Job Analysis and Evaluation

Agenda

1.What is a Job Analysis

2.Why do we need it?

3.What are the ways to do a job analysis?

4. What is Job Evaluation?

5. Where is the "human" problem

6. What is the possible resolution?

What is a Job Analysis?

A thorough job analysis requires the following three elements:

1.The tasks an employee is supposed to deliver

2. The conditions under which the tasks are to be executed

3. The competencies needed to perform the listed tasks

Why Do We Need a Job Analysis?

1. **Helps us define the role** a brief, two- to five-page summary of the tasks and job requirements found in the job analysis

2. **Select the right employees** it is possible to select tests or develop interview questions that will determine whether a particular applicant possesses the necessary knowledge, skills, and abilities to carry out the requirements of the job

3. **Assess training needs** it is difficult to see how employees can be trained unless the requirements of the job are known. Job analysis yield lists of job activities that can be systematically used to create training programs

4. **Objectively assess job performance**

5. **To design an optimal workflow for maximum productivity**

   (job design) Job analysis information can be used to determine the optimal way in which a job should be performed.

More Fundamentally...

Job Analysis allows for job evaluation, which means,

Job Classification:
Job analysis enables a human resources professional to classify jobs into groups based on similarities in and duties. Job classification is useful for determining pay levels, transfers, and promotions

Both the employer and employee engage in a mental process of

determining if this job is worthy of the resources invested in

(important to do that?)

A Sample Job Description

XYZ acquires and transforms B2B SaaS companies in the USA and Canada.

Position Overview: We are seeking an experienced Marketing Head *(job title)* to lead our marketing efforts in Gurgaon, India. The ideal candidate will have a *strong track record* in B2B SaaS marketing and be able to drive *brand awareness, lead generation, and customer engagement* in the US market.

Key Responsibilities:

• Develop and Execute Marketing Strategy: Create and implement a comprehensive *marketing strategy aligned with the company's business objectives.* (task)
• Team Leadership: *Build, mentor, and manage a high-performing marketing team.* (competency)
• Market Analysis: Conduct market research to identify trends, customer needs, and competition in the Indian market. (task)
• Brand Management: Ensure consistent brand messaging and positioning in India. (task)
• Content Strategy: *Oversee* the development of engaging content, including blog posts, whitepapers, videos, webinars, and social media content for the Indian market. (task)
• Digital Marketing: Drive online presence in India through SEO, SEM, email marketing, social media marketing, and other digital channels. (task)
• Lead Generation: Implement lead generation strategies to *attract, nurture, and convert* leads in India. (task)
• Sales Alignment: *Collaborate closely* with the sales team in India to support sales goals. (competency)
• Budget Management: Manage the marketing budget of the SaaS companies. (task)
• Performance Tracking: Establish KPIs and measure marketing campaign performance in India. (task/competency)

A Sample Job Description

Qualifications:

- Bachelor's degree in Marketing, Business, or *a related* field.
- Minimum of 10 years of experience in B2B SaaS marketing leadership roles. Experience with E-commerce marketing *is a plus.*
- *Strong understanding of the US markets.*
- *Excellent leadership and team management skills.*
- *Proficiency* in marketing automation and analytics tools.
- *Exceptional* written and verbal communication skills.
- *Strategic thinker* with the ability to *work collaboratively* with cross-functional teams.

Location:

This position is based in Gurgaon, India.

Job Description #2

Junior Associates join our offices and practices (e.g. Digital, Marketing & Sales, Operations, etc.) around the world to work in teams and directly with our clients.

You are joining a firm (ABC) whose culture is distinctive and inclusive. We will accelerate your development as a leader to create positive, enduring change in the world. In this role, you will work on the *best teams to help the best organizations* in the world – *in private, public, and social sectors – solve their most difficult problems.* You will also work with many experts, from data scientists and researchers to software and app designers.

