is the name given to a set of propositions that are constructed within the field of organization science. It includes a study of organizations in practice, and from observation and research develops a body of knowledge that seeks to generalize on the way elements of an organization interact as well as the way the organization interacts with its environment."
Winzenried, A. et al; (2010); Towards an Organizational Theory for Information Professionals; Visionary Leaders for Information; Chandos Publishing; pages 23 - 61.

- ▶ The theories include: -
- Classical approaches to job design
 - Taylorism theory of scientific management
 - Fordism theory
 - Human relations theory
 - Job characteristic model theory

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FACTORS AFFECTING JOB DESIGN

- ▶ Organizational factors
- ▶ Environmental factors
- ▶ Behavioral factors i.e.: -
 - Autonomy
 - Use of abilities
 - Feedback
 - Variety

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TECHNIQUES OF JOB DESIGN

- ▶ Work simplification
- ▶ Job rotation
- ▶ Job enlargement
- ▶ Job enrichment

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CONCEPT OF COMPETENCY MODELLING

- ▶ Competency is knowledge, skill, ability or other characteristic which, when applied in the appropriate roles, helps to achieve the desired results.
- ▶ Competencies contribute to individual exemplary
- ▶ Competencies help simplify the process of tying concrete examples of performance expectations to organizational mission, vision and overall goals and objectives.
- ▶ Competency models contain detailed information e.g. key behaviors and proficiency standards that relate to different levels of job experience or expertise.

Campion, M.A., et al; (2011); Doing competencies well: Best practices in competency modeling; Personnel Psychology; Volume 64; pages 225-262
Shippmann, J.S., et al; (2000); The practice of competency modeling; Personnel Psychology; Vol 53; 703 - 740.

Classifications:

Core / behavioral competencies

- ▶ Whether the competencies apply to all roles.
- ▶ Models utilized for analyzing behavioral competency: -
 - expert opinion
 - structured interview
 - workshops
 - critical incident technique
 - repertory grid analysis

Technical competencies

- ▶ Whether the competencies are specific to particular roles.
- ▶ Utilizes functional analysis

Use of Competency Models:

- ▶ In human resources, competency models are utilized in the selection, training and appraisal of the human resource.
- ▶ Employees in an organization can utilize competency models for career management and development.
- ▶ Organizations can use competency models for purposes of restructuring, so as to align what is required by the organization for successful performance with organizational strategy.
- ▶ Organizations can use well-designed competency models to build performance assessments for existing human resource, create behavioral interviews for hiring new employees and determine selection criteria for succession planning.

Role of Strategic Human Resource Management to Competency Modelling:

- ▶ SHRM follows best practices delineated by the Society for Industrial Organizational Psychology (SIOP) taskforce on competency modeling.
- ▶ Examples of competencies that can be included in SHRM Competency Model include:
 - business acumen
 - communication
 - consultation
 - critical evaluation
 - global & cultural effectiveness
 - human resource expertise
 - leadership & navigation
 - relationship management
 - ethical practice
