

HRMN 2821: Human Resource Management

Chapter 3: Designing and Analyzing Jobs

By

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The following questions help determine if an employee is a candidate for telecommuting:

- Can this employee manage time well without supervision?
- Is the employee a self-starter who can meet deadlines without supervision?
- Is the employee able to work alone for long periods of time?

Employee Engagement in Job Redesign

Successful organizations realize that job redesign requires the collective wisdom and expertise of all staff. The complexities of job redesign demand that everyone in an organization be part of the process so that a variety of ideas are generated around what changes need to be made. Delegating the decision making around job design to lower organizational levels enhances employee involvement, empowerment, and commitment to change.³⁴ Employees who fulfill their job requirements on a daily basis are in the best position to identify where changes are required. If supervisors exclusively hold accountability for job redesign, they run the risk of making changes to jobs that may not necessarily reflect the needs and expectations of employees in the actual positions. With employee input, job redesign can be executed in a way that has employee support and commitment and allows the organization to efficiently and effectively achieve its strategic goals.

Employee engagement in job redesign also increases the probability that employees will remain with an organization, because employees know they have played a role in shaping the intrinsic job quality and increasing the meaningfulness of the job.³⁵ Studies have found that companies with highly engaged employees experience 26 percent higher productivity, lower turnover, a greater ability to attract skilled labour, and 13 percent higher returns to shareholders over a five-year period. As well, highly engaged employees have a 20 percent lower absenteeism rate,

exceed expectations in performance reviews, and are more supportive of organizational change. Companies with engaged employees boosted operating income by 19 percent compared with companies that had the lowest percentage of engaged employees.³⁶

3.3 THE NATURE OF JOB ANALYSIS

Once jobs have been designed or redesigned, an employer's performance-related expectations need to be defined and communicated based on job analysis, a process by which information about jobs is systematically gathered and organized. **Job analysis** is the procedure that firms use to determine the tasks, duties, and responsibilities of each job and the human attributes (in terms of knowledge, skills, and abilities) required to perform it. In contrast to job design, which reflects subjective opinions about the ideal requirements of a job, job analysis is concerned with objective and verifiable information about the actual requirements. Once this information has been gathered, it is used for developing **job descriptions** (what the job entails) and **job specifications** (what the human requirements are).³⁷

Accuracy of job analysis information is very important, as it provides the basis for many HR-related decisions. However, job analysis is usually based on human judgment, a process that is known to be fallible and subject to considerable inaccuracy. Inaccuracies can be created by the effects of social influence, enhancement of self-presentation, and limited or biased information processing.³⁸ Thus, one point of view is that caution should be taken to ensure that potential inaccuracies do not occur—such as by having more than one job analyst at work and reviewing any discrepancies between the results.³⁹ Others believe that accuracy is possible if job analysis is properly conducted and focused on concrete, specific behaviours.⁴⁰

A growing number of organizations prefer **competency analysis** instead of traditional job analysis.⁴¹ Competency analysis identifies the behaviours, skills, and knowledge that all employees are expected

job analysis The procedure for determining the tasks, duties, and responsibilities of each job and the human attributes (in terms of knowledge, skills, and abilities [KSAs]) required to perform it.

job descriptions A list of the duties, responsibilities, reporting relationships, and working

conditions of a job—one product of job analysis.

job specifications A list of the “human requirements”; that is, the requisite knowledge, skills, and abilities (KSAs) needed to perform the job—another product of job analysis.

competency analysis Reviewing an organization's values, mission statement, and strategic direction to identify behaviours, skills, and knowledge that all employees in a company must demonstrate.

Job Analysis Internet Guide www.job-analysis.net

Job Analysis <http://harvey.psy.vt.edu>

to demonstrate regardless of their position within an organization. This list of universal capabilities is generated through a study of the organization's values, mission statement, and strategic direction. For example, the snack food company Frito Lay has used a competency-based approach to inform its compensation decisions for over 10 years. The four competencies at the managerial level include: 1) leading for results; 2) building workforce effectiveness; 3) leveraging technical and business systems; and 4) modelling, teaching, and coaching company values.⁴² A competency-based approach reinforces the capabilities that are valued by the organization and rewards employees when they demonstrate or exceed organizational expectations. Raising competency levels ultimately enhances competitive advantage. Many leading companies, including the Canadian public service, 3M, American Express, IBM, Metlife, Shell, and Marriott Hotels, use competency analysis.

Uses of Job Analysis Information

Job analysis is sometimes called the cornerstone of HRM. As illustrated in Figure 3.4, information gathered, evaluated, and summarized through job analysis is the basis for a number of interrelated HR activities. Having accurate information about jobs and their human requirements—which should be gathered in a

gender-neutral, bias-free manner—is essential for legal compliance in each of these areas:

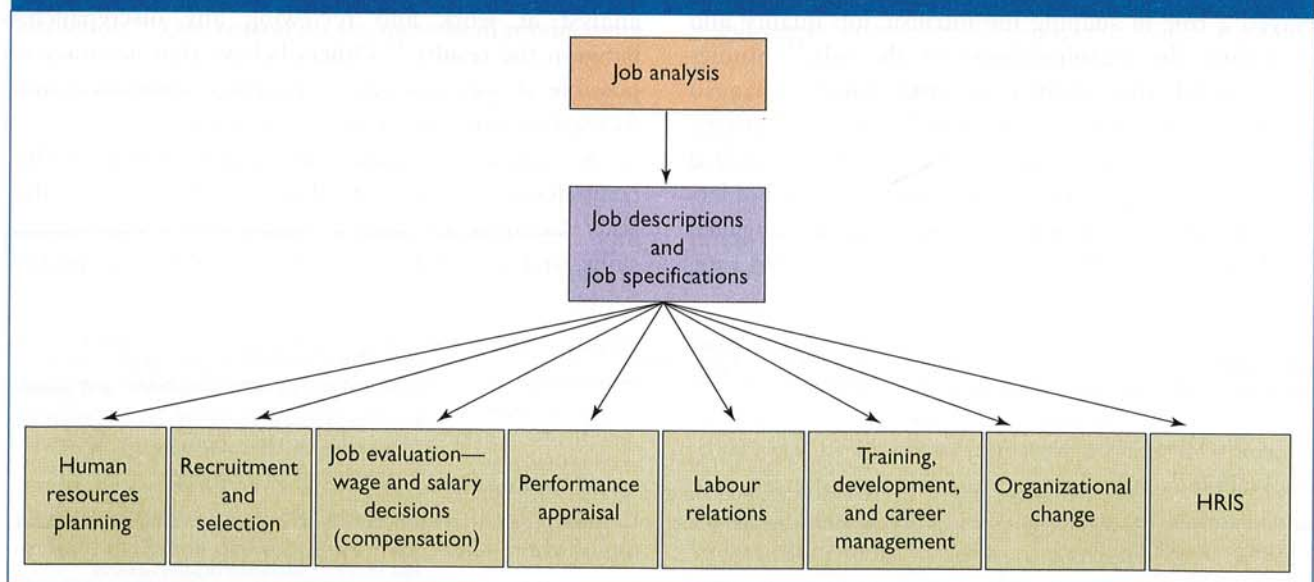
HUMAN RESOURCES PLANNING Knowing the actual requirements of jobs is essential for planning future staffing needs and assessing how a firm's employment equity goals can most effectively be met.

