#### ASSIGNMEENT 2

**QIZ 1**

**Job analysis** is the process of gathering and analysing information about the content and the human requirements of **jobs**, as well as, the context in which **jobs/task** are performed. This process is used to determine placement of **jobs**

**Job analysis process**, Job **analysis** in human resource management (HRM) refers to the **process** of identifying and determining the duties, responsibilities, and specifications of a given**job**. ... **Job analysis** in HRM helps establish the level of experience, qualifications, skills and knowledge needed to perform a **job, task/task** successfully

QIZ 2

There are many different methods which may be used to obtain data for a job analysis. e.g nine techniques, each with its own special advantages.

**1. Questionnaire Method:**

This method is usually used to obtain information about occupations via a mail survey. The job incumbent is asked to provide data about himself and his job in his own words. The method is good for people who write easily but not so good for collecting data from low-level workers who have little facility for self-expression. Also, it is often a very time-consuming and laborious process to analyze the data obtained in this manner.

**2. Check List Method:**

This technique requires the worker to check the tasks he performs from a long list of possible task statements. However, in order to prepare the check list, exten­sive preliminary work is required in collecting appropriate task statements. While check lists are easy for the incumbent to respond to, they do not provide an inte­grated picture of the job in question. They are easily administered to large groups and easy to tabulate.

**3. Individual Interview Method:**

Here “representative” job incumbents are selected for extensive interviewing— usually outside or the actual job situation. The interview is usually structured, and the results of a number of interviews are combined into a single job analysis. The technique is obviously cumbersome, costly, and time-consuming, but a very com­plete picture of the job can be obtained with this method.

**4. Observation Interview Method:**

The observation interview actually takes place right on the job. The interviewer collects data from the incumbent, using normal interview methods, as the incumbent performs his work. The interviewer observes and questions the worker m an attempt to get complete job description data. Like the individual interview, it is a slow and costly method which may also interfere with normal work operations. However, it generally produces a good and complete job description.

**5. Group Interview Method:**

The group interview is similar to the individual interview except that a number of job incumbents are interviewed simultaneously. Under the guidance of the inter­viewer, the interviewees recall and discuss their work activities. The interviewer then combines their comments into a single job description. The advantage over the individual method is the savings in time obtained by the group method.

**6. Technical Conference Method:**

This method uses “experts” rather than actual job incumbents as a source of in­formation. These experts are usually supervisors who have extensive knowledge of the job in question. They meet with the job analyst and attempt to specify all the characteristics of the job. The problem with this method is that the experts may not actually know as much about the job as the analyst would hope, since they do not actually perform the task themselves. Thus, their judgments are only estimates based upon their background experience.

**7. Diary Method:**

Here job incumbents are required to record their daily activities each day using some type of logbook or diary. The method is good in that it systematically gathers a great deal of information, but it can also take a great deal of time on the part of the worker if the recording forms are not kept simple.

**8. Work Participation Method:**

With this procedure the job analyst actually performs the job himself. By doing the work himself he is thus able to obtain firsthand information about what char­acteristics comprise the job under investigation. The technique is fairly effective for simple jobs, but complex jobs usually require that the job analyst be extensively trained prior to his session of work activity. The method is clearly time-consuming and costly.

**9. Critical Incident Method:**

This involves the collection of a series of statements of job behaviour, based upon direct observation or memory, about good and poor job performance. In job analysis such incidents can provide information about critical aspects of the job, but the method does not provide an integrated picture of the entire task.

QIZ3

A **job description** is a document intended to provide job applicants with an outline of the main duties and responsibilities of the role for which they are applying. The description is usually drawn up by the individual in the organisation responsible for overseeing the selection process for the role, often with the help of the company’s HR department and/or an external recruiter

## **What are the main uses of a job description?**

There are many benefits to an effective job description. Here are just some of its key uses:

* To provide the employee with the expectations that are required of them in the role
* To provide enough detail to help the candidate assess if they are suitable for the position
* To support the recruitment team during the selection process
* To help formulate questions for the interview process
* To allow the prospective employee to determine their role or standing within the structure of the organisation
* To assist in forming a legally binding contract of employment
* To help set goals and target for the employee upon joining
* To aid in the evaluation of the employee’s job performance
* To help formulate training and development plans

QIZ 4

Information Gathering The start to writing your job description is in identifying why this role exists. What need does this job fill for your organization? Define how this role impacts the financial success of your business. Also consider how this job impacts the satisfaction of your customers. Define the impact this role has on your customers. What would happen to customer service and satisfaction if this job was not done? Remember your internal and external customers. Identify the processes that need to be followed in order for this job to fill your financial and customer needs. What steps need to be followed for this job to be completed efficiently and effectively? Also consider what other jobs this job impacts, how it impacts the other jobs and when the impact is critical. Define the key functions required to complete the processes. What are the key tasks involved in completing the required processes for this job? Define the levels competency within the functions of the role from low performance to exceptional performance. The higher the level of competency, the greater financial impact there is for your organization. Likewise, the lower the level of competency, the lower level of financial contribution the performance brings to your organization. How do you define and measure the levels of competency? When determining the above mentioned areas of a job it is important to also consider the communication required for the role – what type of communication, what level of communication, who needs to be communicated with and how to communicate effectively. Involve your key people in the process of job description development. Your top performers have valuable information and insight into the roles they perform. The value added from including your top performers in this process includes: increased accuracy in the job description and increased buy in from your staff. Remember that creating ownership in the job empowers your people to perform at greater levels. Gathering the information – there are various techniques you can use to gather the information you require for your job description. Job Analysis can be conducted through interviews, questionnaires, observation, and diaries. Each method has its advantages and disadvantages. Choose the one or a combination that works best for you. They key is to ensure that the data is accurate.

