

JOB ANALYSIS

Job analysis is the procedure through which you determine the duties of the company's positions and the characteristics of the people to hire for them.

Job analysis is a procedure through which you determine the duties and responsibilities, nature of the **jobs** and finally to decide qualifications, skills, and knowledge to be required for an employee to perform particular **job**. **Job analysis** helps to understand what tasks are important and how they are carried on.

Job analysis produces information for writing job description and job specification.

Work activities. Information about the job's actual work activities, such as cleaning, selling, teaching, or painting. This list may also include how, why, and when the worker performs each activity. Human behaviors. Information about human behaviors the job requires, like sensing, communicating, lifting weights, or walking long distances. Machines, tools, equipment, and work aids. Information regarding tools used, materials processed, knowledge dealt with or applied (such as finance or law), and services rendered (such as counseling or repairing).

Performance standards. Information about the job's performance standards (in terms of quantity or quality levels for each job duty, for instance). Job context. Information about such matters as physical working conditions, work schedule, incentives, and, for instance, the number of people with whom the employee would normally interact.

Human requirements. Information such as knowledge or skills (education, training, work experience) and required personal attributes (aptitudes, personality, interests).

JOB ANALYSIS METHODS

There are many methods for collecting job information, the basic rule is to use those that fit the purpose.

INTERVIEWS

With this job analysis method, job analysts conduct interviews with incumbents to collect information about their tasks and how they are coping with them. Interviews can be structured and unstructured depending on your corporate culture.

Structured interviews follow a systematic approach where employees are interviewed accurately and consistently, following a preset format. In a structured interview, you typically see that:

- All interviewees are asked the same questions in the same order.
- Interviewer's record, compare and evaluate answers against standardized criteria.
- The interview process remains the same even if the interviewer changes.

Thanks to this consistency, structured interviews have a high level of reliability and validity.

Unstructured interviews, on the other hand, unravel without a preset structure. The interview process is carried out as a conversation with no specific questions predefined. Nevertheless, the interviewer should make the purpose and focus of the interview clear to the employees. Namely, that the purpose of the interview is to understand their job role better to improve or modify their role. In an unstructured interview, you typically see that:

- Interviewees may receive different questions, or the same questions may be asked in a different order.

- Interviewers do not always use standardized criteria for recording, comparing, and evaluating answers.
- The interview process varies depending on the interviewer.

Using interviews as the only job analysis method has several drawbacks, too. One disadvantage of using the interview job analysis method is that employees may exaggerate or omit vital details. To overcome this possible issue, HR professionals and job analysts should interview more than one employee in the same position (if applicable). This will provide more reliable results and data for the job analysts and HR professionals to work with.

Think of this as a scientific study where you need a larger pool of clients to make the results solid. You cannot determine how a role works with only one person's opinion - you need a larger sample size to see what is the same and different across the board.

QUESTIONNAIRE

As the name suggests, the questionnaire job analysis method requires employees, supervisors, and managers to fill out forms, namely questionnaires. It's one of the most widely used job analysis methods because it's inexpensive to create and easy to distribute to numerous individuals at a faster rate. Questionnaires can have different question forms, such as open-ended questions, multiple choice, checklists, or a mix of all of them.

Although questionnaires help begin the job analysis process, they are not enough to collect data that is both reliable and useful. They merely scratch the surface of job analysis. In fact, questionnaires do have several disadvantages, such as question misinterpretation, high non-response rates and inaccurate information given by participants. And inaccurate data is the opposite of what job analysts aim for.

Going back to the scientific example. Questionnaires create that larger sample size but do so in a way that is less authentic and, therefore, less impactful.

It's important that job analysis in HRM yields reliable information. Therefore, it's best to combine questionnaires with other job analysis methods. This will **help job analysts retain and improve work conditions** for current incumbents, as well as create a job description that will attract the right talent for future openings.

OBSERVATION

The observation method enables job analysts to observe employees in their daily routines. The information collected through observation is extremely useful and reliable since it's via first-hand knowledge. Observation is the only job analysis method that allows the job analyst or HR professional to directly obtain the data, whereas other job analysis methods collect data indirectly and in an orchestrated environment.

When using this method, a job analyst observes an employee and records what they do and do not do. This helps job analysts and HR professionals reach a more reliable conclusion. However, even the observation method comes with flaws. Some of the disadvantages of using the observation job analysis method include:

- Distortion of information if an employee is aware of the observation.
- Awareness may affect the work output during the observation.
- Not all job duties and reactions can be observed in the set time frame.
- Higher managerial and executive roles may be difficult to observe fully.