RECRUITMENT AND SELECTION Job description and job specification information should be used to decide what sort of person to recruit and hire. Identifying *bona fide* occupational requirements and ensuring that all activities related to recruitment and selection (such as advertising, screening, and testing) are based on these requirements is necessary for legal compliance in all Canadian jurisdictions.

COMPENSATION Job analysis information is also essential for determining the relative value of each job and its appropriate compensation. The relative value of jobs is one of the key factors used to determine appropriate compensation and justify pay differences if challenged under human rights or pay equity legislation.

PERFORMANCE APPRAISAL To be legally defensible, the criteria used to assess employee performance must be directly related to the duties and responsibilities identified through job analysis. Performance standards should be based on actual job requirements.

figure 3.4 Uses of Job Analysis Information



LABOUR RELATIONS In unionized environments, job descriptions developed from analysis information are generally subject to union approval prior to finalization. Union-approved descriptions then become the basis for classifying jobs and bargaining over wages, performance criteria, and working conditions. Once approved, significant changes to job descriptions may have to be negotiated.

TRAINING, DEVELOPMENT, AND CAREER MANAGEMENT By comparing the knowledge, skills, and abilities (KSAs) that employees bring to a job with those that are identified by job analysis, managers can determine the gaps. Training programs can then be designed to bridge these gaps.

DESIGNING HRIS Job descriptions and job specifications inform the design of human resources information systems (HRIS). Information collected from both sources, such as main duties, qualifications, supervisory responsibilities, education, experience, skills, abilities, and work environment, are used as major categories or links for HRIS. This enables fast retrieval of information as needed for HR audits.

ORGANIZATIONAL CHANGE INITIATIVES When organizations search for ways to enhance efficiency and effectiveness in their operations, job descriptions reveal what needs to be modified, eliminated, or added.

3.4 STEPS IN JOB ANALYSIS

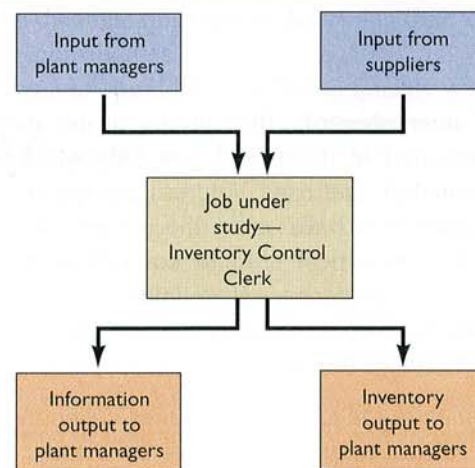
The seven steps involved in analyzing jobs are as follows:

Step 1. *Identify how the information will be used.* This will determine the types of data that should be collected and the techniques used. Some data-collection techniques—such as interviewing the employee and asking what the job entails and what his or her responsibilities are—are good for writing job descriptions and selecting employees. Other job analysis techniques (such as the position analysis questionnaire, described later) do not provide qualitative information for job descriptions but rather numerical ratings for each job; these can be used to compare jobs with one another for compensation purposes.

Step 2. *Review relevant background information such as organization charts, process charts, and job descriptions.*⁴³ As explained earlier, organization charts show how a job relates to other jobs and where it fits in the overall organization. A **process chart** provides a more detailed understanding of the workflow than is obtainable from the organization chart alone. In its simplest form, a process chart (like the one in Figure 3.5) shows the flow of inputs to and outputs from the job under study. (In Figure 3.5, the inventory control clerk is expected to receive inventory from suppliers, take requests for inventory from the two plant managers, provide requested inventory to these managers, and give information to these managers on the status of in-stock inventories.) Finally, the existing job description, if there is one, can provide a starting point for building the revised one.

Step 3. *Select representative positions and jobs to be analyzed.* This is necessary when there are many incumbents for a single job and when a number of similar jobs are to be analyzed, since it would be too time-consuming to analyze every position and job. Clearly communicate to supervisors, employees, and,

figure 3.5 Process Chart for Analyzing a Job's Workflow



Source: R. I. Henderson, *Compensation Management in a Knowledge-based World*, 9th ed. © 2003 Adapted by permission of Pearson Education, Inc., Upper Saddle River, NJ.

process chart A diagram showing the flow of inputs to and outputs from the job under study.

In-class Notes

The Nature of Job Analysis

- Job analysis determines tasks, duties, and responsibilities of a job and the human attributes required to perform it.
- Job analysis is used to create job descriptions and job specifications that form the cornerstone of many HR activities.
- Seven steps in job analysis are:
 1. identify how the information will be used
 2. review background information
 3. select representative jobs to be analyzed
 4. analyze the jobs
 5. review information with job incumbents
 6. develop job descriptions and job specifications
 7. review and update job descriptions and job specifications

possibly, union stewards, the purpose of job analysis, what is required of them, and how data will be collected, validated, and used. Address any questions or concerns they may have about the process or use of data. This is a critical step in conducting the job analysis, as it enhances stakeholder support and reduces the likelihood that they have any reservations that might prompt them to abstain from participating.

Step 4. Analyze the jobs. This requires collecting data on job activities, required employee behaviours, working conditions, and human traits and abilities needed to perform the job, using one or more of the job analysis techniques explained later in the chapter.