Compiling your information Remember to keep the language in the job description simple and easy to read and understand. This document serves as a guide for your employees as well as a guide for your other HR functions. When drafting your information, some of the common categories are: Job Title Department Reports to Salary Range Date Prepared/Reviewed Location Hours of Work Level of Seniority Purpose of position Key Functional Relationships – Internal/External Key Competencies (Minimum and Preferred) Indicators of Success/Key Performance indicators Special Requirements Health and Safety Considerations Personal Specifications – Knowledge/Experience, Skills, Attributes Testing your job description Once you and your key players have gathered and analyzed the job information. You are prepared to draft a rough of your job description. Once drafted, it is important to test the description to ensure it is an accurate reflection of the job. Taking the time to test your job description with your top performers will help you avoid costly mistakes. Ensure you new job description is well written and provides the required information for the job holder to perform the tasks required for your business to be successful.

Completing/Communicating Once you have tested and made any necessary revisions, you can complete the document. Be sure you distribute it throughout the organization to all it will be relevant to. Ensure your people have a copy and know where they can access the main document. Ensure the people who are responsible for performing the job have copies and understand the document, why it was revised and how to use it. Ensure that anyone involved in the recruitment and selection process, performance review process etc. all have access and know how to use the job description and understand it’s role in the various HR functions. Some key areas to keep in mind Simplicity – don’t overcomplicate the process for you or your staff, keep it simple while ensuring a link to your organizational goals. Always keep the language of your job description easy to read and understand. Update as specifications change – Create policy and a procedure for job description review. If you review and update your document on a regular basis, you ensure the jobs within your organization accurately reflect the needs of your business. When you review and revise on a regular basis, it keeps the task simple and saves valuable time in the long run. Communicate – Always communicate any changes to your people. If the job description has an impact on a role, the person in that role needs to know. Keep the job specifications directly related to job success. Four Step Approach to Job Description Development The job description is the cornerstone to many of your HR functions. It is the tool used to assist in recruitment sourcing and selection, plan training for a new hire, measure performance, determine pay raises and so on. With the job description carrying the weight of many responsibilities, you want to ensure you have descriptions that accurately reflect your business needs and company culture.

QIZ5

### 2. Size and Type of Organization and Industry

The size of an organization is a consideration in whether to develop job descriptions. For a small organization, there may be less time and resources available to devote to the process. However, such an employer may have fewer position titles, which require less time to write the actual descriptions. On the other hand, large organizations often have a multitude of departments and job titles. Larger employers benefit from having job descriptions when they need to standardize job functions across multiple locations and throughout the organization. Also, some employers should plan on having highly unique job titles that are specific to their industries, while others will have many job titles that are extremely similar, such as organizations with several clerical and administrative positions.

### 3. Hiring Practices

Many job seekers consider job descriptions a valuable screening tool. Conveying job expectations and requirements in a written job description can attract qualified and interested candidates. Inappropriate language used in job descriptions reveals discriminatory or inappropriate phrases and offers a quick indicator that an individual may want to apply elsewhere. For example, an employer should avoid citing standards that may unnecessarily screen out particular groups such as individuals with disabilities. In contrast, a description written in a respectful tone with appropriate etiquette may encourage an individual to apply.

According to the ADA, an employer may not ask disability-related questions and may not conduct medical examinations until after it makes a conditional job offer to the applicant. An individual, as an applicant or a current employee, may wish to disclose that s/he has a disability and needs an accommodation, but is uncertain whether disclosure is possible or advisable. Including a brief and accurate statement in the job description about the employer’s responsibility and the individual's rights may help initiate the interactive process between an employer and an individual with a disability. If an individual is qualified to perform essential job functions except for limitations caused by a disability, the employer must consider whether the individual could perform these functions with a reasonable accommodation. An employer is not required to reallocate the essential functions of a job as a reasonable accommodation.

### 4. Current Employees

The process of developing job descriptions often sheds light on the nature of a job as well as suggests that there are alternative methods of performing essential job tasks. Job analysis may help encourage management and staff to work together in identifying and streamlining the essential and marginal job functions.

In identifying an essential function to determine if an individual with a disability is qualified, the employer should focus on the purpose of the function and the result to be accomplished, rather than the manner in which the function presently is performed. An individual with a disability may be qualified to perform the function if an accommodation would enable this person to perform the job in a different way, and the accommodation does not impose an undue hardship. Although it may be essential that a function be performed, frequently it is not essential that it be performed in a particular way.

