JOB ANALYSIS AND HUMAN RESOURCE PLANNING
Chapter Objectives

- Describe the importance of succession planning.
- Describe why job analysis is a basic human resource tool.
- Explain the reasons for conducting job analysis.
- Describe the types of information required for job analysis.
Chapter Objectives (Continued)

- Describe the various job analysis methods.
- Describe the components of a well-designed job description.
- Identify the other methods available for conducting job analysis.
- Describe the various job analysis methods.
- Explain strategic planning and the human resource planning process.
Chapter Objectives (Continued)

- Describe some human resource forecasting techniques.
- Define *requirements* and *availability* forecasts.
- Identify what a firm can do when either a surplus or a shortage of workers exists.
- Describe accelerated succession planning as an alternative to traditional approaches.
Chapter Objectives (Continued)

- Explain the importance of planning for disasters.
- Explain the importance of a human resource information system.
- Describe some job design concepts.
Succession Planning

Process of ensuring that qualified persons are available to assume key positions managerial positions once positions are vacant.
Job Analysis: A Basic Human Resource Management Tool

- Tasks
- Responsibilities
- Duties

Job Descriptions

Job Specifications

Knowledge
Skills
Abilities

- Human Resource Planning
- Recruitment
- Selection
- Training and Development
- Performance Appraisal
- Compensation and Benefits
- Safety and Health
- Employee and Labor Relations
- Legal Considerations
- Job Analysis for Teams
Definitions

- **Job** - Consists of a group of tasks that must be performed for an organization to achieve its goals

- **Position** - Collection of tasks and responsibilities performed by one person; there is a position for every individual in an organization
Definitions (Continued)

- **Job analysis** - Systematic process of determining the skills, duties, and knowledge required for performing jobs in an organization

- **Job description** – document providing information regarding tasks, duties, and responsibilities of job

- **Job specification** – minimum qualifications to perform a particular job
Reasons For Conducting Job Analysis

- **Staffing** – would be haphazard if recruiter did not know qualifications needed for job
- **Training and Development** – if specification lists a particular knowledge, skill, or ability, and the person filling the position does not possess all the necessary qualifications, training and/or development is needed
- **Compensation and Benefits** – value of job must be known before dollar value can be placed on it
Reasons For Conducting Job Analysis (Continued)

- **Safety and Health** – helps identify safety and health considerations
- **Employee and Labor Relations** – lead to more objective human resource decisions
- **Legal Considerations** – having done job analysis important for supporting legality of employment practices
- **Job Analysis for Teams** – today, individuals do what has to be done to complete the task
Types Of Job Analysis Information

Considerable information is needed, such as:

- Worker-oriented activities
- Machines, tools, equipment, and work aids used
- Job-related tangibles and intangibles
- Work performance
- Job content
- Personal requirements for the job
Summary of Types of Data Collected Through Job Analysis

- **Work Activities** – work activities and processes; activity records (in film form, for example); procedures used; personal responsibility

- **Worker-oriented activities** – human behaviors, such as physical actions and communicating on the job; elemental motions for methods analysis; personal job demands, such as energy expenditure

- **Machines, tools, equipment, and work aids used**

- **Job-related tangibles and intangibles** – knowledge dealt with or applied (as in accounting); materials processed; products made or services performed

- **Work performance** – error analysis; work standards; work measurements, such as time taken for a task

- **Job context** – work schedule; financial and nonfinancial incentives; physical working conditions; organizational and social contexts

- **Personal requirements for the job** – personal attributes such as personality and interests; education and training required; work experience
Job Analysis Methods

- Questionnaires
- Observation
- Interviews
- Employee recording
- Combination of methods
Conducting Job Analysis

The people who participate in job analysis should include, at a minimum:

- The employee
- The employee’s immediate supervisor
Timeliness of Job Analysis

Rapid pace of technological change makes need for accurate job analysis even more important now and in the future.
Job Description

- **Job Identification** – job title, department, reporting relationship, and job number or code
- **Job Analysis Date** – aids in identifying job changes that would make description obsolete
- **Job Summary** – concise overview of job
- **Duties Performed** – major duties
Job Description (Continued)

- **Job Specification** – minimum qualifications person should possess to perform a particular job
- **Expanded Job Description** – last duty shown, “And any other duty that may be assigned,” is becoming THE job description
The Parts of the Dictionary of Occupational Titles Definition

1) Occupational Code
   183.137-010

2) Occupational Title
   MANAGER, BRANCH (any ind.) agent; manager, area; manager, division; manager, plant.
   Directs production, distribution, and marketing operations for branch plant, or an assigned territory of industrial organization: Coordinates production, distribution, warehousing, and selling activities in accordance with policies, principles, and procedures established by MANAGER, INDUSTRIAL ORGANIZATION (any ind.). Confers with customers and industrial representatives to evaluate and promote possibilities for improved and expanded services in area. Develops plans for efficient machine, manpower, and material utilization. Reviews and alters production costs, quality, and inventory control programs to maintain profitable operation of division. Plans and directs sales program by reviewing competitive position and developing new markets, using sales aids, advertising, promotional programs, and field services. Directs personnel program. Directs preparation of accounting records. Recommends budgets to management.