Step 5. Review the information with job incumbents. Job analysis information should be verified with the worker(s) performing the job and with the immediate supervisor. This will help confirm that the information is factually correct and complete. By providing an opportunity for review and modification, if necessary,

this step can also help gain employees' acceptance of the job analysis data as well as the documents derived from these data and subsequent decisions reached.

Step 6. Develop a job description and job specification. A job description and job specification are the two concrete products of the job analysis. As explained earlier, the *job description* is a written statement that describes the activities and responsibilities of the job as well as important features of the job (such as working conditions and safety hazards). The *job specification* summarizes the personal qualities, traits, skills, and background required. While there may be a separate document describing the human qualifications, job descriptions and specifications are often combined in a single document, generally titled "Job Description."

Step 7. Review and update the job description and job specification. Annually canvass feedback from supervisors and employees on the degree to which the job description and job specification continue to reflect

the actual job duties and requirements. For example, both documents can be reviewed during an employee's performance appraisal interview or during the recruitment drive when a job vacancy occurs.

3.5 METHODS OF COLLECTING JOB ANALYSIS INFORMATION

Various techniques are used for collecting information about the duties, responsibilities, and requirements of a job; the most important ones will be discussed in this section. In practice, when the information is being used for multiple purposes, several techniques may be used in combination. Since each data collection method has a unique set of strengths and limitations, using a combination of methods can often counterbalance each method's weaknesses. For example, surveys are prone to generating vague responses, which can be offset by interviews that encourage probing for details.

Collecting job analysis data usually involves a joint effort by an HR specialist, the incumbent, and the jobholder's supervisor. In smaller firms, it may be a line manager who collects this information. The HR specialist or line manager analyzes the work being done and then develops a job description and specification. The supervisor and incumbent typically review and verify the job analyst's conclusions regarding the job's duties, responsibilities, and requirements.

The Interview

The interview is probably the most widely used method for determining the duties and responsibilities of a job. Three types of interviews are used to collect job analysis data: *individual* interviews with each employee; *group* interviews with employees having the same job; and *supervisory* interviews with one or more supervisors who are thoroughly knowledgeable about the job being analyzed. The group interview is used when a large number of employees are performing similar or identical work, and it can be a quick and inexpensive way of learning about the job.

Whichever interview method is used, the interviewee should fully understand the reason for the interview, since there's a tendency for such interviews to be misconstrued as "efficiency evaluations." When they are, interviewees may not be willing to accurately describe their jobs or those of their reporting employees.

Some typical interview questions include:

1. What is the major purpose of the job?
2. What are the major duties? What percentage of time is spent on each?

3. What are the major responsibilities?
4. What types of equipment, machinery, and/or tools are used?
5. What are the education, experience, skill, and (where applicable) certification and licensing requirements?
6. What are the basic accountabilities or performance standards that typify the work?
7. What are the job's physical demands? What are its emotional and mental demands?
8. In what physical location(s) is the work performed? What working conditions are involved?
9. What are the health and safety conditions? To what hazard(s) is there exposure, if any?

Interviews should follow a structured or checklist format. A job analysis questionnaire with detailed questions like the one presented in Figure 3.6 may be used to interview job incumbents or may be filled out by them. A job analyst who collects information by personally observing the work being done can also use this questionnaire. These two methods will be explained shortly.⁴⁴

INTERVIEW GUIDELINES When conducting a job analysis interview, supervisors and job analysts should keep several things in mind:

1. The job analyst and supervisor should work together to identify the employees who know the job best, as well as those who might be expected to be the most objective in describing their duties and responsibilities.

2. Rapport should be established quickly with the interviewee by using the individual's name, speaking in easily understood language, briefly reviewing the purpose of the interview (job analysis, not performance appraisal), and explaining how the person came to be chosen.

-  **frontLINE tips**
3. A structured guide or checklist that lists questions and provides spaces for answers should be used. This ensures that crucial questions are identified ahead of time so that complete and accurate information is gathered and that all interviewers (if there is more than one) glean the same types of data, thereby helping ensure comparability of results. However, leeway should also be permitted through including some open-ended questions, such as, "Was there anything we didn't cover with our questions?"
 4. When duties are not performed in a regular manner—for instance, when the incumbent does not perform the same tasks or jobs over and over again many times a day—the incumbent should be asked to list

figure 3.6 Job Analysis Questionnaire

Job title: _____ Job grade: _____
 Department: _____ Location: _____
 Prepared by: _____ Date: _____

1. Purpose of job

- What is the purpose of the job? Why does the job exist?

2. Major responsibilities and essential functions (list in order of importance)

- What are the responsibilities?
- Why is the activity performed?
- How are they done?
- What is the measure of success?
- Percentage of time?
- What direction of others is involved?

3. Knowledge

- What techniques and/or practices are necessary? Why?

- List specific education requirement(s).

- List experience requirement(s) and number of years required in each.

- List required licences or certificates.

4. Problem solving and decision making

- List how the jobholder solves problems (i.e., planning, scheduling, creativity techniques, complexity of procedures, degree of independent thinking, and resourcefulness or ingenuity required). List examples of required development of new methods. What are the consequences if problems are not solved?

5. Resource responsibility

- List annual pay of personnel who report to jobholder: _____
- List annual operating budget (include pay): _____
- List any other financial resources (i.e., annual project value/cost, shop order value, total sales, total unit payroll, gross sales booked,

purchasing/contracts volume, transportation costs, facilities budget, assets, investment income, program development costs, and gross sales billed):

- What is the jobholder's role in planning, organizing, acquiring, or monitoring these resources?

- What is the jobholder's impact in planning, organizing, acquiring, or monitoring these resources?

6. Skills of persuasion

- Describe the communication skills required in the job (e.g., explaining, convincing, and selling).
- Are contacts inside or outside?
- What are the levels of contacts?
- What types of oral or written communications are involved?
- Who is communicated with and why?

7. Working conditions

Read the list of working conditions below and put a check mark if they impact on your job.

Condition	Amount of Exposure		
	<i>Occasional</i>	<i>Regular</i>	<i>Frequent</i>
Dust, dirt, fumes	_____	_____	_____
Heat, cold	_____	_____	_____
Noise	_____	_____	_____
Vibration	_____	_____	_____
Inclement weather	_____	_____	_____
Lighting	_____	_____	_____

Describe any health or safety hazards related to the job.

his or her duties in order of importance and frequency of occurrence. This will ensure that crucial activities that occur infrequently—like a nurse's occasional emergency room duties—are not overlooked.