DIFFERENCE B/W PERSONNEL AND HRM

BASIS FOR COMPARISON	PERSONNEL MANAGEMENT	HUMAN RESOURCE MANAGEMENT
Meaning	The aspect of management that is concerned with the work force and their relationship with the entity is known as Personnel Management.	The branch of management that focuses on the most effective use of the manpower of an entity, to achieve the organizational goals is known as Human Resource Management.
Approach	Traditional	Modern
Treatment of manpower	Machines or Tools	Asset
Type of function	Routine function	Strategic function
Basis of Pay	Job Evaluation	Performance Evaluation
Management Role	Transactional	Transformational
Communication	Indirect	Direct
Labor Management	Collective Bargaining Contracts	Individual Contracts
Initiatives	Piecemeal	Integrated
Management Actions	Procedure	Business needs
Decision Making	Slow	Fast
Job Design	Division of Labor	Groups/Teams
Focus	Primarily on mundane activities like employee hiring, remunerating, training, and harmony.	Treat manpower of the organization as valued assets, to be valued, used, and preserved.
Job Categories	Many	Few
Communication	Indirect	Direct

RESPONSIBILITIES OF HRM DEPT

1. Recruit Candidates

HR needs to understand the organization's needs and make sure those needs are met when recruiting for new positions. It is not as simple as just throwing an ad up on Indeed: you will need to analyze the market, consult stakeholders, and manage budgets.

2. Hire the right employees

Human resources are in charge of arranging interviews, coordinating hiring efforts, and onboarding new employees. They are also in charge of making sure all paperwork involved with hiring someone is filled out and making sure that everything from the first day to each subsequent day is navigated successfully.

3. Process Payrolls

Payroll is its own beast. Every payday must have taxes calculated and hours collected. Expenses need to be reimbursed and raises and bonuses need to be added in as well.

4. Update policies

Policies need to be updated (or at least examined) every year as the organization changes. It's HR's job to make official updates to policies and to suggest changes to policies when they no longer serve the company or the employees.

5. Maintain employee records

Maintaining HR records is mandated by law. These records help employers identify skill gaps to help with the hiring process and to analyze demographic data and comply with regulations. They also contain personal details and emergency contacts for each employee.

STRATEGIC MANAGEMENT

STRATEGIC HUMAN RESOURCES AND ITS IMPORTANCE

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STRUCTURED AND UNSTRUCTURED INTERVIEWS

STRUCTURED INTERVIEW

A structured interview is a type of interview in which the researcher asks a set of premeditated questions to gather information about the research subjects.

1. A structured interview utilizes a standardized process of inquiry.
2. It is a quantitative method of observation.
3. A structured interview is easy to replicate.
4. This type of interview is sequential in nature.

UNSTRUCTURED INTERVIEW

An unstructured interview is a type of interview that does not make use of a set of standardized questions. Here, the interviewer does not generate any specific set of standardized questions for research, rather he or she asks different questions in line with the context and purpose of the systematic investigation.

Typically, an unstructured interview relies on spontaneity and follow-up questioning in order to gather detailed information from the research subject. In many ways, this type of interview can be viewed as an informal, everyday conversation because of its extremely colloquial style.

1. An unstructured interview is flexible in nature.
2. It relies on spontaneity in its method of inquiry.
3. An unstructured interview is a method of qualitative observation.
4. It is descriptive in nature.

DIFFERENCE BETWEEN STRUCTURED AND UNSTRUCTURED INTERVIEWS

SEQUENCE

The interviewer in a structured interview follows the sequence as he or she makes inquiries about the research subject. In an unstructured interview, the researcher does not follow any sequence but relies on spontaneity to direct the course of the conversation.

QUESTION TYPES

A structured interview makes use of close-ended questions, while an unstructured interview makes use of open-ended questions.

ADVANTAGES AND DISADVANTAGES OF STRUCTURED INTERVIEW

ADVANTAGES

Data gathered through a structured interview is more objective and easier to analyze unlike the data gathered via an unstructured interview. This is because a structured interview requires the respondents to provide brief and relevant answers to the questions, unlike an unstructured interview.

DISADVANTAGES

The data gathered via a structured interview lacks depth and detail unlike the information gathered through an unstructured interview. This is because a structured interview restricts the interviewee to a set of questions and this prevents him or her from providing additional information that would prove useful in the research.

ADVANTAGES AND DISADVANTAGES OF UNSTRUCTURED INTERVIEW

ADVANTAGES

An unstructured interview can be used to gather information on complex issues, unlike a structured interview. An unstructured interview is also more flexible and more comfortable than a structured interview.

