Job analysis

The procedure for determining the duties and skill requirements of a job and the kind of person who should be hired for it.

Job description

A list of a job's duties, responsibilities, reporting relationships, working conditions, and supervisory responsibilities.

Job specifications

A list of a job's "human requirements", that is, the requisite education, skills, personality, and so on.

Uses of Job Analysis Information

- Recruitment and Selection
- Compensation
- Performance Appraisal
- Training
- Discovering Unassigned Duties
- EEO Compliance

Steps in Job Analysis

- **Step 1:** Decide how you'll use the information.
- **Step 2:** Review relevant background information.
- **Step 3:** Select representative positions.
- **Step 4:** Actually analyze the job.
- **Step 5:** Verify the job analysis information.
- **Step 6:** Develop a job description and job specification.

Methods of Collecting Job Analysis Information:

1. The Interview

Information sources

- Individual employees

- Groups of employees
- Supervisors with knowledge of the job

Advantages: Quick, direct way to find overlooked information.
Disadvantages: Distorted information
Interview formats
- Structured (Checklist)
- Unstructured

2. Questionnaires

Information source: Have employees fill out questionnaires to describe their job-related duties and responsibilities.
Questionnaire formats
- Structured checklists
- Opened-ended questions

Advantages: Quick and efficient way to gather information from large numbers of employees
Disadvantages: Expense and time consumed in preparing and testing the questionnaire

3. Observation

Information source: Observing and noting the physical activities of employees as they go about their jobs.
Advantages: Provides first-hand information and reduces distortion of information
Disadvantages:
- Time consuming
- Difficulty in capturing entire job cycle
- Of little use if job involves a high level of mental activity.

4. Participant Diary/Logs

Information source: Workers keep a chronological diary/ log of what they do and the time spent in each activity.

Advantages: Produces a more complete picture of the job and employee participation
Disadvantages: Distortion of information

Job description
A written statement of what the worker actually does, how he or she does it, and what the job's working conditions are.
Writing a job description:
- Step 1. Decide on a Plan
- Step 2. Develop an Organization Chart
- Step 3. Use a Job Analysis/Description Questionnaire
- Step 4. Obtain Lists of Job Duties from O*NET
- Step 5. Compile the Job's Human Requirements from O*NET
- Step 6. Complete Your Job Description

Sections of a typical job description
1. **Job identification:** Job Title, Prepared Date and Prepared by.
2. **Job summary:** Describe nature of Job. (Major functions or activities)
3. **Responsibilities and duties:** Job's major responsibilities and duties
4. **Authority of incumbent**
5. **Standards of performance:** Standards the employee is expected to achieve under each of the job description's main duties and responsibilities.
6. **Working conditions**
7. **Job specifications**

Job Specifications
- **For trained personnel:** Focus on traits like length of previous service, quality of relevant training, and previous job performance.
- **For untrained personnel:** Focus on physical traits, personality, interests, or sensory skills that imply some potential for performing or for being trained to do the job.

- **Based on Judgment**
  Self-created judgments (common sense)
  List of competencies in Web-based job descriptions
  Standard Occupational Classification
- **Based on Statistical Analysis:** Attempts to determine statistically the relationship between a predictor or human trait and an indicator or criterion of job effectiveness.
  Steps in the Statistical Approach
- Analyze the job.
- Select personal traits to predict successful performance.
- Test candidates for these traits.
- Measure the candidates' subsequent job performance.
- Statistically analyze the relationship between the human trait and job performance.

Job enlargement
Assigning workers additional same level activities, thus increasing the number of activities they perform.

Job enrichment
Redesigning jobs in a way that increases the opportunities for the worker to experience feelings of responsibility, achievement, growth, and recognition.

Job rotation
Moving a trainee from department to department to broaden his or her experience and identify strong and weak points to prepare the person for an enhanced role with the company.

Dejobbing
Broadening the responsibilities of the company's jobs
Encouraging employee initiative.

Internal factors leading to dejobbing
- Flatter organizations
- Work teams

External factors leading to dejobbing.
- Rapid product and technological change
- Global competition
- Deregulation
- Political instability
- Demographic changes
- Rise of a service economy.

Competency-based job analysis
Describing a job in terms of the measurable, observable, behavioral competencies (knowledge, skills, and/or behaviors) an employee must exhibit to do a job well. Using competency-based analysis:
- To support HPWS
- Maintain a strategic focus
- Measuring performance

Performance Management
Managing all elements of the organizational process that affect how well employees perform.

Types of competencies
- **General competencies**: reading, writing, and mathematical reasoning.
- **Leadership competencies:** leadership, strategic thinking, and teaching.
- **Technical competencies:** specific technical competencies required for specific types of jobs and/or occupations.

An interview
A procedure designed to obtain information from a person through oral responses to oral inquiries

Types of interviews
- **Selection interview:** A selection procedure designed to predict future job performance on the basis of applicants' oral responses to oral inquiries.
- **Appraisal interview:** A discussion, following a performance appraisal, in which supervisor and employee discuss the employee's rating and possible remedial actions.
- **Exit interview:** An interview to elicit information about the job or related matters to the employer some insight into what's right or wrong about the firm.