5. The data should be reviewed and verified by both the interviewee and his or her immediate supervisor.

Questionnaires

Having employees fill out questionnaires to describe their job-related duties and responsibilities is another good method of obtaining job analysis information. The major decision involved is determining how structured the questionnaire should be and what questions to include. Some questionnaires involve structured checklists listing an inventory of perhaps hundreds of specific duties or tasks (such as “change and splice wire”), and the employee is asked to indicate whether or not he or she performs each and, if so, how much time is normally spent on it. At the other extreme, the questionnaire can be open-ended and simply ask the employee to describe the major duties of his or her job. In practice, a typical job analysis questionnaire often falls between the two extremes. As illustrated in Figure 3.6, there are often several open-ended questions (such as “state your main job duties”) as well as a number of structured questions (concerning, for instance, job requirements).

Observation

Direct observation is especially useful when jobs consist mainly of observable physical activities. Jobs like those of a janitor, assembly-line worker, and accounting clerk are examples. On the other hand, observation is usually not appropriate when the job entails a lot of mental activity that cannot be measured (lawyer, design engineer). Nor is it useful if the employee engages in important activities that might occur only occasionally, such as year-end reports.

Direct observation and interviewing are often used together. One approach is to observe the worker on the job and note all observed job activities. Then, after as much information as possible is accumulated, the incumbent is interviewed, asked to clarify points not understood, and explain what additional activities he or she performs that were not observed. Another approach is to observe and interview simultaneously while the jobholder performs his or her tasks.

Participant Diary/Log

Another technique involves asking employees to keep a diary/log or a list of what they do during the day. Each

employee records every activity in which he or she is involved (along with the time) in a log. This can produce a very complete picture of the job, especially when supplemented with subsequent interviews with the employee and his or her supervisor. However, it is too time-consuming to be practical in most of today's organizations and generates highly repetitive entries if an employee is in a highly routine job completing the same daily tasks.

The World Café

Although not typically associated with job analysis, the **World Café** is an innovative and simple approach that can be modified for data collection purposes. As the name implies, the World Café is meant to replicate the café experience, where conversations are continually evolving. It is an approach for hosting a number of simultaneous, free-flowing, and relaxed conversations about issues that matter to a group. Facilitation of the session is grounded in the following principles: establishing a hospitable space, exploring questions that matter, encouraging everyone's contribution, connecting diverse views, listening for patterns, and sharing collective discoveries.⁴⁵

Tables are set up around a room with a question or issue assigned to each station. Participants travel to each table sharing their insights, opinions, experiences, and stories. Each time participants move to a new table, they bring with them the experiences from the last round of discussions. As the rounds progress the conversations move to deeper levels.

The World Café fosters dialogue in which the goal is thinking together, and makes evident the collective wisdom of the group. As a data collection method, the World Café can be used to capture the depth and breadth of essential job duties and requirements as well as risks, challenges, time pressures, and constraints.

Advantages and Disadvantages of the Conventional Data Collection Methods

Interviews, questionnaires, observation, and participant diaries are known as the conventional data collection methods, and they are all qualitative in nature. They are the most popular methods for gathering job analysis data and provide realistic information about what job incumbents actually do and the qualifications and skills required. Associated with each are certain advantages and disadvantages, summarized in Table 3.1.

table 3.1 A Summary of Conventional Data Collection Methods for Job Analysis and the Advantages/Disadvantages of Each

Method	Variations	Brief Descriptions	Advantages	Disadvantages
Observation	Structured	• Watch people go about their work; record frequency of behaviours or nature of performance on forms prepared in advance	• Third-party observer has more credibility than job incumbents, who may have reasons for distorting information • Focuses more on reality than on perceptions	• Observation can influence behaviour of job incumbents • Meaningless for jobs requiring mental effort (in that case, use information processing method) • Not useful for jobs with a long job cycle
	Unstructured	• Watch people go about their work; describe behaviours/tasks performed		
	Combination	• Part of the form is prepared in advance and is structured; part is unstructured		
Questionnaire	Structured	• Ask job incumbents/supervisors about work performed using fixed responses	• Relatively inexpensive • Structured questionnaires lend themselves easily to computer analyses • Good method when employees are widely scattered or when data must be collected from a large number of employees	• Developing and testing a questionnaire can be time-consuming and costly • Depends on communication skills of respondents • Does not allow for probing • Tends to focus on perceptions of the job
	Unstructured	• Ask job incumbents/supervisors to write essays to describe work performed		
	Combination	• Part of the questionnaire is structured; part is unstructured		
Diary/Log	Structured	• Ask people to record their activities over several days or weeks in a booklet with time increments provided	• Highly detailed information can be collected over the entire job cycle • Quite appropriate for jobs with a long job cycle	• Requires the job incumbent's participation and co-operation • Tends to focus on perceptions of the job
	Unstructured	• Ask people to indicate in a booklet over how long a period they work on a task or activity		
	Combination	• Part of the diary is structured; part is unstructured		
Individual Interview	Structured	• Read questions and/or fixed response choices to job incumbent and supervisor; must be face to face	• Provides an opportunity to explain the need for and functions of job analysis • Relatively quick and simple way to collect data • More flexible than surveys • Allows for probing to extract information and provides the interviewee with an opportunity to express views and/or vent frustrations that might otherwise go unnoticed • Activities and behaviours may be reported that would be missed during observation	• Depends heavily on rapport between interviewer and respondent • May suffer from validity/reliability problems • Information may be distorted due to outright falsification or honest misunderstanding
	Unstructured	• Ask questions and/or provide general response choices to job incumbent and supervisor; must be face to face		
	Combination	• Part of the interview is structured; part is unstructured		

continued

table 3.1 A Summary of Conventional Data Collection Methods for Job Analysis and the Advantages/Disadvantages of Each—continued

Method	Variations	Brief Descriptions	Advantages	Disadvantages
Group Interview	Structured	Same as structured individual interviews except that more than one job incumbent/supervisor is interviewed	- Groups tend to do better than individuals with open-ended problem solving - Reliability and validity are likely to be higher than with individuals because group members cross-check each other	- Cost more because more people are taken away from their jobs to participate - Like individual interviews, tends to focus on perceptions of the job
	Unstructured	Same as unstructured individual interviews except that more than one job incumbent/supervisor is interviewed		
	Combination	Same as combination individual interview except more than one job incumbent/supervisor is interviewed		

Source: Adapted from W. J. Rothwell and H. C. Kazanas, *Planning and Managing Human Resources: Planning for Personnel Management*, 2nd ed. (Amherst, MA: Human Resources Development Press, 2003), pp. 66–68. Reprinted by permission of the publisher.

Quantitative Job Analysis Techniques

Although most employers use interviews, questionnaires, observations, and/or diaries/logs for collecting job analysis data, there are many times when these narrative approaches are not appropriate. For example, when the aim is to assign a quantitative value to each job in order that jobs can be compared for pay purposes, a more quantitative job analysis approach may be best. The position analysis questionnaire and functional job analysis are two popular quantitative methods.

POSITION ANALYSIS QUESTIONNAIRE The **position analysis questionnaire (PAQ)** is a very structured job analysis questionnaire.⁴⁶ The PAQ itself is filled in by a job analyst, who should already be acquainted with the particular job to be analyzed. The PAQ contains 194 items, each of which represents a basic element that may or may not play an important role in the job. The job analyst decides whether each item plays a role, and, if so, to what extent. In Figure 3.7, for example, “written materials” received a rating of four, indicating that materials such as books, reports, and office notes play a considerable role in this job.

The advantage of the PAQ is that it provides a quantitative score or profile of a job in terms of how that job rates on five basic dimensions: (1) decision-making/communication/social responsibilities, (2) skills, (3) physical

activity, (4) vehicles/equipment operation, and (5) information processing. Since it allows the assignment of a quantitative score to each job based on these five dimensions, the PAQ’s real strength is in classifying jobs. Results can be used to compare jobs with one another; this information can then be used to determine appropriate pay levels.⁴⁷

FUNCTIONAL JOB ANALYSIS Functional job analysis (FJA) rates a job on responsibilities pertaining to data, people, and things. It also includes the following dimensions: the extent to which specific instructions, reasoning, and judgment are required to perform the task; the mathematical ability required; and the verbal and language facilities involved. This quantitative technique also identifies performance standards and training requirements. Thus, FJA allows the analyst to answer the question, “To do this task and meet these standards, what training does the worker require?”⁴⁸

NATIONAL OCCUPATIONAL CLASSIFICATION The **National Occupational Classification (NOC)**, which was revised and updated in 2001, is an excellent source of standardized information. It contains comprehensive descriptions of approximately 25 000 occupations and the requirements for each. To illustrate the types of information included, the NOC listing for Specialists in Human Resources is shown in Figure 3.8.

figure 3.7 Portions of a Completed Page from the Position Analysis Questionnaire

INFORMATION INPUT															
1 INFORMATION INPUT															
1.1 Sources of Job Information															
Rate each of the following items in terms of the extent to which it is used by the worker as a source of information in performing the job.															
<table border="1"> <thead> <tr> <th colspan="2">Extent of Use (U)</th> </tr> </thead> <tbody> <tr> <td>NA</td> <td>Does not apply</td> </tr> <tr> <td>1</td> <td>Nominal/very infrequent</td> </tr> <tr> <td>2</td> <td>Occasional</td> </tr> <tr> <td>3</td> <td>Moderate</td> </tr> <tr> <td>4</td> <td>Considerable</td> </tr> <tr> <td>5</td> <td>Very substantial</td> </tr> </tbody> </table>		Extent of Use (U)		NA	Does not apply	1	Nominal/very infrequent	2	Occasional	3	Moderate	4	Considerable	5	Very substantial
Extent of Use (U)															
NA	Does not apply														
1	Nominal/very infrequent														
2	Occasional														
3	Moderate														
4	Considerable														
5	Very substantial														
1.1.1 Visual Sources of Job Information															
1	4 Written materials (books, reports, office notes, articles, job instructions, signs, etc.)														
2	2 Quantitative materials (materials that deal with quantities or amounts, such as graphs, accounts, specifications, tables of numbers, etc.)														
3	1 Pictorial materials (pictures or picturelike materials used as <i>sources</i> of information, for example, drawings, blueprints, diagrams, maps, tracings, photographic films, x-ray films, TV pictures, etc.)														
4	1 Patterns/related devices (templates, stencils, patterns, etc., used as <i>sources</i> of information when <i>observed</i> during use; do <i>not</i> include here materials described in item 3 above)														
5	2 Visual displays (dials, gauges, signal lights, radarscopes, speedometers, clocks, etc.)														
6	5 Measuring devices (rulers, calipers, tire pressure gauges, scales, thickness gauges, pipettes, thermometers, protractors, etc., used to obtain visual information about physical measurements; do <i>not</i> include here devices described in item 5 above)														
7	4 Mechanical devices (tools, equipment, machinery, and other mechanical devices that are <i>sources</i> of information when <i>observed</i> during use or operation)														
8	3 Materials in process (parts, materials, objects, etc., that are <i>sources</i> of information when being modified, worked on, or otherwise processed, such as bread dough being mixed, workpiece being turned in a lathe, fabric being cut, shoe being resoled, etc.)														
9	4 Materials <i>not</i> in process (parts, materials, objects, etc., not in the process of being changed or modified, that are <i>sources</i> of information when being inspected, handled, packaged, distributed, or selected, etc., such as items or materials in inventory, storage, or distribution channels, items being inspected, etc.)														
10	3 Features of nature (landscapes, fields, geological samples, vegetation, cloud formations, and other features of nature that are observed or inspected to provide information)														
11	2 Man-made features of environment (structures, buildings, dams, highways, bridges, docks, railroads, and other "man-made" or altered aspects of the indoor or outdoor environment that are <i>observed</i> or <i>inspected</i> to provide job information; do not consider equipment, machines, etc., that an individual uses in the work, as covered by item 7)														

Note: The 194 PAQ elements are grouped into six dimensions. This exhibits 11 of the "information input" questions or elements. Other PAQ pages contain questions regarding mental processes, work output, relationships with others, job context, and other job characteristics.

Source: E. J. McCormick, P. R. Jeanneret, and R. D. Mecham, *Position Analysis Questionnaire*, 1989. Purdue Research Foundation, West Lafayette, IN. Reprinted with permission.

