Module 3: **(10 Hours)**

Job Analysis and Evaluation: Why Perform Job Analysis?, Job Analysis Procedures, Job Analysis Data Collection Process, Job Descriptions, Definition of Job Evaluation, Major Decisions In Job Evaluation, Job Evaluation Methods, Final Result – Pay Structure

Job Analysis:

A **job** is defined as a collection of duties and responsibilities which are given together to an individual employee. **Job analysis** is the process of studying and collecting information relating to operations and responsibilities of a specific job.

Job analysis (also known as **work analysis**) is a family of procedures to identify the content of a job in terms of activities involved and attributes or job requirements needed to perform the activities. Job analysis provide information to organizations which helps to determine which employees are best fit for specific jobs. Through job analysis, the analyst needs to understand what the important tasks of the job are, how they are carried out, and the necessary human qualities needed to complete the job successfully.

Job Analysis should collect information on the following areas:

- **Duties and Tasks** The basic unit of a job is the performance of specific tasks and duties. Information to be collected about these items may include: frequency, duration, effort, skill, complexity, equipment, standards, etc.
- **Environment** This may have a significant impact on the physical requirements to be able to perform a job. The work environment may include unpleasant conditions such as offensive odors and temperature extremes. There may also be definite risks to the incumbent such as noxious fumes, radioactive substances, hostile and aggressive people, and dangerous explosives.
- **Tools and Equipment** Some duties and tasks are performed using specific equipment and tools. Equipment may include protective clothing. These items need to be specified in a Job Analysis.
- **Relationships** Supervision given and received. Relationships with internal or external people.
- **Requirements** The knowledges, skills, and abilities (KSA's) required to perform the job. While an incumbent may have higher KSA's than those required for the job, a Job Analysis typically only states the minimum requirements to perform the job.

Why Perform Job Analysis?,

The purpose of Job Analysis is to establish and document the '*job relatedness*' of employment procedures such as training, selection, compensation, and performance appraisal.

Determining Training Needs
Job Analysis can be used in training/"needs assessment" to identify or develop:

- training content

- assessment tests to measure effectiveness of training
- equipment to be used in delivering the training
- methods of training (i.e., small group, computer-based, video, classroom...)

Compensation
Job Analysis can be used in compensation to identify or determine:

- skill levels
- compensable job factors
- work environment (e.g., hazards; attention; physical effort)
- responsibilities (e.g., fiscal; supervisory)
- required level of education (indirectly related to salary level)
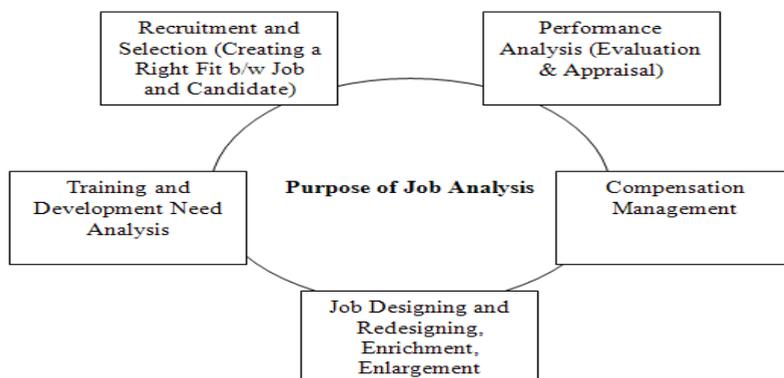
Selection Procedures
Job Analysis can be used in selection procedures to identify or develop:

- job duties that should be included in advertisements of vacant positions;
- appropriate salary level for the position to help determine what salary should be offered to a candidate;
- minimum requirements (education and/or experience) for screening applicants;
- interview questions;
- selection tests/instruments (e.g., written tests; oral tests; job simulations);
- applicant appraisal/evaluation forms;
- orientation materials for applicants/new hires

Performance Review
Job Analysis can be used in performance review to identify or develop:

- goals and objectives
- performance standards
- evaluation criteria
- length of probationary periods
- duties to be evaluated

Recruitment and Selection (Creating a Right Fit b/w Job and Candidate) — Performance Analysis (Evaluation & Appraisal) — Training and Development Need Analysis — **Purpose of Job Analysis** — Compensation Management — Job Designing and Redesigning, Enrichment, Enlargement

Job Analysis Procedure:

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│  Identification of Job Analysis Purpose                       │
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│  Who Will Conduct Job Analysis?                               │
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│  How to Conduct Job Analysis Process?                         │
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│  Strategic Decision Making                                    │
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│  Training of Job Analyst                                      │
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│  Preparation of Job Analysis Process                          │
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│  Data Collection                                              │
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│  Documentation, Verification and Review                       │
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│  Developing Job Description & Specification                   │
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- **Identification of Job Analysis Purpose:** Well any process is futile until its purpose is not identified and defined. Therefore, the first step in the process is to determine its need and desired output. Spending human efforts, energy as well as money is useless until HR managers don't know why data is to be collected and what is to be done with it.
- **Who Will Conduct Job Analysis:** The second most important step in the process of job analysis is to decide who will conduct it. Some companies prefer getting it done by their own HR department while some hire job analysis consultants. Job analysis consultants may prove to be extremely helpful as they offer unbiased advice, guidelines and methods. They don't have any personal likes and dislikes when it comes to analyze a job.
- **How to Conduct the Process:** Deciding the way in which job analysis process needs to be conducted is surely the next step. A planned approach about how to carry the whole process is required in order to investigate a specific job.
- **Strategic Decision Making:** Now is the time to make strategic decision. It's about deciding the extent of employee involvement in the process, the level of details to be collected and recorded, sources from where data is to be collected, data collection methods, the processing of information and segregation of collected data.
- **Training of Job Analyst:** Next is to train the job analyst about how to conduct the process and use the selected methods for collection and recoding of job data.

- **Preparation of Job Analysis Process:** Communicating it within the organization is the next step. HR managers need to communicate the whole thing properly so that employees offer their full support to the job analyst. The stage also involves preparation of documents, questionnaires, interviews and feedback forms.
- **Data Collection:** Next is to collect job-related data including educational qualifications of employees, skills and abilities required to perform the job, working conditions, job activities, reporting hierarchy, required human traits, job activities, duties and responsibilities involved and employee behaviour.
- **Documentation, Verification and Review:** Proper documentation is done to verify the authenticity of collected data and then review it. This is the final information that is used to describe a specific job.
- **Developing Job Description and Job Specification:** Now is the time to segregate the collected data in to useful information. Job Description describes the roles, activities, duties and responsibilities of the job while job specification is a statement of educational qualification, experience, personal traits and skills required to perform the job.

Thus, the process of job analysis helps in identifying the worth of specific job, utilizing the human talent in the best possible manner, eliminating unneeded jobs and setting realistic performance measurement standards.

Job Analysis Data Collection process:
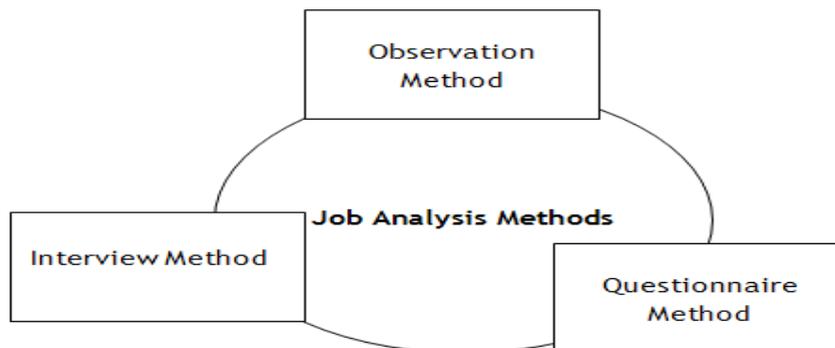
Most Common Methods of Job Analysis

- **Observation Method:** A job analyst observes an employee and records all his performed and non-performed task, fulfilled and un-fulfilled responsibilities and duties, methods, ways and skills used by him or her to perform various duties and his or her mental or emotional ability to handle challenges and risks. However, it seems one of the easiest methods to analyze a specific job but truth is that it is the most difficult one. Why? Let's Discover.

   It is due to the fact that every person has his own way of observing things. Different people think different and interpret the findings in different ways. Therefore, the process may involve personal biasness or likes and dislikes and may not produce genuine results.

This error can be avoided by proper training of job analyst or whoever will be conducting the job analysis process.

This particular method includes three techniques: direct observation, Work Methods Analysis and Critical Incident Technique. The first method includes direct observation and recording of behaviour of an employee in different situations. The second involves the study of time and motion and is specially used for assembly-line or factory workers. The third one is about identifying the work behaviours that result in performance.

- **Interview Method:** In this method, an employee is interviewed so that he or she comes up with their own working styles, problems faced by them, use of particular skills and techniques while performing their job and insecurities and fears about their careers.

  This method helps interviewer know what exactly an employee thinks about his or her own job and responsibilities involved in it. It involves analysis of job by employee himself. In order to generate honest and true feedback or collect genuine data, questions asked during the interview should be carefully decided. And to avoid errors, it is always good to interview more than one individual to get a pool of responses. Then it can be generalized and used for the whole group.

- **Questionnaire Method:** Another commonly used job analysis method is getting the questionnaires filled from employees, their superiors and managers. However, this method also suffers from personal biasness. A great care should be takes while framing questions for different grades of employees.