Interviews formats
- **Unstructured or nondirective interview:** An unstructured conversational-style interview in which the interviewer pursues points of interest as they come up in response to questions.
- **Structured or directive interview**: An interview following a set sequence of questions.

Interview Content: Types of Questions

1. **Situational interview:** A series of job-related questions that focus on how the candidate would behave in a given situation.
2. **Behavioral interview:** A series of job-related questions that focus on how they reacted to actual situations in the past.
3. **Job-related interview:** A series of job-related questions that focus on relevant past job-related behaviors.
4. **Stress interview:** An interview in which the interviewer seeks to make the applicant uncomfortable with occasionally rude questions that supposedly to spot sensitive applicants and those with low or high stress tolerance.
5. **Puzzle questions:** Recruiters for technical, finance, and other types of jobs use questions to pose problems requiring unique "out-of-the-box" solutions to see how candidates think under pressure.

Types of Interviews

1. **Unstructured sequential interview**
   An interview in which each interviewer forms an independent opinion after asking different questions.
2. **Structured sequential interview**
   An interview in which the applicant is interviewed sequentially by several persons; each rates the applicant on a standard form.
3. **Panel interview**
   In which a group of interviewers questions the applicant.
4. **Panel (broad) interview**
   A group of interviewers questions the applicant.
5. **Mass interview**
   A panel interviews several candidates simultaneously.
6. **Computerized selection interview**
   An interview in which a job candidate's oral and/or computerized replies are obtained in response to computerized oral, visual, or written questions and/or situations.

Factors Affecting Interviews (INTERVIEWER BIASES)

1. CENTRAL TENDENCY ERROR: The central tendency / average bias becomes apparent when the interview has difficulty in deciding which candidate is the best fit for the job and rate them.

2. CONTRAST BIAS / ERROR: The bias occurs when an interviewer compares candidates to each other or compares all candidates to a single candidate.
 Example: If one candidate is particularly weak, others appear to be more qualified than they really are.

3. CULTURAL NOISE ERROR: The error occurs when candidates answer questions based on information they think will get them the job.

4. GUT FEELING ERROR: Gut feeling error occurs when the interviewer relies on intuitive feeling that the candidate is a good or bad fit for the position without looking at whether the individual's qualification meets the criteria established by the job specification and candidate's profile.

5. HELLO EFFECT: The bias occurs when the interviewer evaluates a candidate based on a single characteristic.
Example: A candidate's self-confident attitude may overshadow a lack of experience in a particular requirement.

6. HARSHNESS / HORNS ERROR: The bias occurs when the interviewer evaluates a candidate negatively based on a single characteristic.
Example: Unfair look, bad dressing.

7. KNOWLEDGE / PREDICTOR EFFECT: The bias occurs when the interviewer is aware that the candidate scored particularly high or low in an assessment, has shown to be a valid predictor of a performance.

8. LENIENCY BIAS: This bias occurs when an interviewer tends to go easy on a candidate and give a higher rating than is required. It is a justification without a rationalization.

9. NEGATIVE EMPHASIS: The negative emphasis bias occurs when the interviewer allows a small amount of negative information to out way positive information

10. NON-VERBAL BIAS: This bias occurs when an interviewer is influenced by body language.
 Example: A candidate who frowns when answering questions could be rated negatively, even though the answers were correct.

11. QUESTION INCONSISTENCY: This bias occurs when an interviewer asks different questions from each candidate. Although this is

acceptable to a certain extent in order to dwell more deeply in each candidate's qualification. There is no baseline for comparison if there are no similar questions asked for all candidates.

12. RECENCY EFFECT: The bias occurs when the interviewer recalls the most recently interviewed candidate more clearly than earlier candidates.

13. SIMILAR TO ME ERROR: This bias occurs when the candidate has interests or other characteristics that are same as those of the interviewer and this causes the interviewer to overlook negative aspects about the candidate.
Example: An interviewer who played football may select a candidate who did so, even though the candidate's qualification is not the best fit for the position

14. STEREOTYPING: The bias occurs when the interviewer assumes that a candidate has specific traits because they are a member of a particular group.
Example: Women are more responsible than men.

How to Conduct an Effective Interview
1. **Structure your interview:**
   - Base questions on actual job duties.
   - Use job knowledge, situational, or behaviorally oriented questions and objective criteria to evaluate the interviewee's responses.
   - Train interviewers.
   - Use the same questions with all candidates.
   - Use descriptive rating scales (excellent, fair, poor) to rate answers.
   - Use multiple interviewers or panel interviews.
   - If possible, use a standardized interview form.
   - Control the interview.

- Take brief, unobtrusive notes during the interview.
2. **Prepare for the interview**
   - Secure a private room to minimize interruptions.
   - Review the candidate's application and résumé.
   - Review the job specifications
3. **Establish rapport:** Put the person at ease.
4. **Ask questions**
   - Follow your list of questions.
   - Don't ask questions that can be answered yes or no.

Designing and Conducting the Interview
Step 1: Job Analysis
Step 2: Rate the Job's Main Duties
Step 3: Create Interview Questions
Step 4: Create Benchmark Answers
Step 5: Appoint the Interview Panel and Conduct Interviews