



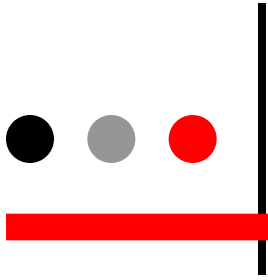
Human Resource Management



PART 3

□ Job Analysis

□ Recruitment, Selection,
and Orientation

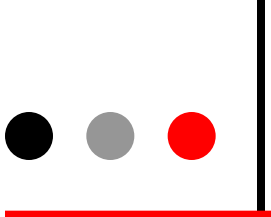


□ Job Analysis



What is Job Analysis?

- Job analysis (JA) is a purposeful and systematic process for investigation of job content, the physical circumstances in which the job is carried out, and the qualifications needed to carry out job responsibilities (Mondy, Noe & Premeaux, 2002).
- It refers to a scientific and systematic analysis of a job in order to obtain all pertinent facts about a given job.



Definition (cont....)

- The job analysis indicates what activities and accountabilities the job entails; it is an accurate recording of the activities involved.
- It involves studying jobs to determine what **tasks and responsibilities** they include, their **relationships** to other jobs, and the **conditions** under which work is performed, **tools and equipment** used, and the **personal capabilities** required for satisfactory performance.

Types of Information Needed for Job Analysis

1. Work Activities (What the worker does?)

- Specific tasks or activities that are involved in the job
- Procedures used to perform activities
- Complexity of activities and their relative timing
- Personal responsibility for property, funds, etc.
- Hazards and discomforts of job.

2. Worker-oriented activities (How the job is performed?)

- Nature of operations, motions such as handling, lifting, walking, driving, etc.
- Human behaviors such as communicating, sensing, decision making skills, etc.



Types of Information Needed for Job Analysis (cont'd...)

3. Machines and materials used (What does the worker use?)

- Types of machines, equipment and tools used
- Type of materials used, such as metal, plastic, yarn, grain etc.
- Knowledge dealt with or applied, such as in accounting, law.
- Products made or services rendered.

4. Job performance standards (What are performance standards?)

- Quantity standards for the job
- Quality standards for the job
- Time taken for the job (Time study).



Types of Information Needed for Job Analysis (cont'd...)

5. Job context (What is the job context?)

- Physical working conditions
- Work schedule
- Incentives, financial and non-financial
- Job relationships (interactions with people and organizations)

6. Personal Attributes (What personal attributes are needed?)

- Education and training (or KSAs) required
- Work experience needed
- Aptitudes and social skills
- Physical characteristics, interests, personality, etc.



Sources of Information for JA

- Information about job analysis can be collected from the following sources:
 - Employees
 - Supervisors
 - Independent experts
 - Job review committee (HR manager, industrial engineer, & labor union)
 - Non-human sources:
 - **Existing job description and specifications.**
 - **Equipment maintenance records**
 - **Blueprints of equipment and architectural designs of work areas**
 - **Films of workers on the job**
 - **Training manual, etc.**



Defining Related Terms to JA

- Before JA is discussed in detail, it's necessary to understand some related terms: task, duty, position, job, occupation, job family, and job classification.
- **Task:** refers to a distinct work activity with an identifiable beginning and end
 - **E.g.** sorting a bag of mail into appropriate boxes.
- **Duty:** refers to a related sequence of tasks
 - E.g. pickup, sort & deliver incoming mail.
- **Position:** refers to a collection of tasks & duties regularly assigned to one person.
 - Several persons may be classified under the same job but each may perform different works.
 - E.g. One mail clerk may sort out incoming mail, another may prepare outgoing mail and so on.
 - There is a position for every person in an organization.

