

Chapter 5

Effective Job Analysis



Introduction

Human resource planning is a process by which an organization ensures that

- it has the **right number and kinds** of people
- at the **right place**
- at the **right time**
- capable of **effectively and efficiently** completing those tasks that will help the organization achieve its overall **strategic objectives**



Chapter 5, slide 2

Introduction

HR planning must be

- **linked** to the organization's **overall strategy** to compete domestically and globally
- translated into the **number and types** of workers needed

Senior HRM staff need to lead top management in planning for HRM issues.

Chapter 5, slide 3



An Organizational Framework

A **mission statement** defines what business the organization is in, including

- why it exists
- who its customers are (*David Ch. 2 for detail & components*)
- strategic goals set by senior management to establish targets for the organization to achieve

Goals are generally defined for the next 5-20 years.

Chapter 5, slide 4



Linking Organizational Strategy to HR Planning

During a corporate assessment,

- **SWOT** (Strengths-Weaknesses-Opportunities-Threats) **analysis determines** what is needed to meet objectives
- strengths and weaknesses and core competencies are identified

*HRM determines what **knowledge, skills, and abilities** are needed by the organization's human resources through a job analysis.*

Chapter 5, slide 5



Linking Organizational Strategy to HR Planning

STRATEGIC DIRECTION

HR LINKAGE



Chapter 5, slide 6



Linking Organizational Strategy to HR Planning



HR must ensure staff levels meet strategic planning goals.

- An **HR inventory** report summarizes information on current workers and their skills
- **HR information systems (HRIS)**
 - process employee information
 - quickly generate analyses and reports
 - provide compensation/benefits support

Chapter 5, slide 7

Linking Organizational Strategy to HR Planning



Succession/sequential planning includes the development of replacement charts that

- portray middle- to upper-level management positions that may become vacant in the near future
- list information about individuals who might qualify to fill the positions

Chapter 5, slide 8

Linking Organizational Strategy to HR Planning



HR must forecast staff requirements.

- HR creates an **inventory of future staffing needs** for job level and type, broken down by year
- forecasts must detail the specific knowledge, skills, and abilities needed, not just "we need 25 new employees"

Chapter 5, slide 9

Linking Organizational Strategy to Human Resource Planning



HR predicts the future labor supply.

- a unit's supply of human resources comes from:
 - new hires
 - contingent workers
 - transfers-in
 - individuals returning from leaves
- predicting these can range from simple to complex
- transfers are more difficult to predict since they depend on actions in other units

Chapter 5, slide 10

Linking Organizational Strategy to HR Planning



Decreases in internal supply come about through:

- | | |
|------------------------------|-----------------------|
| ➤ retirements | easiest to forecast |
| ➤ dismissals | possible to forecast |
| ➤ transfers | possible to forecast |
| ➤ layoffs/fire | possible to forecast |
| ➤ sabbaticals/
paid leave | possible to forecast |
| ➤ voluntary quits | difficult to forecast |
| ➤ prolonged illnesses | difficult to forecast |
| ➤ deaths | hardest to forecast |

Chapter 5, slide 11

Linking Organizational Strategy to HR Planning



Candidates come from

- migration into a community
- recent graduates
- individuals returning from military service
- increases in the number of unemployed and employed individuals seeking other opportunities, either part-time or full-time

The potential labor supply can be expanded by formal or on-the-job training.

Chapter 5, slide 12

Linking Organizational Strategy to HR Planning

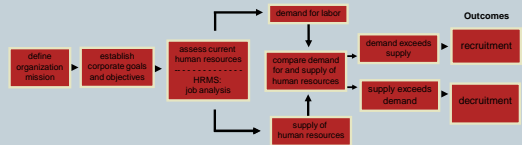
To match labor demand and supply, **HR**

- compares forecasts for **demand** and **supply** of workers
- monitors **current and future shortage**, and overstaffing. Sometimes, strategic goals must change as a result
- uses **downsizing** to reduce supply and balance demand

Chapter 5, slide 13

Linking Organizational Strategy to HR Planning

Employment Planning and the Strategic Planning Process



Chapter 5, slide 14

Job Analysis

Job analysis is a systematic **exploration of the activities** within a job.

- it defines and documents the **duties**, **responsibilities**, and accountabilities of a job and the **conditions** under which a job is performed

Chapter 5, slide 15

Job Analysis

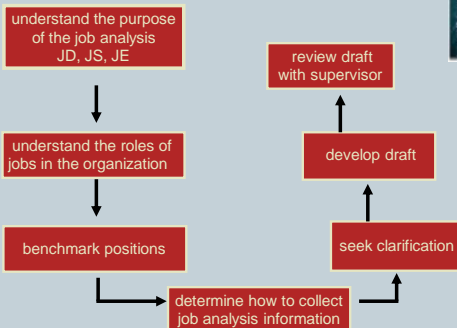
Job analysis methods

1. **observation**– job analyst watches employees **directly** or reviews **film** of workers on the job
2. **individual interview**– a team of job incumbents is selected and extensively interviewed
3. **group interview**– a number of job incumbents are interviewed simultaneously
4. **structured questionnaire**– workers complete a specifically designed questionnaire
5. **technical conference**– uses **supervisors** with an extensive knowledge of the job
6. **diary**– job incumbents record their daily activities

The best results are usually achieved with some combination of methods.

Chapter 5, slide 16

Job Analysis



Chapter 5, slide 17

Job Analysis

Job descriptions list:

- job title
- job identification
- job duties/essential functions in order of importance
- job specifications - minimal qualifications for job

They are critical to:

- describing job to candidates
- guiding new-hires
- developing performance evaluation criteria
- evaluating job's compensation worth

Chapter 5, slide 18

Job Analysis

Almost all HRM activities are tied to job analysis; it is the starting point for sound HRM.



Chapter 5, slide 19

Job Analysis

Job design is how a position and its tasks are organized.

- great job design enriches and motivates through
skill variety task identity task significance
autonomy feedback from job itself
- flexible work schedules keep employees motivated and loyal
flex time job sharing telecommuting
- part of HR planning and job analysis is finding team members with
technical and interpersonal skills

Chapter 5, slide 20

True or False?

1. HR planning must be separate from the organization's overall strategy.
False!
2. A mission statement defines what business the organization is in.
True!
3. To forecast staff requirements, HR creates an inventory of future staffing needs for job level and type, broken down by decade.
False!
4. Job analysis is a systematic exploration of the activities within a job.
True!
5. A position analysis questionnaire is more qualitative than quantitative in nature.
False!
6. Job design is how a position and its tasks are organized.
True!

Chapter 5, slide 21