FACULTY OF JURIDICAL SCIENCES

Lecture-13

Job Analysis

Job analysis is the process of gathering and analyzing information about the content and the human requirements of jobs, as well as, the context in which jobs are performed. This process is used to determine placement of jobs. Under NU Values the decision-making in this area is shared by units and Human Resources. Specific internal approval processes will be determined by the unit's organizational leadership.

Job analysis defines the organization of jobs within a job family. It allows units to identify paths of job progression for employees interested in improving their opportunities for career advancement and increasing compensation.

A relative value is placed on the differing factors described in the Zone Placement Matrix. All new and existing positions will be assigned to a job family and zone using the job analysis process. This process is designed to place positions into families and zones based upon assigned duties, qualifications and competencies as measured by the five criteria found in the Zone Placement Matrix.

Organizational unit leaders are encouraged to consult with Human Resources for guidance at any step in the job analysis process.

Job analysis is the process of studying a job to determine which activities and responsibilities it includes its relative importance to other jobs, the qualifications necessary for performance of the job and the conditions under which the work is performed. An important concept in job analysis is that the job, not the person doing the job, is assessed, even though human resources (HR) may collect some job analysis data from incumbents.

Job analysis is often confused with job evaluation, but the two activities are quite different. Job evaluation is the process of comparing a job to other jobs within the organization to determine the appropriate pay rate and is not addressed in this toolkit.

Examples of how an organization may use job analysis data:

- Workforce planning.
- Performance management.
- Recruitment and selection.
- Career and succession planning.
- Training and development.
- Compensation administration.
- Health, safety and security.

- Employee/labor relations.
- Risk management.

Importance of job analysis

Job analysis helps organizations improve employee engagement, efficiency, and productivity, enabling them to achieve operational and strategic objectives. Organizations can use the information from the job analysis to:

- Create detailed and accurate job postings that attract the skills and competencies you need.

- Improve decision-making when recruiting and hiring new employees by easily tracking candidates with the required qualities and qualifications for the job.

- Develop effective employee development plans by identifying the skills the employees lack to perform a job successfully.

- Plan and conduct more effective performance reviews based on a good understanding of the duties and nature of the job. It will improve employee performance and engagement.

- Determine the content of a job and its value to the company to offer fair compensation packages.

- Assess risks associated with a job and implement safety measures to avoid safety violations.

Job Analysis Methods

Questionnaire

Give open-ended questionnaires or highly structured questionnaires for employees and managers. These responses help HR managers determine the amount of time and the frequency with which specific activities are performed, as well as their level of importance to the team or organization.

Interview

Interview employees who held the position in the past. Because staff and supervisors may have an accurate overview of the job's roles, you can also conduct interviews within departments or teams. Keep in mind that supervisors may have their own preferences and biases when defining the requirements to perform a specific position. As such, it's essential to have more than one source of information.

Direct Observation

Direct observation can help form a clear picture of the amount of time it takes to perform a specific task. It is highly recommended for production jobs or part-time roles, as well as small businesses with a limited budget for a position.

Work Diary or Log

A work diary requires employees to record their daily activities, the amount of time spent on a task and the perceived urgency of an activity. All this information enables HR and managers to identify work patterns and evaluate whether changes should be made to support an employee.

Job Performance Method

The job analyst performs the specific job or activity to know contextual factors and scenarios job holders face. Some factors include emotional pressures, physical risks and mental demands.

Effective Job Analysis

Review Employee Job Responsibilities

The first step is to review the roles and responsibilities for the specific position. Interview employees, supervisors and HR personnel to get an idea of their tasks and responsibilities. You can also check out work diaries, questionnaires or manuals, and then list down the activities the job entails. Once you come up with a viable list, consider the level of difficulty required for each task or skill set. Rank and organize the specific tasks based on the amount of skill level and experience involved.

Research Similar Industry Positions

What are the qualifications for the position? What are the responsibilities and activities that job holders are expected to fulfill? Check out similar positions to evaluate whether the scope of the job is aligned with industry standards. A good tip is to browse job descriptions for similar positions on LinkedIn or Indeed. You can even check out job descriptions and compensation on Pay scale and Salary.com. Throughout the process, you may even identify employee job responsibilities you may have forgotten.

Identify and List Outcomes Needed for the Position

Even similar roles don't have the same outcome because roles and responsibilities vary across departments. For example, a tech company may recruit a technical writer for the marketing department for advertising copy. In the same way, they can also hire another technical writer for the research department to summarize research findings and come up with detailed insights based on marketing data. Both positions demand different skill sets and levels of expertise. It's up to employers to identify their expected outputs and deliverables for each position.

Identify Necessary Skills, Training and Education

Not every position has the same essential skills, training and experience. Management could even opt to assign or unassigned responsibilities based on their level of importance to the team. As a result, it's important to define the specific skills, training and education required for each candidate. The more specific you are, the better your job analysis would be.

Define Compensation and Any Applicable Benefits

One of the most crucial aspects of a job analysis is compensation and applicable benefits. What is the salary range for the role? How much are your competitors offering for the same role? What are the skills necessary to move up the salary range? You can check out websites such as Glass door, Pay scale, Indeed and the Bureau of Labor Statistics to get an overview of the ideal compensation.

Continually Iterate and Evolve the Job

A job analysis isn't a one-time thing. As the industry and organization evolve, the expectations for each position change. With a thorough job analysis, you'll be able to attract candidates who are the right fit for the job and provide them with the right compensation based on industry standards. You'll also be able to determine an appropriate path for job holders looking to move up the career ladder.

Bottom Line

A job analysis provides an accurate overview of the duties and responsibilities required for the role. Just follow the right process and you'll be able to get a clear picture of the position. Here's hoping this in-depth guide has helped you create your own job analysis.