Defining related terms to JA

- **Job:** refers to a group of positions involving some duties, responsibilities, knowledge & skills.
 - Each job has definite title & is different from other jobs.
 - E.g. typist, mail clerk, salesman.
 - In a work group consisting of an **auditor**, two **chief accountants**, and three **accounting clerks**, there are a total of three jobs and **six** positions.
 - It may be noted that while a position is personal a job is impersonal.
- **Job family:** implies jobs of a similar nature
 - E.g. clerical jobs
- **Job classification:** refers to grouping of jobs into certain categories on some specified basis like nature of work performed or the level of pay.
 - It's often used as a simplified method of job analysis.
- **Occupation:** implies a group of jobs which are similar as to the type of work & which contain common characteristics.
 - E.g. business is an occupation consisting of several types of jobs like production, sales, etc.



Purpose of Job Analysis

- The purpose of job analysis is to obtain answers to **six** important questions:
 1. What physical & mental tasks does the worker accomplish?
 2. When is the job completed?
 3. Where is the job accomplished?
 4. How does the worker do the job?
 5. Why is the job done?
 6. What qualifications are needed to perform the job?
- In general, **Job analysis** is a procedure used to determine:
 - *tasks, duties and responsibilities*
 - *the qualifications needed for each job.*
 - *the relationships of one job to other jobs*
 - *the working conditions.*



When is Job Analysis Performed?

Job analysis is performed on **three** occasions.

1. When the organization is founded & a job analysis program is initiated for the first time.
2. When new jobs are created.
3. When jobs are changed significantly as a result of new technologies, methods, procedures, or systems.

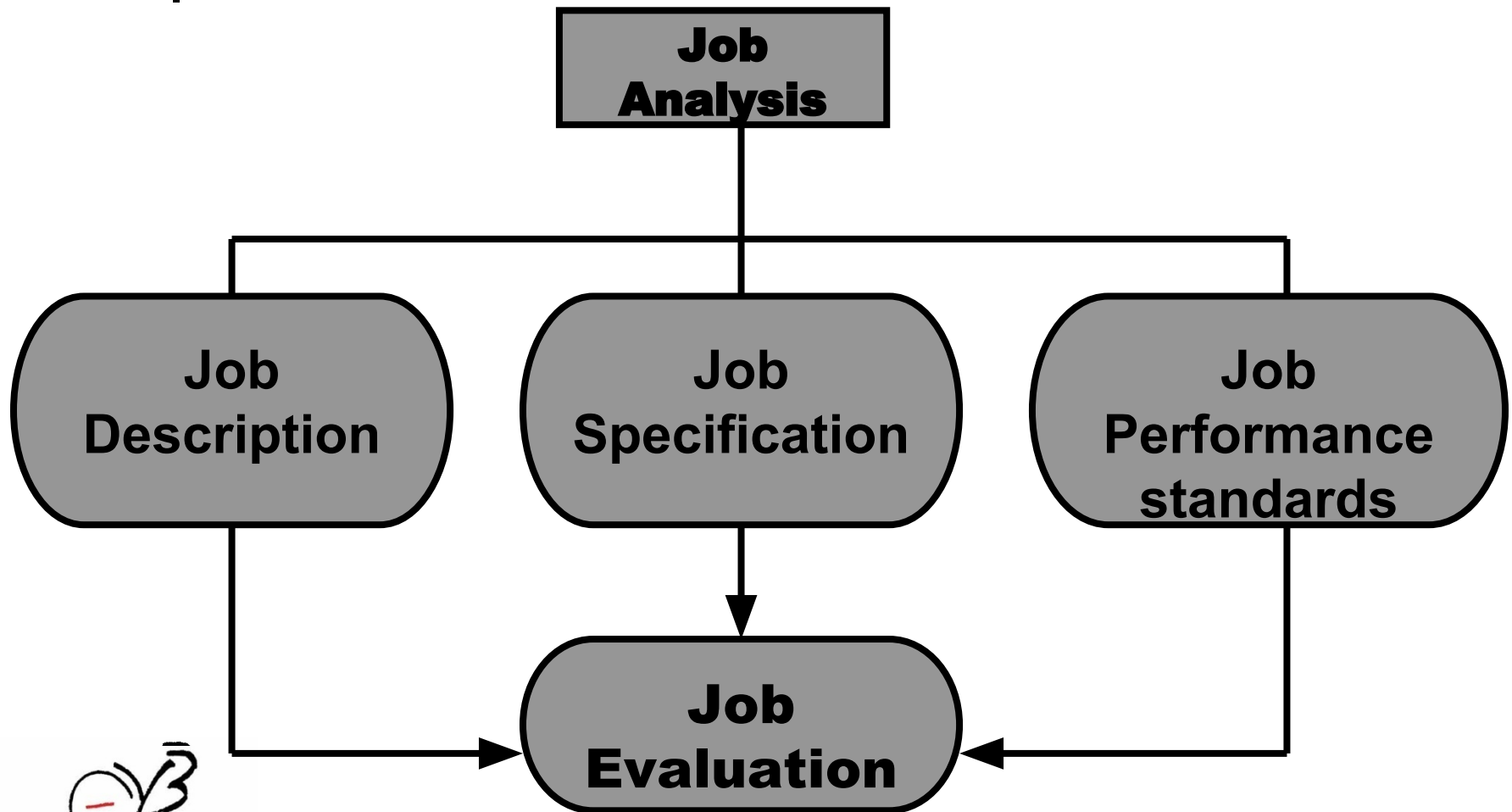
JA is most often performed because of changes in the nature of jobs.