World Café An approach for hosting a number of simultaneous, free-flowing, and relaxed conversations about issues that matter to a group.

position analysis questionnaire (PAQ) A questionnaire used to collect quantifiable data concerning the duties and responsibilities of various jobs.

functional job analysis (FJA) A quantitative method for classifying jobs based on types and amounts of responsibility for data, people, and things, as well as the extent to which instructions, reasoning, judgment, and verbal facility are necessary for performing assigned tasks. Performance standards and training requirements are also identified.

National Occupational Classification (NOC) A reference tool for writing job descriptions and job specifications. Compiled by the federal government, it contains comprehensive, standardized descriptions of about 25 000 occupations and the requirements for each.

figure 3.8 NOC (2001) Job Description for Specialists in Human Resources

Specialists in Human Resources develop, implement, and evaluate human resources and labour relations policies, programs, and procedures and advise managers and employees on personnel matters. Specialists in Human Resources are employed throughout the private and public sectors, or may be self-employed.

Examples of titles classified in this unit group

Business Agent, Labour Union
Classification Officer
Classification Specialist
Compensation Research Analyst
Conciliator
Consultant, Human Resources
Employee Relations Officer

Employment Equity Officer
Human Resources Research Officer
Job Analyst
Labour Relations Officer
Mediator
Union Representative
Wage Analyst

Main duties

Specialists in Human Resources perform some or all of the following duties:

- Develop, implement, and evaluate personnel and labour relations policies, programs, and procedures
- Advise managers and employees on the interpretation of personnel policies, benefit programs, and collective agreements
- Negotiate collective agreements on behalf of employers or workers, and mediate labour disputes and grievances
- Research and prepare occupational classifications, job descriptions, and salary scales
- Administer benefit, employment equity and affirmative action programs, and maintain related record systems
- Coordinate employee performance and appraisal programs
- Research employee benefit and health and safety practices and recommend changes or modifications to existing policies.

Employment requirements

- A university degree or college diploma in a field related to personnel management, such as business administration, industrial relations, commerce, or psychology
- or
- Completion of a professional development program in personnel administration is required.
 - Some experience in a clerical or administrative position related to personnel administration may be required.

Additional information

- Progression to management positions is possible with experience.

Classified elsewhere

- Human Resources Managers (0112)
- Personnel and Recruitment Officers (1223)
- Personnel Clerks (1442)
- Professional Occupations in Business Services to Management (1122)
- Training officers and instructors (in 4131 College and Other Vocational Instructors)

In-class Notes

Methods of Collecting Job Analysis Information

- Interviews: individual, group, supervisory
- Questionnaires: varying degrees of structure
- Observation: by job analyst
- Participant diary/log: employees record activities during the day
- World Café
- Quantitative techniques:
 - position analysis questionnaire (PAQ)
 - functional job analysis (FJA)
 - *National Occupational Classification* (NOC)

The NOC and its counselling component, the *Career Handbook*, both focus on occupations rather than jobs. An **occupation** is defined as a collection of jobs that share some or all of a set of main duties.

The jobs within each group are characterized by similar skills.⁴⁹

To provide a complete representation of work in the Canadian economy, the NOC classifies occupations into major groups based on two key dimensions—skill level and skill type. The major groups, which are identified by two-digit numbers, are then broken down further into minor groups, with a third digit added, and unit groups, at which a fourth digit is added. Within these three levels of classification, a unit group provides the actual profile of an occupation.⁵⁰ For example:

- Major Group 31—Professional Occupations in Health
- Minor Group 314—Professional Occupations in Therapy and Assessment
- Unit Group 3142—Physiotherapists

One of the benefits of the NOC is that it has helped promote a greater degree of uniformity in job titles and descriptions used by employers across Canada. This has facilitated the exchange of information about salaries and benefits for compensation administration purposes and about labour supply and demand for human resources planning.

3.6 WRITING JOB DESCRIPTIONS AND JOB SPECIFICATIONS

Job Descriptions

A job description is a written statement of what the jobholder actually does, how he or she does it, and under what conditions the job is performed. No standard format is used in writing job descriptions, but most include the following types of information: job identification, job summary, relationships, duties

and responsibilities, authority of incumbent, performance standards, and working conditions. The description in Figure 3.9—in this case for a marketing manager—provides an example. As can be seen, the description is quite comprehensive and includes such essential elements as identification, summary, and duties and responsibilities, as well as the human qualifications for the job. As explained in the HR.Net box below, online assistance is also available.

JOB IDENTIFICATION The job identification section generally contains several types of information. The *job title* specifies the title of the job, such as marketing manager, recruiter, or inventory control clerk. The *department* or location is also indicated, along with the title of the immediate supervisor—in this case, under the heading *reports to*. The *date* refers to the date the job description was actually written, and *prepared by* identifies the person who wrote it. There is also an indication of *who approved the description* and the *approval date*. Many job descriptions also include a *job code*, which permits easy referencing. While some firms devise their own coding systems based on wage classification, for example, many use NOC codes to facilitate external comparison and employment equity reporting.

JOB SUMMARY The *job summary* should describe the general nature of the job, listing only its major functions or activities. Thus, the marketing manager “plans, directs, and co-ordinates the marketing of the organization’s products and/or services.” For the job of materials manager, the summary might state that she or

he “purchases economically, regulates deliveries of, stores, and distributes all material necessary on the production line,” while that for a mailroom supervisor might indicate that he or she “receives, sorts, and delivers all incoming mail properly, and he or she handles all outgoing mail, including the accurate and timely posting of such mail.”⁵¹

RELATIONSHIPS There is sometimes a relationships section, which indicates the jobholder’s relationships with others inside and outside the organization. The relationships section in the job description of an HR manager, for example, might look like this:⁵²

- *reports to:* vice-president of human resources
- *supervises:* HR specialist, test administrator, labour relations specialist, and one administrative assistant
- *works with:* all department managers and senior management team members
- *contacts outside the company:* employment agencies, executive recruiting firms, union representatives, benefit consultants, and various suppliers.

DUTIES AND RESPONSIBILITIES This section presents a detailed list of the job’s major duties and responsibilities. Each of the job’s major duties should be listed separately and described in a few sentences. The duties of the marketing manager include establishing marketing goals to ensure share of market and profitability and developing and recommending pricing strategy.