  In order to get the true job-related info, management should effectively communicate it to the staff that data collected will be used for their own good. It is very important to ensure them that it won't be used against them in anyway. If it is not done properly, it will be a sheer wastage of time, money and human resources.

These are some of the most common methods of job analysis. However, there are several other specialized methods including task inventory, job element method, competency profiling, technical conference, threshold traits analysis system and a combination of these methods. While choosing a method, HR managers need to consider time, cost and human efforts included in conducting the process.

Job Description

Job description includes basic job-related data that is useful to advertise a specific job and attract a pool of talent. It includes information such as job title, job location, reporting to and of employees, job summary, nature and objectives of a job, tasks and duties to be performed, working conditions, machines, tools and equipments to be used by a prospective worker and hazards involved in it.

Purpose of Job Description

- The main purpose of job description is to collect job-related data in order to advertise for a particular job. It helps in attracting, targeting, recruiting and selecting the right candidate for the right job.
- It is done to determine what needs to be delivered in a particular job. It clarifies what employees are supposed to do if selected for that particular job opening.
- It gives recruiting staff a clear view what kind of candidate is required by a particular department or division to perform a specific task or job.
- It also clarifies who will report to whom.

Job Specification

Also known as employee specifications, a job specification is a written statement of educational qualifications, specific qualities, level of experience, physical, emotional, technical and communication skills required to perform a job, responsibilities involved in a job and other unusual sensory demands. It also includes general health, mental health, intelligence, aptitude, memory, judgment, leadership skills, emotional ability, adaptability, flexibility, values and ethics, manners and creativity, etc.

Purpose of Job Specification

- Described on the basis of job description, job specification helps candidates analyze whether are eligible to apply for a particular job vacancy or not.
- It helps recruiting team of an organization understand what level of qualifications, qualities and set of characteristics should be present in a candidate to make him or her eligible for the job opening.
- Job Specification gives detailed information about any job including job responsibilities, desired technical and physical skills, conversational ability and much more.
- It helps in selecting the most appropriate candidate for a particular job.

Job description and job specification are two integral parts of job analysis. They define a job fully and guide both employer and employee on how to go about the whole process of recruitment and selection. Both data sets are extremely relevant for creating a right fit between job and talent, evaluate performance and analyze training needs and measuring the worth of a particular job.

Job evaluation

Defn:

A job evaluation is a systematic way of determining the value/worth of a job in relation to other jobs in an organization. It tries to make a systematic comparison between jobs to assess their relative worth for the purpose of establishing a rational pay structure. J*ob evaluation*, on the other hand, specifies the relative value or worth of each job in an organization.

Purpose of Job Evaluation:

☐ Designing new organization and roles/jobs
☐ Changing the organizational design or roles
☐ Aligning roles and pay to organizational changes
☐ Designing an effective organization
☐ Defining interdependencies among different jobs
☐ Clarifying accountabilities of jobs
☐ Managing succession in organization
☐ Reviewing the existing pay structure
☐ Auditing legal compliance of pay policies
☐ Implementing benchmark pay structures
☐ Setting value-based pay policie

Principles of Job Evaluation

- **Definition:** Jobs must be clearly defined such that they are identifiable and easily distinguishable. These jobs must then be part of the job description.
- **Evaluation:** A job evaluation scheme must be arrived upon and used as a standard and all jobs in the organisation must be evaluated as per that scheme only.
- **Job Understanding:** Job evaluators need to have deep insights into the job design process. They must have a methodical understanding of various tasks involved.
- **Concern:** Job evaluation must be concerned with the job and not with the person. i.e. it is the job that has to be evaluated and not the person
- **Assessment:** The assessment has to be carried out in an acceptable manner and by competent people. Further, it is based on judgement and is not scientific but can however be used to make objective judgements if used correctly.

Major Decisions In Job Evaluation:

They are

- Establish purpose of evaluation.
- Decide whether to use single or multiple plans.
- Choose among alternative approaches.
- Obtain involvement of relevant stakeholders.
- Evaluate plan's usefulness.

Establish the Purpose

Job evaluation is part of the process for establishing an internally aligned pay structure. A structure is aligned if it supports the organization strategy, fits the work flow, is fair to employees, and motivates their behavior toward organization objectives.

• **Supports organization strategy**: Job evaluation aligns with the organization's strategy by including what it is about work that adds value—that contributes to pursuing the organization's strategy and achieving its objectives. Job evaluation helps answer, How does this job add value?

• **Supports work flow**: Job evaluation supports work flow in two ways. It integrates each job's pay with its relative contributions to the organization, and it helps set pay for new, unique, or changing jobs.