Results of JA

- Job analysis information is used to prepare:
 - **job descriptions,**
 - **job specifications,**
 - **job performance standards, and**
 - **job evaluation.**
- These are usually called as components of JA.

Interrelationship of the Components of JA





What is Job Description?

- It is a written statement of what the jobholder does.
- It portrays job content, job environment, the machines & equipment used, and conditions of employment.
- It describes job title, duties and responsibilities, authority, accountabilities and job relationships.
- It is a profile of the job.



Job description items

1. Job identification number
2. Date of job analysis
3. Job summary
4. Major duties performed
5. Percentage of time devoted to each duty
6. Working conditions & possible hazards
7. No. of employees performing the job & to whom they report
8. The machines & equipment used on the job.



Benefits of Job Description

- It describes the job to the recruiters and potential candidates.
- It guides newly hired employees about what they are expected to do.
- It is used for appraising whether the actual activities of the employees match with their stated duties.
- It is used for performance appraisal of the employee.



Job Description Examples

- **DOT:** One information source that assists in standardizing job titles is the Dictionary of Occupational Titles.
- It includes standardized and comprehensive descriptions of job duties and related information for over 200,000 occupations.

Job Description an example of DOT

1. **Occupational Code: 183.137-010**

2. **Occupational Title: Manager (Branch, Area, Division, etc.)**

3. **Lead Statement:**

- **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 General Manager.**
- **Confers with customers and industrial representatives to evaluate and promote possibilities for improved and expanded services in area. . .**
- **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.**
- **Performs any other duties assigned by the manager.**

Precautions

- **After jobs have been analyzed and the descriptions written, the results should be reviewed with the supervisor and the worker to ensure that they are accurate, clear, and understandable.**
- **The courtesy of reviewing results with employees also helps to gain their acceptance.**



What is Job Specification?

- It states personal characteristics and qualifications needed to perform the job.
- It identifies knowledge, skills and abilities needed to do the job effectively.
- The key difference between a **job description** and a **job specification** is that
 - a **job description** expands on the characteristics of the job, while
 - a **job specification** expands on the characteristics of the person doing the job.



Benefits of Job Specification

- It sets minimum qualifications needed in potential candidates for recruitment purposes.
- It guides selectors to select candidates with right qualifications.
- It is an important input for preparation of Human Resources Inventory.

Job Description & Job Specification, Example

Position Title: Administrative Support	Code: JM008.002	Salary Grade Jm12
Work Location Jimma	Report to: General Manager	Function:

Accountabilities:

- Responsible for providing and coordinating administrative support to assigned functional groups.
- Focus is on aligning contributions to department needs and company goals.