DISADVANTAGES

An unstructured interview is more time-consuming when compared to a structured interview. Since it is not limited to particular questions or a sequence, conducting an unstructured interview takes up more time and more resources than a structured interview that follows a sequence.

INTERVIEW TECHNIQUES

1. Structured/Unstructured Interviews
2. Situational Interviews
3. Behavioral Interviews
4. Job Related Interviews
5. Stress Interviews
6. One-to-One Interviews
7. Serial Interviews
8. Panel Interviews
9. Phone Interviews

SITUATIONAL INTERVIEW

- Focuses on individual's ability to project what his behavior will be in a given situation.
- Interview can be both structured and situational predetermined questions requiring the candidate to project his behavior in a certain given situation.

BEHAVIOURAL INTERVIEW

- Here a situation is described, and the candidates are asked how they have behaved in such a situation in the past.

JOB RELATED INTERVIEWS

- Interviewers try to deduce what the candidate's on-the-job performance would be like based on his answers about his experience.

STRESS INTERVIEWS

- Being asked more than one question at a time.
- Not given adequate time to answer the questions.
- Questions are asked rapidly, responses are criticized, and frequent interruptions are made.
- Checks how the candidate would react under stress.

ONE-TO-ONE INTERVIEWS

- Single interviewer and a single candidate at a time.
- This interview maybe structured, or unstructured.
- Easier to handle and generally more informal.

SERIAL INTERVIEWS

- Applicant in generally interviewed by several different interviewers sequentially.

- Each one rate the applicant on a standard evaluation form.

PANEL INTERVIEW

- Comprises of more than 2 people interviewing a person for the hiring.
- It is most common mode of interview when hiring for senior level.
- More advantageous to the interviewer but more stressful for the candidate.

PHONE INTERVIEW

- Phone interviews are increasingly used for mass hiring.
- The interview is conducted entirely on the phone.
- This is highly effective in removing any biasness that might arise for the appearance or behavior of the applicant.

RECRUITMENT TECHNIQUES

RECRUITING INTERNALLY

There are many great reasons to recruit internally. Firstly, it can work out cheaper than advertising externally or using agencies — you can just run an ad for free on your company intranet or message board.

Secondly, having a policy of regular internal recruitment **creates a strong progression path for your employees**. That's great for staff morale, motivation and [retention](#). And when you do hire externally, you can promise excellent [progression opportunities](#).

And thirdly, internal recruitment is useful for succession planning. Your present leaders aren't going to be around forever, so it's a good idea to develop current staff as their successors.

ADVERTISING EXTERNALLY

External advertising is the biggie. There are lots of options, with new methods emerging often. And every company needs to advertise externally sometimes — especially when you're growing.

PRINT ADVERTISING

Print isn't actually dead. The print job ad might be the most traditional of all recruitment techniques. But so long as sector-specific journals and magazines are around, print ads are a great way to reach a well-defined segment of job seekers.

WEB ADVERTISING

The **strength of Internet advertising is proven by its growth** — it's predicted to overtake TV as the biggest ad medium by 2019 (pwc, 2015).

Advertising on recruitment websites promises a potentially wide reach at low cost. Job seekers can use Google to find specific types of job at a range of the most popular recruitment websites. And it takes only a few minutes to set up an ad.

You can also advertise vacancies on your own corporate website, although ads may be less visible than those on major sites.

SOCIAL MEDIA

Being active on social media services like Twitter allows you to 'meet' potential candidates in lots of ways: through shared connections, through shared discussion topics, and because it's easy for job seekers to contact you. **A quarter of UK companies are recruiting via professional networking sites** like LinkedIn (CIPD 2015).

Your social media activity also expands your employer brand, showing candidates what your organizational culture is like. That is great for attracting top talent, assuming your culture is good.

It works the other way too. You can use social media to screen candidates, assessing their suitability based on the content of their online posts.

TALENT SEARCH

The popularity of online recruitment has made talent search a feasible alternative to job advertising. Popular recruitment sites hold databases of thousands of CVs, which you can search using keywords to find potential candidates. There are pitfalls: the process can be time consuming, and stored CVs may not always be up to date.

Many recruitment agencies also offer specialized talent search services using their own database of job seekers.

USING RECRUITMENT AGENCIES

Speaking of recruitment agencies, the proportion of UK organizations that use them is growing: **40% now use a mix of in-house and outsourced approaches** (CIPD 2015).

A good recruiter is motivated (because they're on commission), has recruitment skills and experience you may not, and can access a large network of potential candidates. Using a recruiter costs money, but it does keep your time free to do the things you're best at.

For the best results, use a recruiter that understands and has contacts in your sector.