• **Is fair to employees**: Job evaluation can reduce disputes and grievances over pay differences among jobs by establishing a workable, agreed-upon structure that reduces the role of chance, favoritism, and bias in setting pay.

• **Motivates behavior toward organization objectives**: Job evaluation calls out to employees what it is about their work that the organization values, what supports the organization's strategy and its success. It can also help employees adapt to organization changes by improving their understanding of what is valued in their new assignments and why that value may have changed. Thus, job evaluation helps create the network of rewards (promotions, challenging work) that motivates employees. If the purpose of the evaluation is not called out, it becomes too easy to get lost in complex procedures, negotiations, and bureaucracy. The job evaluation process becomes the end in itself instead of a way to achieve an objective. Establishing its purpose can help ensure that the evaluation actually is a useful systematic process.

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Single versus Multiple Plans

Rarely do employers evaluate all jobs in the organization at one time. More typically, a

related group of jobs, for example, manufacturing, technical, or administrative, will be

the focus. Many employers design different evaluation plans for different types of work. They do so because they believe that the work content is too diverse to be usefully evaluated by one plan. For example, production jobs may vary in terms of manipulative skills, knowledge of statistical quality control, and working conditions. But these tasks and skills may not be relevant to engineering and finance jobs. Rather, the nature of the contacts with customers may be relevant. Consequently, a single, universal plan may not be acceptable to employees or useful to managers if the work covered is highly diverse. Even so, there are some plans that have been successfully applied across a wide breadth and depth of work. The most prominent examples include the Hay plan and the position analysis questionnaire.

A benchmark job has the following characteristics:

• Its contents are well known and relatively stable over time.

• The job is common across a number of different employers. It is not unique to a particular employer.

• A reasonable proportion of the work force is employed in this job.

A representative sample of benchmark jobs will include the entire domain of work being evaluated—administrative, manufacturing, technical, and so on—and capture the diversity of the work within that domain.

Job Evaluation Methods

Ranking , classification , and point method are the most common job evaluation methods, though uncounted variations exist. Research over 40 years consistently finds that different job evaluation plans generate different pay structures. So the method you choose matters. They all begin by assuming that a useful job analysis has been translated into job descriptions methods.

Involvement of stakeholders:

If the internal structure's purpose is to aid managers—and if ensuring high involvement and commitment from employees is important—those managers and employees with a stake in the results should be involved in the process of designing it. A common approach is to use committees, task forces, or teams that include representatives from key operating functions, including nonmanagerial employees. In some cases, the group's role is only advisory; in others, the group designs the evaluation approach, chooses compensable factors, and approves all major changes. Organizations with unions often find that including union representatives helps gain acceptance of the results. Union-management task forces participated in the design of a new evaluation system for the federal government. However, other union leaders believe that philosophical differences prevent their active participation. They take the position that collective bargaining yields more equitable results. So the extent of union participation varies. No single perspective exists on the value of active participation in the process, just as no single management perspective exists.

Design Process Matters

Research suggests that attending to the fairness of the design process and the approach chosen (job evaluation, skill/competency-based plan, and market pricing), rather than focusing solely on the results (the internal pay structure), is likely to achieve employee and management commitment, trust, and acceptance of the results. The absence of participation may make it easier for employees and managers to imagine ways the structure might have been rearranged to their personal liking.

Job evaluation Methods:

Job evaluation is done by any of the following methods:

- **Points rating -** Different levels are accorded to the various elements of jobs and then the points allocated to different levels are totaled to get point score of the jobs which forms the basis of pay structure.
- **Factor comparison -** A comparison of various independent factors of jobs is done and points are given to each factor rank of individual job. These points are then totaled to rank the jobs.
- **Job ranking -** Job is not broken into factors or elements, rather it is evaluated as a whole and is compared with other jobs to be ranked accordingly.
- **Paired comparison -** Jobs are compared with each other and allocated points depending on being 'greater, lesser or equal'. These points are added to create rank order of jobs.

Final Result – Pay Structure

The final result of the job analysis–job description–job evaluation process is a structure, a hierarchy of work. The hierarchy translates the employer's internal alignment policy into practice. These structures are obtained via different approaches to evaluating work. The jobs are arrayed within four basic functions: managerial, technical, manufacturing, and administrative. The

Managerial and administrative structures were obtained via a point job evaluation plan; the technical and manufacturing structures, via two different person-based plans. The manufacturing plan was negotiated with the union. The exhibit illustrates the results of evaluating work: structures that support a policy of internal alignment. Organizations commonly have multiple structures derived through multiple approaches that apply to different functional groups or units. Although some employees in one structure may wish to compare the procedures used in another structure with their own, the underlying premise in practice is that internal alignment is most influenced by fair and equitable treatment of employees doing similar work in the same skill/knowledge group.