See next slide

Job Description & Job Specification, Administrative Support

Primary Functions/Responsibilities:

- ✓ Preparation of time sheets
- ✓ Track employee attendance
- ✓ Manage fixture, furniture, and equipment necessary to support the function
- ✓ Process invoices, monitor expenditures
- ✓ Coordinate and support meetings
- ✓ Participate in planning process on projects
- ✓ Type documentation to individuals external to the organization
- ✓ Assist with presentation preparation and planning
- ✓ Coordinate large scale documentation reproduction
- ✓ External mailing/facsimile transmission
- ✓ Coordinate central office supplies
- ✓ Resource computer software applications
- ✓ Coordinate work activities with other functions
- ✓ Generate alternatives and make recommendations on improving area work process
- ✓ Record retention/filing

Critical Skills/Leadership Criteria:

CRITICAL SKILLS

- ◆ Interpersonal skills/team player
- ◆ Ability to influence others
- ◆ Knowledge of business software applications Confidentiality
- ◆ Planning, organizing, and time management
- ◆ Written and oral communication
- ◆ Customer orientation
- ◆ Knowledge of operations and organization

◆ LEADERSHIP CRITERIA

- ◆ Able to lead others
- ◆ Engenders trust
- ◆ Understands and uses functional expertise to contribute
- ◆ Accepts ownership, is accountable, and delivers on commitments
- ◆ Oriented towards continuous learning

◆ Education and Experience

- ◆ BA in Administrative Management and related field of studies
- ◆ 2 year and above in similar position



What are Job Performance Standards?

- They are the statement of attainable as well as acceptable levels of job achievement.
- They indicate quality and quantity of job performance.



Benefits of Performance Standards

- **Motivation**
- **Performance evaluation**
- **Control**



What is Job Evaluation?

- It specifies the relative value of each job in the organization.
- It ranks all jobs in a hierarchy.

Benefits of job evaluation:

- It serves as the basis for fixing a fair and equitable salary and wage structure.



Steps in job analysis

1. Examine the total organisation and the fit of each job
 - Provides a broad view of how each job fits into the total fabric of the organisation
 - Organizational chart and process chart are used to complete this step
2. Determine how the job analysis information will be used
 - Encourages those involved to determine how the job analysis and design information will be used – job description, recruitment, training etc



Steps (cont...)

3. Select jobs to be analyzed. These would be representative job positions especially if there are too many jobs to be analyzed
4. Collect data by using acceptable job analysis techniques
 - The techniques are used to collect data on the characteristics of the job, the required behaviors and the characteristic an employee needs to perform the job



Steps (cont..)

- Step 5: prepare job descriptions
- Step 6: prepare job specification
- Step 7: Use the information in step 1 – 6 purpose it was meant to - recruitment, selection and training, performance evaluation, compensation and benefits etc



Who should conduct job analysis

- If a organization has only an occasional need for job analysis information, it may hire a temporary job analysts from outside
- Other organizations will have job analyst experts on full time
- Others will use supervisors, job incumbents, or some combination these to collect job analysis information
- Each of these choices has strengthen and weaknesses

Who should conduct job analysis (cont...)

- The choice of who should analyze a job depends therefore on many factors:
 - Location
 - Complexity of the job
 - How receptive incumbent might be to external analysis
 - The intents purpose of the result of the job analysis
 - (reading assignment on advantages and disadvantages of each)



Methods of data collection

- There are four basic methods of data collection which can be used separately or a combination:
 - Observation
 - Interview
 - Questionnaire
 - Job incumbent diaries or logs



1. Observation

- Direct observation is used for jobs that require manual, standards, and shot-job cycle activities e.g. job of a assembly line work, a filing clerks,
- The job analysis observes a representative sample of individuals performing the jobs



2. interviews

- Can be conducted with a single job incumbent, or with group of individuals or with a supervisor who is knowledgeable about the job
- Involves face to face talk with the job incumbents
- Must be structure in such a way that answers from different individual can be compares



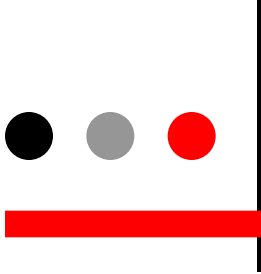
3. Questionnaire method

- This is usually the least costly method of collecting information
- It is an effective way to collect a large amount of information in a short period of time
- The questionnaire includes:
 - Specific questions about the job
 - Job requirements
 - Working conditions
 - Equipment



4. Job incumbent dairy or log

- The diary or log is a record by job incumbent of job duties. It includes:
 - Frequency of the duties
 - When the duties were accomplished
- This technique requires the job incumbent to keep a diary or log
- Unfortunately, most individuals are not disciplined enough to keep such a log a diary.



Job incumbent diary or log (cont'd...)

- If a diary is kept up to date, it can provide good information about a job
- Comparison on a daily, weekly or monthly basis can be made
- This permits an examination of the routineness or nonroutineness of the job duties
- A daily log is useful when attempting to analyze jobs that are difficult to observe such as those performed by engineers, senior executives etc



Which method to use

- Any or a combination - a ***multi-method job analysis approach***
- It is recommended a combination because each of the method has its strengths and can elicit more of some specific information
- The choice of method may also be determined by circumstances such as the purpose of the job analysis, and time and budgetary constraints



Job Design

- Process of structuring work and designating specific work activities of an individual or group of individuals to achieve certain organizational objectives
- Job design process are divided into
 - Specification of individual tasks – What different tasks must be performed?
 - Specification of the method of performing each task – Specifically, how will each task be performed?
 - Combination of individual tasks into specific jobs to be assigned to individuals – How will the different tasks be grouped to form jobs?



Job Design

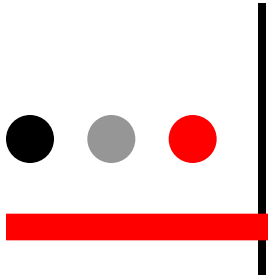
- Goal of job design – Develop work assignments that meet requirements of the organization and technology, and that satisfy personal and individual requirements of jobholder
 - Key to successful job design is to balance requirements of organization and jobholder



Job Design

Approaches of Job Design

1. *Job rotation*-This is the movement of employees from one task to another to reduce monotony by increasing variety.
2. *Job enlargement*-This means combining previously fragmented tasks into one job, again to increase the variety and meaning of repetitive work.
3. *Job enrichment*-This goes beyond job enlargement to add greater autonomy and responsibility to a job and is based on the job characteristics approach.
4. *Self-managing teams (autonomous work groups)*-These are self-regulating teams who work largely without direct supervision.



□ Recruitment, Selection, and Orientation



Recruitment

- Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization.
- **Sources of Recruitment** : The various sources of recruitment are generally classified as internal source and external source.
 - **(a) Internal Sources** : This refers to the recruitment from within the company. The various internal sources are promotion, transfer, past employees and internal advertisements.
 - **(b) External Sources** : External sources refers to the practice of getting suitable persons from outside. The various external sources are advertisement, employment exchange, past employees, private placement agencies and consultants, walks-ins, campus recruitment, trade unions, etc.



Recruitment (Cont'd...)

- **Some of commonly used external sources of recruitment approaches:**
 - **Direct Recruitment:** An important source of recruitment is direct recruitment by placing a notice on the notice board of the enterprise specifying the details of the jobs available.
 - **Casual Callers or Unsolicited Applications:** The organizations which are regarded as good employers draw a steady stream of unsolicited applications in their offices.



Recruitment (Cont'd...)