HR.NET

Writing Job Descriptions Online

Thanks to the Internet, assistance in writing job descriptions may be just a few keystrokes away. A comprehensive, individual, professional job description can be created in minutes—it is fast, easy, and done completely online. At www.jobdescription.com, there are more than 3700 built-in job descriptions in the existing job library, and specific competencies can be added to further define and individualize the job description to meet the needs of a specific organization.

After completing the job description, jobdescription.com helps create and publish professional job advertisements and generate a job-specific interview form that contains suggested behavioural interview questions.

Source: Compiled from the Knowledge Point website, www.jobdescription.com (March 26, 2005). Used with permission of Knowledge Point, LLC, Petaluma, CA. All rights reserved.

figure 3.9 Sample Job Description—Automotive Service Manager

OLEC CORP. Job Description			
Job Title:	Automotive Service Manager	Prepared By:	Larry Weber
Department:	Automotive Repair	Prepared Date:	October 12, 2005
Reports To:	General Manager	Approved By:	Anne Massard
FLSA Status:	Non-Exempt	Approved Date:	October 18, 2005
SUMMARY			
Directs and coordinates activities concerned with acquisition of automotive equipment and operation and maintenance of automotive fleet repair and storage facilities by performing the following duties personally or through subordinate supervisors.			
ESSENTIAL DUTIES AND RESPONSIBILITIES include the following. Other duties may be assigned.			
Coordinates activities of personnel conducting research and testing program on automotive equipment considered for acquisition based on such factors as operational performance, costs of operation and maintenance, operational safety, and compliance with environmental laws and regulations.			
Reviews and submits staff proposals for modifications to vendor or manufacturer.			
Directs procurement of all types of company owned and operated automotive equipment and materials, supplies, and parts required to maintain automotive equipment, garages, and storage facilities.			
Coordinates automotive repair and maintenance services to obtain maximum utilization of automotive equipment and prevent operational delays in other departments.			
SUPERVISORY RESPONSIBILITIES			
Manages total of 7 employees in the Automotive Department. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.			
QUALIFICATIONS			
To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.			
EDUCATION and/or EXPERIENCE			
Fifth year college or university program certificate; or two to four years related experience and/or training; or equivalent combination of education and experience.			
LANGUAGE SKILLS			
Ability to read and interpret documents such as safety rules, operating and maintenance instructions, and procedure manuals. Ability to write routine reports and correspondence. Ability to speak effectively before groups of customers or employees of organization.			
MATHEMATICAL SKILLS			
Ability to calculate figures and amounts such as discounts, interest, commissions, proportions, percentages, area, circumference, and volume. Ability to apply concepts of basic algebra and geometry.			
REASONING ABILITY			
Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Ability to interpret a variety of instructions furnished in written, oral, diagram, or schedule form.			
COMPUTER SKILLS			
Inventory Smog Tester Certificate			
PHYSICAL DEMANDS			
While performing the duties of this job the employee is regularly required to stand; walk; use hands to finger, handle, or feel; reach with hands and arms; and talk or hear. The employee is occasionally required to sit; climb or balance and stoop, kneel, crouch, or crawl. The employee is regularly required to lift up to 10 pounds and up to 25 pounds. The employee is frequently required to lift up to 50 pounds. The employee is occasionally required to lift up to 100 pounds. The vision requirements include: close vision.			
WORK ENVIRONMENT			
While performing the duties of this job the employee is regularly exposed to moving mechanical parts and fumes or airborne particles. The employee is frequently exposed to outside weather conditions. The employee is occasionally exposed to high, precarious places; toxic or caustic chemicals and risk of electrical shock.			
The noise level in the environment is high.			

frontLINE tips

The NOC may be a helpful reference tool when itemizing a job's duties and responsibilities. As shown in Figure 3.8, a specialist in human resources might be expected to: "develop, implement, and evaluate personnel and labour relations policies, programs, and procedures"; "advise managers and employees on the interpretation of personnel policies, benefit programs, and collective agreements"; and "research and prepare occupational classifications, job descriptions, and salary scales."

Most experts state unequivocally that one item frequently found but that should never be included in a job description is a "cop-out clause," such as "other duties, as assigned,"⁵³ since this leaves open the nature of the job and the people needed to staff it and can be subject to abuse. Instead, a statement such as "The duties and responsibilities outlined above are representative but not all-inclusive" may meet a firm's need for flexibility without sacrificing the quality and usefulness of the job description.

AUTHORITY This section of a job description should define the limits of the jobholder's authority, including his or her decision-making authority, direct supervision of other employees, and budgetary limitations. For example, the jobholder might have authority to approve purchase requests up to \$5000, grant time off or leaves of absence, discipline department employees, recommend salary increases, and interview and hire new employees.⁵⁴

PERFORMANCE STANDARDS Some job descriptions also contain a performance standards section, which indicates the standards the employee is expected to achieve in each of the job description's main duties and responsibilities.

Setting standards is never an easy matter. Simply telling employees to "do their best" does not provide enough guidance to ensure top performance. One straightforward way of setting standards is to finish the statement: "Work will be considered completely satisfactory when. . ." This sentence, if completed for each duty listed in the job description, should result in a usable set of performance standards, as follows:⁵⁵

Duty: Accurately Posting Accounts Payable

- all invoices received are posted within the same working day;

- all invoices are routed to the proper department managers for approval no later than the day following receipt;
- no more than three posting errors per month occur on average; and
- by the end of the third working day of each month, the posting ledger is balanced.

Duty: Meeting Daily Production Schedule

- work group produces no less than 426 units per working day;
- no more than 2 percent of units are rejected at the next workstation on average; and
- work is completed with no more than 5 percent overtime per week on average.

WORKING CONDITIONS The job description should also list the general working conditions involved in the job. This section generally includes information about noise level, temperature, lighting, degree of privacy, frequency of interruptions, hours of work, amount of travel, and hazards to which the incumbent may be exposed.

JOB DESCRIPTION GUIDELINES Some helpful guidelines to assist those writing job descriptions include:⁵⁶

1. *Be clear.* Portray the job so well that the duties are clear without reference to other job descriptions.
2. *Indicate scope of authority.* Indicate the scope and nature of the work by using such phrases as "for the department" or "as requested by the manager." Include all important relationships.
3. *Be specific.* Select the most specific words to show (1) the kind of work, (2) the degree of complexity, (3) the degree of skill required, (4) the extent to which problems are standardized, (5) the extent of the worker's responsibility for each phase of the work, and (6) the degree and type of accountability. Use action words such as *analyze, gather, assemble, plan, devise, infer, deliver, transmit, maintain, supervise, and recommend*. Positions at the lower levels of the organization generally have the most detailed explanations of duties and tasks, while higher-level positions tend to have broader responsibility statements.
4. *Be brief.* Use short, accurate statements, since they usually best accomplish the purpose.

frontLINE tips



The job specifications for previously trained candidates, such as the call centre operators shown here, should clearly indicate which skills, like computer literacy, are job requirements.

5. *Recheck*. Finally, to check whether the description fulfills the basic requirements, ask, “Will a new employee understand the job if he or she reads the job description?”

JOB DESCRIPTIONS AND HUMAN RIGHTS LEGISLATION Job descriptions are not legally required but are highly advisable. Human rights legislation requires employers to ensure that there is no discrimination on any of the prohibited grounds in any aspect or terms and conditions of employment. Essential job duties should be clearly identified in the job description. Indicating the percentage of time spent on each duty and/or listing duties in order of importance are strategies used to differentiate between essential and non-essential tasks and responsibilities. It must be remembered that even when an employee cannot perform one or more of the essential duties due to reasons related to a prohibited ground, such as a physical disability or religion, reasonable accommodation to the point of undue hardship is required.

Job Specifications

Writing the job specification involves examining the job’s duties and responsibilities and answering the question, “What human traits and experience are required to do this job?” Both skill and effort factors should be considered, as well as the human implications of the working conditions. The job specification clarifies what kind of person to recruit and for which qualities that person should be tested. Often—as in Figure 3.9—it is presented as part of the job description.⁵⁷

The usual procedure for obtaining the required information is to ask questions on the job analysis questionnaire, such as, “What does it take in terms of education, knowledge, training, and experience to do this job?” When developing job specifications, the *NOC* and *Career Handbook* can provide helpful reference information, including requirements for vision, colour discrimination, hearing, body position, limb coordination, and strength.⁵⁸

Once again, complying with human rights legislation means keeping a few things in mind. All listed qualifications must be justifiable, based on the current job duties and responsibilities. For example, unjustifiably high educational and/or lengthy experience requirements can lead to systemic discrimination. For that reason, many employers are no longer indicating that a degree or diploma is mandatory; rather, they specify that the position calls for a university degree in a specific area, a college diploma in that area, or an equivalent combination of education and work experience.

Legal Compliance

The qualifications of the current incumbent should not be confused with the minimum requirements, since he or she might be under- or overqualified. To avoid overstating or understating qualifications, it is helpful to ask the question, “What minimum qualifications would be required if this job were being filled in the immediate future?”

For entry-level jobs where no experience is required, identifying the actual physical and mental demands is critical. For example, if the job requires detailed manipulation on a circuit-board assembly line, finger dexterity is extremely important and is something for which candidates should be tested. A **physical demands analysis**—which identifies the senses used and type, frequency, and amount of physical effort involved in the job—is often used to supplement the job specification. Having such detailed information is particularly beneficial when determining accommodation requirements.

To illustrate the types of information and amount of detail that should be provided in a well-written job specification, a sample has been included as Figure 3.10.

physical demands analysis Identification of the senses used and type, frequency, and amount of physical effort involved in the job.

Monster Board Canada www.monster.ca

Canadian Human Rights Commission
www.chrc-ccdp.ca/default-en.asp

figure 3.10 Job Specification**Job Title: Lifeguard**

Location: Lethbridge Community Pool
Job Code: LG1
Supervisor: Head Lifeguard
Department: Recreation
Division: Parks and Recreation
Date: May 1, 2006

Job Summary

The incumbent is required to safeguard the health of pool users by patrolling the pool, rescuing swimmers in difficulty, treating injuries, advising pool users of safety rules, and enforcing safety rules.

Skill

Formal Qualifications: Royal Life Saving Society Bronze Medallion or equivalent

Experience: No prior experience required but would be an asset.

Communication Skills: Good oral communication skills are required. Proficiency in one or more foreign languages would be an asset. The incumbent must be able to communicate courteously and effectively. Strong interpersonal skills are required. All interaction with the public must be handled with tact and diplomacy.

Effort

Physical Effort: The incumbent is required to stand during the majority of working hours. In the event of an emergency where a swimmer is in distress, the incumbent must initiate rescue procedures immediately, which may involve strenuous physical exertion.

Mental Effort: Continuous mental attention to pool users. Must remain vigilant despite many simultaneous demands on his or her attention.

Emotional Effort: Enforcement of safety rules and water rescue can be stressful. Must maintain a professional demeanour when dealing with serious injuries or death.

Working Conditions

Job is performed in humid temperature-controlled indoor environment. No privacy. Shift work to cover pool hours of 7 a.m. to 11 p.m. seven days a week. Some overtime and split shifts may be required.

Approval Signatures

Incumbent: _____

Supervisor: _____

Date: _____

In-class Notes

Writing Job Descriptions and Job Specifications

- Job descriptions include:
 - job identification
 - job summary
 - relationships
 - duties and responsibilities
 - authority
 - performance standards
 - working conditions
- Job descriptions should be clear, specific, and brief
- Job specifications include knowledge, skills, and abilities (KSAs) required of an employee to do the job
- Qualifications in a job specification must be justifiable, particularly education and experience

3.7 THE FUTURE OF JOB DESCRIPTIONS

Most organizations today utilize job descriptions and rely on jobs as traditionally defined. However, it is clear that more and more companies are moving toward new organizational configurations, ones built around jobs that are broad and that may change every day. In some cases, job descriptions have been abandoned because they are too rigid and lack the flexibility needed in today's workplace. They fail to communicate the need for an extensive competency profile, including the capacity to manage multiple

assignments and exercise leadership on special projects as needed. Hence, job descriptions have been replaced by goal statements. These statements articulate the objectives that employees are expected to reach, encouraging employees to chart their own pathways for goal attainment. In doing so, employees exercise the highest degree of autonomy, innovation, leadership, and critical thinking. In the workplace of the future, flexibility in job roles will be the most important competency requirement and measure of job success.⁵⁹

AN ETHICAL DILEMMA

Because job descriptions are not required by law and some organizations have found them no longer relevant, would abolishing job descriptions raise any moral or legal concerns?