Job Description #2

WHAT YOU'LL DO

You'll work in teams of typically 3 – 5 consultants, playing an active role in all aspects of client engagement. (condition)

This includes gathering and analyzing information, formulating and testing hypotheses, and developing and communicating recommendations. You'll also have the opportunity to present results to client management and implement recommendations in collaboration with client team members. (task)

Junior Associates receive exceptional training as well as frequent coaching and mentoring from colleagues on their teams. This support includes a Partner from your local office or practice assigned to you to help guide your career as well as up to five weeks of formal training in your first few years. Additionally, you'll receive guidance and support from your local office or practice in the selection of client projects, helping you to develop your skills and build your network. (condition)

While all consultants develop specialized knowledge and a focused program as they progress with **ABC**, most are initially very broad in their focus, meaning they do not need specific industry or functional expertise to be successful. (condition)

Job Description #2

QUALIFICATIONS

•Bachelor's degree; Advanced graduate degree (e.g., MBA, PhD, etc.) or equivalent (typically 5+ years) work experience preferred; Requirements may vary by country or practice (condition)

•Ability to work collaboratively in a team and create an inclusive environment with people at all levels of an organization (competency)

•Capability to drive an independent workstream in the context of a broader team project (task)

•Comfort with ambiguous, ever-changing situations (competency)

•Ability to break down and solve problems through quantitative thinking and analysis

•Ability to communicate effectively, both verbally and in writing, in English and local office language(s)- (task)

How is a Job Analysis Done?

- Typically, a research based approach is ideal to decide on job specifications or competencies – these are also called KSAs (Knowledge, skills and abilities)

- Decide in advance – what KSAs are must before joining and what can be transferred through training on the job

- Who are your respondents when you perform a job analysis also matters – therefore, a sizeable and balanced sample needs to be acquired

How is a Job Analysis Done?

Steps involved:

This information is usually gathered by obtaining previous information on the job, interviewing job incumbents, observing performance, or actually performing the job itself

1. Identify Tasks Performed – gathering existing data, interviewing SMEs, observing job incumbents, job participation (eg., gathering data from supervisors about junior positions that they might have worked on in the past)

2. Writing task Statements — Once the tasks have been identified, the next step is to write the task statements that will be used in the task inventory and included in the job description

3. Rate Task Statements — Once the task statements have been written (usually including some 200 tasks), the next step is to conduct a task analysis—using a group of SMEs to rate each task statement on the frequency and the importance or criticality of the task being performed

4. Determine Essential KSAs — Once the task analysis is completed and a job analyst has a list of tasks that are essential for the proper performance of a job, the next step is to identify the KSAOs needed to perform the tasks.

5. Selecting Tests to tap KSAs — Once the important KSAOs have been identified, the next step is to determine the best methods to tap the KSAOs needed at the time of hire. These methods will be used to select new employees and include such methods as interviews, work samples, ability tests, personality tests, reference checks, integrity tests, biodata, and assessment centers

CONCLUSION

If we do not have these three aspects of a job (task, conditions and competency)- it is hard for us to determine the P-E (person environment fit).

A realistic job preview helps us determine the effort vs reward ratio for ourselves (employers need the same), i.e. helps in job evaluation.

Job Evaluation: Is this worth it?

Internal and External Pay Equity

Possible job compensation factors include:

- Level of responsibility
- Physical demands
- Mental demands
- Education
- Training and experience requirements
- Working conditions

Once a job analysis has been completed and a thorough job description written, it is important to determine how much employees in a position should be paid. This process of determining a job's worth is called job evaluation. A job evaluation is typically done in two stages:
1. Determining internal pay equity
2. Determining external pay equity.

Gender-pay Equity

Some alarming statistics frequently discussed:

Wealth gap among men and women ranges between 11 to 38% (from entry level roles to senior/executive). Roughly, women make 80% of what men make for the same role worldwide.

According to report published by UN women in September 2022, it could take close to 300 years to achieve full gender equality at the current rate of progress

Gender-pay Equity

Some more facts (related to gender differences)

Women are less likely to negotiate salary compared to men.

Gender-pay Equity

Some more facts (related to gender differences in workplaces)

Women are more likely to agree to this statement, "Being a good team player means helping all of my colleagues with what they need to get done."

And,

Men are more likely to agree to this statement, "Being a good team player is knowing your position and playing it well."

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Where is the "human" problem? (the visible part)

1. Structural barriers – how work gets done and how to make it easier.

2. While men and women are not fundamentally different , they do face different realities in workplaces.

3. Communal vs Agentic – attitudinal barriers Agentic refers to goal-achievement and task functioning (competence, assertiveness, decisiveness), whereas communal refers to the maintenance of relationships and social functioning

4. Competent vs Likeable - attitudinal barrier (why women find themselves in a double-bind)- if they enact traits that are more related to masculinity, they might be respected but not liked and if they enact more feminine traits, they might be liked but not respected or have their boundaries pushed over

Where is the "human" problem? (the not-so visible part)

How men and women use unconscious psychological defenses and universal beliefs to perpetuate the problem- the ideal worker schema vs the family-devotion schema