Note: An employer can change the functions of a job for business reasons. “The ADA typically does not limit an employer's ability to establish or change the content, nature, or functions of its positions.

QIZ 6

A **job description** is an internal document that clearly states the essential **job** requirements, duties, **responsibilities**, and skills required to perform a specific **role/task**.

A good role **description** performs a great number of important functions: It describes the skills and competencies needed to perform the **task/duty**; It defines where the job fits within the overall company/organisation hierarchy; It is used as the basis for the employment contract; and. It is a valuable performance management device

QIZ 7

# **Human Resource Planning Process**

The **Human Resource Planning** is a process of forecasting the organization’s demand for and supply of manpower needs in the coming days.

## **Human Resource Planning Process**

1. **Determining the Objectives of Human Resource Planning**: The foremost step in every process is the determination of the objectives for which the process is to be carried on. The objective for which the manpower planning is to be done should be defined precisely, to ensure that a right number of people for the right kind of job are selected/short listed.

The objectives can vary across the several departments in the organization e.g. the personnel demand may differ in marketing, finance, production, HR department, based on their roles or functions etc.

**Analysing Current Manpower Inventory:**The next step is to analyse the current manpower supply in the organization through the stored information about the employees in terms of their experience, proficiency, skills, etc. required to perform aspecificjob.

Also, the future vacancies can be estimated, to plan for the manpower from both the internal (within the current employees) and the external (hiring candidates from outside) sources. Thus, it is to be ensured that reservoir of talent is maintained to meet any vacancy arising any time

1. **Forecasting Demand and Supply of Human Resources:**Once the inventory of talented manpower is maintained; the next step is to match the demand for the manpower arising in the future with the supply or available resources with the organization/company.

Here, the required skills of personnel for a precise job are matched with the job description and specification.

1. **Analysing the Manpower Breaches:**After forecasting the demand and supply, the manpower gaps can be easily appraised. In case the demand is more than the supply of human resources, that means there is a shortage, and thus, new candidates are to be hired.

Whereas, if the Demand is less than supply, there arises a surplus in the human resources, and hence, the employees have to be removed either in the form of termination, retirement, layoff, transfer, etc.

1. **Employment Plan/Action Plan:** Once the manpower gaps are evaluated, the action plan is to be formulated accordingly. In a case of a deficit, the firm may go either for recruitment, training, interdepartmental transfer plans whereas in the case of a surplus, the voluntary retirement schemes, redeployment, transfer, layoff, could be followed.
2. **Training and Development:** The training is not only for the new joinees but also for the existing employees who are required to update their skills from time to time.

After the employment plan, the training programmes are conducted to equip the new employees as well as the old ones with the requisite skills to be performed on a job.

1. **Appraisal of Manpower Planning:** Finally, the effectiveness of the manpower planning process is to be evaluated. Here the human resource plan is compared with its actual implementation to ensure the availability of several employees for several jobs.

At this stage, the firm must decide the success of the plan and control the deficiencies, if any.

Thus, human resource planning is a continuous process that begins with the objectives of Human Resource planning and ends with the appraisal or feedback and control of the planning process.

**QIZ 8**

**Human resource forecasting** is the process of determining or predicting the needs of the company by means of data and models. **Forecasting** is used to understand the skills and performance level of the current staff to help identify any gaps where hiring or restructuring needs to occur.

**Forecasting Techniques in Human Resource Planning**

* Analyze Work Operations.
* Conduct a Detailed Job **Analysis**.
* Conduct Online **Surveys**.
* Use Society of Human Resource Calculators.
* Read Department of Commerce Reports.
* Document **Forecasting** Process.
* Follow **Forecasting** Process Consistently.

QIZ 9

* Human Resource Planners face significant barriers while formulating an HRP. The major barriers are elaborated below:
* 1) HR practitioners are perceived as experts in handling personnel matters, but are not experts in managing business. The personnel plan conceived and formulated by the HR practitioners when enmeshed with organizational plan, might make the overall strategic plan of the organization ineffective.
* 2) HR information often is incompatible with other information used in strategy formulation. Strategic planning efforts have long been oriented towards financial forecasting, often to the exclusion of other types of information. Financial forecasting takes precedence over HRP.
* 3) Conflict may exist between short term and long term HR needs. For example, there can be a conflict between the pressure to get the work done on time and long term needs, such as preparing people for assuming greater responsibilities. Many managers are of the belief that HR needs can be met immediately because skills are available on the market as long as wages and salaries are competitive. Therefore, long times plans are not required, short planning are only needed.
* 4) There is conflict between quantitative and qualitative approaches to HRP. Some people view HRP as a number game designed to track the flow of people across the department. Others take a qualitative approach and focus on individual employee concerns such as promotion and career development. Best result can be achieved if there is a balance between the quantitative and qualitative approaches.
* 5) Non-involvement of operating managers renders HRP ineffective. HRP is not strictly an HR department function. Successful planning needs a co-ordinated effort on the part of operating managers and HR personnel.