

Chapter 3 Job Analysis

-Job analysis

- Procedure for determining the duties and skill requirements of a job and the kind of person who should be hired for the job

-Job description

- The list of job's duties/responsibilities/reporting relationship/work condition/supervisory responsibilities
 - Job duties
 - Responsibilities
 - Reporting
 - Work condition

-Job specification

- List of "Human requirements" of the job
- Includes education/skills/personality

-Information collected through job analysis

-Uses of job analysis information

- Recruitment and selection
- Compensation
 - Helps in determining the right balance in equity theory
- Performance appraisal
 - Job analysis sets up performance standards
- Training
- Ensure complete assignment of duties
 - Each job analysis pinpoints managers duties

-Position analysis questionnaire

- A questionnaire used to collect quantifiable data concerning the duties and responsibilities of a various jobs

- Writing job description
 - Written statement regarding
 - What the jobholder actually does
 - How he/she does it

- Bodies of job description
 - Job identification
 - Includes info regarding the job title
 - Job identification includes these
 - Dept. of labor may ask for this job description for any reason and the company has be ready to produce if the motion is legal
 - Info from here may help in settling discrimination acts

- Job summary
 - Briefly describes the general nature of the job
 - Only the major functions and objectives are written

- Relationships
 - Statements that defines the jobholder's relationships with others insiders and outsiders of the org.

- Responsibilities and duties
 - Presents the detailed list of duties and responsibilities

- Authority
 - Lists jobholder's authority in the area of decision making, supervision of personnel, and budget
 - It may also list the maximum amount of money the jobholder can disburse

- Standards of performance
 - Lists the standards of performance an employee is expected to achieve

- Working conditions
 - Some job description may contain the physical working conditions involved in the job

- Some guidelines for job descriptions
 - Indicate scope of authority
 - Recheck
 - Make sure you have fulfilled the legal obligations and make sure that the jobholder will understand your tone and language

- Writing job specification
 - Deals with these
 - What human traits and experience needed
 - What type of person to recruit
 - Qualities of a person that needed to be tested
 - Specifications for trained employees are much easier
 - Specifications for untrained workers (IF WE ARE TO TRAIN THEM) are quite difficult

- Job specification based on judgment
 - Mainly based upon educated guess
 - Here HM managers ask themselves how many yrs of experience may be required
 - What level of education may be needed etc.

- Job specification based on statistical analysis
 - Identifies relationship between human trait as height, intelligence etc. with job effectiveness
 - This statistical steps has five steps

-Job

- Defined a set of closely related activities carried out for pay
- It can be without pay too (volunteer work)

-Job enlargement

- Assigning workers additional same level activities so as to increase the number of activities performed

-Job rotation

-Job enrichment

- Best way to motivate a worker as per Frederik Herzberg
- Offers an employee with growth, achievement, and more responsibilities
- Five ways to promote enrichment
 - Form natural work teams
 - Each person owns an identifiable body of work
 - Combine tasks
 - Establish of the clients
 - Here the worker has contact as often as possible with the customer of the product
 - Open feedback channel

-De-jobbing

- Means more and more jobs are cross functional in nature that it is almost difficult to put it in clear cut terms and conditions
- Responsibilities lie in many areas that are cross-functional too

-Recent tend in modern organizations