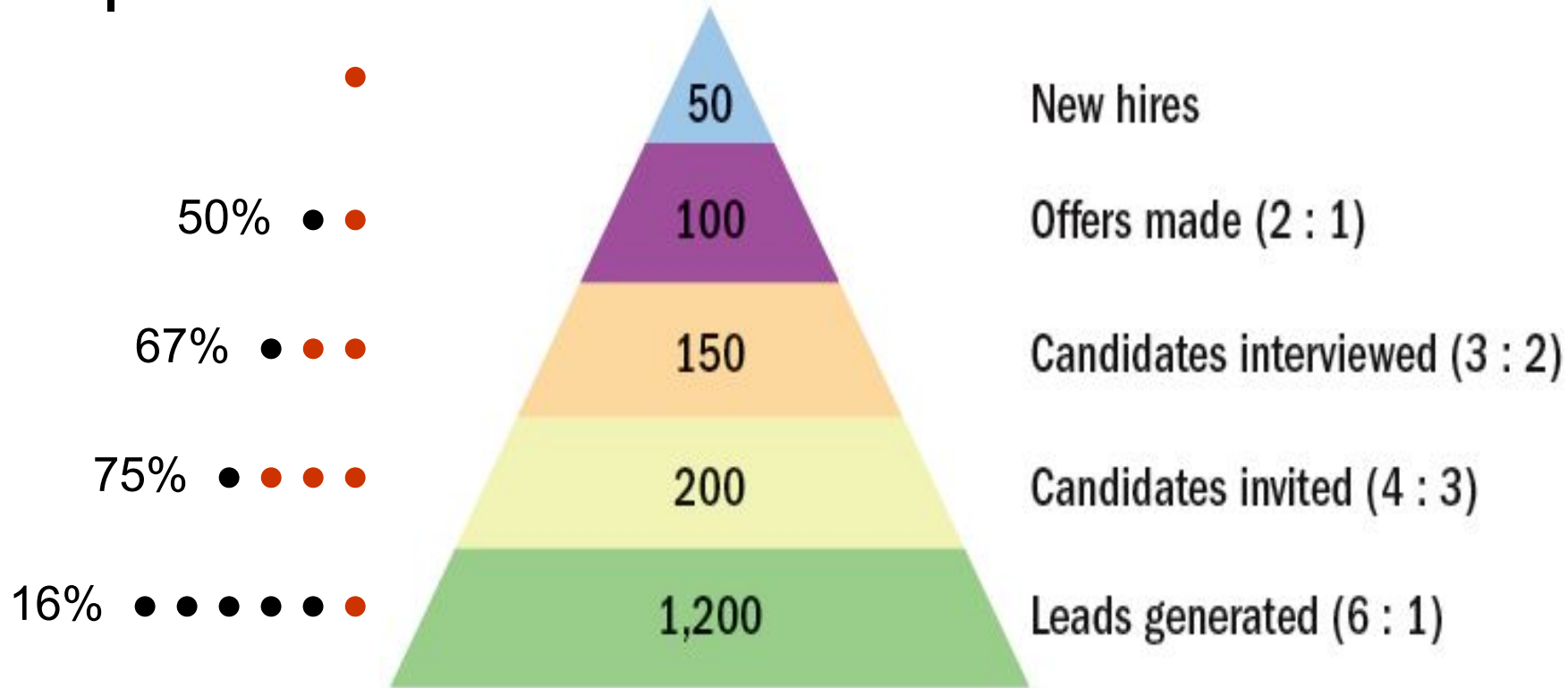
- **Media Advertisement**
- **Employment Agencies**
- **Management Consultants**
- **Educational Institutions or Campus Recruitment**
- **Recommendation:** Applicants introduced by friends and relatives may prove to be a good source of recruitment
- **Raiding :** Raiding is a technical term used when employees working elsewhere are attracted to join organizations.

● ● ● Recruitment (Cont'd...)

□ Dealing With Recruitment Problems

- Ensure that all the possible sources of candidates have been used.
- Consider any ways in which the advertisement or website entry could be made more attractive.
- Check that the person specification is realistic – that the requirements have not been overstated.
- Consider whether it might be necessary to improve the package offered to candidates check market rates to ensure that the level of pay and benefits are competitive.
- In discussion with the line manager, examine the possibility of reshaping the role to increase its attractiveness.
- If the worst comes to the worst, and again in discussion with the manager, consider alternative ways of carrying out the work involved with existing staff.

FIGURE Recruiting Yield Pyramid





Selection

□ Purpose of Selection

- The purpose of selection is to pick up the most suitable persons who would match the requirements of the job and the organization. The emphasis in selection is, therefore, on the optimal match between the person and the job.



Selection (Cont'd...)

□ Selection Process involves in:

1. **Criteria development.** individuals involving in selection process should be properly trained. This step may mean determining which sources of information will be used and how those sources will be scored during the interview.
2. **Application and résumé review.**
3. **Interviewing.**
4. **Test administration.**
 - Metal ability test
 - Personality teat
 - Works sample test
 - Assessment centers
5. **Making the offer.**



Selection (Cont'd...)

• Selection methods need to be checked against:

- **Reliability:** Freedom from random error
- **Validity:** the degree to which a predictor or criterion measures what it purports to measure
- **Generalizability:** the degree to which the validity of a selection method established in one context extends to other contexts
- **Utility:** Ways to measure value added by selection tool
- **Legality:** All selection methods must conform to existing laws and legal precedents.



Selection (Cont'd...)

□ Types of Interviews

- *Biographical interviews*, which either start at the beginning (education) and go on sequentially to the end (the current or last job or the most recent educational experience).
- *Structured interviews* built around a set of predetermined questions that may be related to the competencies required or typical situations faced by holders of the role for which the candidate is being considered
- *Person specification-based interviews*, which are planned to obtain information under each of the headings in the person specification.



Placement, Induction and Socialization



Placement

- *Placement* is the assignment or reassignment of an employee to a new job. Most placement decisions are made by line managers.
- There are three types of Placement decisions: promotions, transfers and demotions.
 - *A promotion* occurs when an employee is moved from a job to another position that is higher in pay, responsibility or organizational level. *Promotions* may be based on merit (they occur based on superior Performance of the employee in the current position) or based on seniority (for instance, the employee who has worked longer in the organization get the promotion.)
 - *Transfers* occur when the employee is moved from one job to another position that is relatively equal in pay, responsibility, or organizational level.
 - *Demotions* occur when an employee is moved from one job to another position that is lower in pay, responsibility or organizational level.



Induction or Orientation

- **Purposes of Orientation**

- Develops *realistic job expectations*:
 - *Psychological development*
 - *Sociological development*
- Improves *productivity*:
 - *Quick start, “up to speed”, higher quality levels*
 - *Cost saving, cost effective*
- Saves *time and effort*
- Improves *employment stability*
- Reduces *conflict* and ensures *smooth integration*



Socialization

- **Socialization** is the process by which human beings as material organisms living with other material organisms must learn to pattern their behavior, and adapt it to the ways of acting that are considered appropriate to that society in which they live. Basically, it's how you learn how to act.
- **Socialization** goes hand in hand with enculturation, which is the process by which human beings as intelligent, reflexive creatures living together with other similar organisms must pattern their way of thinking and feeling and adapt it to the ways of thinking and feeling considered appropriate in their society.
- **Socialization** is the process by which Employees learn to adopt the norms, values, attitudes and behaviors accepted and practiced by the ongoing System.



Socialization

□ A typical socialization process includes three phases:

1. **Anticipatory socialization:** This stage occurs before new hires join the organization. Through interacting with representatives of the company (e.g., recruiters, managers), new hires develop expectations about the company and the job prior to organizational entry.
2. **Encounter:** When new employees begin a new job, they start to learn about job tasks and receive training. Managers can exert their influence by helping new employees understand their roles and duties. Also, by understanding the stresses and issues that newcomers experience, managers can help cultivate a high-quality work relationship with newcomers.
3. **Settling in:** New employees begin to feel comfortable with their job demands and social relationships. They will be interested in the company's evaluation of their performance and in learning about potential career opportunities within the company.



Any Questions