3) Industrial Designation

4) Alternate Titles
   5) Lead statement
   6) “May” items
      May be designated according to title of area of jurisdiction's MANAGER, DISTRICT (any ind.); MANAGER, LOCAL (any ind.); MANAGER REGIONAL (any ind.)
Other Job Analysis Methods

- **U.S. Department of Labor Job Analysis Schedule** – major component of job analysis schedule is Work Performed Ratings, which evaluates what workers do with regard to data, people, and things

- **Functional Job Analysis** – concentrates on interactions among work, worker and organization

- **Position Analysis Questionnaire** – structured questionnaire that uses checklist to identify job elements
Other Job Analysis Methods (Continued)

- **Management Position Description Questionnaire** – designed for management positions using checklist method to analyze jobs

- **Guidelines Oriented Job Analysis** – step-by-step procedure for describing work of a particular job classification
Worker Function Scale for Job Analysis Schedule

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Job Analysis and the Law

- **Fair Labor Standards Act** – employees categorized as exempt or nonexempt

- **Equal Pay Act** – similar pay must be provided if jobs are not substantially different as shown in job descriptions
Job Analysis and the Law (Continued)

- **Civil Rights Act** – basis for adequate defenses against unfair discriminations charges in selection, promotion, and other areas of HR administration

- **Occupational Safety and Health Act** – specify job elements that endanger health or are considered unsatisfactory or distasteful by most people

- **Americans with Disabilities Act** – make reasonable accommodations for disabled workers
Strategic Planning

The process by which top management determines overall organizational purposes and objectives and how they are to be achieved
Human Resource Planning

The process of systematically reviewing HR requirements to ensure that the required number of employees, with the required skills, are available when they are needed.
Human Resource Planning Process

External Environment

Internal Environment

Strategic Planning

Human Resource Planning

Forecasting Human Resource Requirements

Comparing Requirements and Availability

Forecasting Human Resource Availability

Demand = Supply

No Action

Surplus of Workers

Restricted Hiring, Reduced Hours, Early Retirement, Layoff, Downsizing

Shortage of Workers

Recruitment

Selection
HR Forecasting Techniques

- **Zero-based forecasting** – uses current level as starting point for determining future staffing needs
- **Bottom-up approach** – each level of organization, starting with lowest, forecasts its requirements to provide aggregate of employment needs
HR Forecasting Techniques (Continued)

- **Mathematical models** – Assist in forecasting. Relationship between sales demand and number of employees needed is positive one.

- **Simulation** – Technique with experimenting with real-world situation through a mathematical model.
The Relationship of Sales Volume to Number of Employees

Number of Employees

Sales (thousands)
Forecasting HR Requirements

- Estimate of numbers and kinds of employees the organization will need at future dates
- Demand for firm’s goods or services must be forecast
- Forecast is then converted into people requirements
Forecasting HR Availability

- Determining whether the firm will be able to secure employees with the necessary skills, and from what sources these individuals may be obtained
- Show whether the needed employees may be obtained from within the company, from outside the organization, or from a combination of the two sources
Surplus of Employees

- Restricted hiring – employees who leave are not replaced
- Reduced hours
- Early retirement
- Layoffs
Shortage of Workers Forecasted

- Creative recruiting
- Compensation incentives – premium pay is one method
- Training programs – prepare previously unemployed people for positions
- Different selection standards – alter current criteria
Accelerated Succession Planning: An Alternative to Traditional Approaches

Rather than targeting one or two people for each senior management position, develop group of candidates for undefined executive jobs and focus on increasing their skills and knowledge.
Importance of Planning for Disasters

When disaster strikes, there will always be significant HR issues to address.
Human Resource Information Systems (HRIS)

Virtually all HR management functions can be enhanced through the use of an HRIS – any organized approach for obtaining relevant and time information on which to base HR decisions.
HUMAN RESOURCE INFORMATION SYSTEM
Goal: Integrate Core Processes into Seamless System

Input Data Types
- Job Analysis
- Recruitment
- Selection/Job Posting/Employee Referral
- T&D
- Performance Appraisal
- Compensation
- Benefits
- Safety
- Health
- Labor Relations
- Employee Relations

Human Resource Information System

Output Data Uses*
- Employee Tracking
- Diversity Programs
- Hiring Decisions
- Training Programs/E-learning/Management Succession
- Compensation Programs
- Benefit Programs (e.g., prescription drug programs)
- Health Programs (e.g., Employee Assistance Programs)
- Bargaining Strategies
- Employee Services

Contribute Toward Achievement of:
- Organizational Strategic Plans
- Human Resource Management Plans

*Certain data are available to employees at work or at home. Examples: supervisors might access just-in-time training for conducting performance appraisal reviews. Operative employees might enter time and labor data. All employees may be able to review 401(k) balances, transfer funds, make benefit elections, set annual performance goals, update personnel data.
Job Design

- Process of determining the specific tasks to be performed, the methods used in performing these tasks, and how the job relates to other work in the organization

- **Job enrichment** - Basic changes in the content and level of responsibility of a job, so as to provide greater challenge to the worker
Job Design

- **Job enlargement** - Changes in the scope of a job to provide greater variety to the worker

- **Reengineering** – Fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed