Assignment 1

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Course Code: PGD006 - Post Graduate Diploma in Human Resource Management

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1. Explain what HR management is and how it relates to the management process. In line to this choose five functions of HR manager and discuss them in detail pointing out relevant examples

Human Resource Management (HRM) has been argued to be a replacement of the term *personnel* management in organizations. In this regard, experts like Armstrong (1987) see HRM as ‘old wine in a new bottle’; while Guest (1987) argues that human resource management is not a replacement but somehow differs from personnel management. Practically, it suggest that Human Resource (HR) tasks are majorly concern with the administrative activities such as recruitment, reward systems, promotions, and so on. However it does not make HR administrators *‘having a seat at the table’* meaning that HR administrators is not regarded as a strategic business partner, therefore does not contribute to the success of the business.

Storey (1995) defines HRM as *“ a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques”;* while Byars & Rue (2004) see HRM as *“ activities designed to provide for and coordinate the human resource of an organization.”* In addition, Boxall & Purcell (2000) argues that *“HRM includes anything and everything associated with the management of employment relationships in a firm.”* The word *anything* and *everything* in the definition explains the wider range of issues comprising policies such as employment contract and ways in which employees may be involved and participate in areas not directly covered by the employment contract thus ensuring suitable work life. Further, it goes beyond employment relations or industrial relations, which personnel management would not have been able to render in organizations.

An efficiently run human resources department can provide an organization with structure and the ability to meet business needs through managing the company's most valuable resources -- its employees. HR Managers may perform more than one of the more than five essential functions. These include the following:-

Human Resource Planning (HRP). This plays a vital role in securing organization competitive advantage. This is by ensuring that the right people with necessary and adequate skills are rightly placed at the right time. Retaining employees through strategic policies such as career path planning, pay and benefits; also engaging in operational strategies, like re-training, re-deployment or relocation in order to make sure employees move in the right perspective by putting in place standards, good reward systems and employee-employer relationships. By studying the functions of employees, job analysis tends to gather information on each job and subsequently organize and compile in a job description, which would be used during recruiting qualified job candidates from which selection can be made to occupy the vacancies. For example PAC spa – Uganda Branch has ensure transfer of employees from the old ongoing projects Achwa HPP2/HPP1 to a new Project Kikagati Hydro Power Project in Isingiro/ Mbarara District in Western Uganda. This has been beneficial to Uganda who hail from that region to travel easily from project to meet their families on weekends.

Management and Development of HR. These include varieties of training, such as induction/orientation of new employees and development of all categories of employees without exemption in order to prepare for organization future challenges. Managing career helps employees in pursuing their career path as they grow with the organization. Performance Appraisal; as employees develop, there is need to assess how they perform on their jobs. Compensation management is developed in order to reward employees for rendering services to the organizations and this could be in form of wages & salaries, incentives & benefits. Therefore, employers need to design definite and reasonable pay systems; in addition, incentive programmes should be included in order to reward performance handsomely. Occupational Safety, Security and Health is important to organizations, therefore, there is need to provide safe and secured work environment in order to reduce accidents and injuries, also employers should ensure that work is planned in a manner employees’ health will not be at stake. PAC spa – Uganda Branch undertake induction and orientation for all new employees and sub- contractors involved in Achwa Hydro Power Project. This is done by both HR and HSE personnel. In addition various training and capacity building is done to various workers first aid training, CPA sponsorship for accounts staff.

Employee Relations. Employee Relations entails the relationship between employees and management, which stem directly or indirectly from union-employer relationship. However, there is need to manage this relationship effectively in order to achieve organizational goals and employees’ goals. Employees should not be denied of their rights, it is therefore essential to develop strategies and communicate with both the managers and employee’s terms of reference. HR Activities associated with employee relations in this book are: Grievance Handling; Disciplinary Action; Trade Unions; Industrial Relations; Collective Bargaining and Workers’ Participation in Management. For examples my company has a disciplinary action plan (DAP) applicable to all PAC employees and Subcontractor’s employees. We also have a Grievance book which is kept in the HR’s office

Organizational Performance & HRM. The primary objective of HRM in organizations is to fast track the achievement of organizational performance. However, the HR practitioners look for evidence to prove that people are the most important asset in organizations; in addition, good HR practice will surely deliver this evidence. Effective people management is seen as more critical and essential than other policies such as quality, technology, competitive strategy, etc. in terms of influence on the organizational performance (Patterson et al, 1998). Byars & Rue (2004) point out that organizational performance can be enhanced by increasing productivity. Peter Drucker defines productivity as “that balance between all factors of production that will give the greatest output for the smallest effort”. Eatwell and Newman (1991) define productivity as a ratio of some measure of output to some index of input use. Put differently, productivity is nothing more than the arithmetic ratio between the amount produced and the amount of resources used in the course of production. This concept of productivity goes to imply that it can indeed be perceived as the output per unit input or the efficiency with which all factors of production such as capital, materials & energy are utilized (Samuelson and Nordhaus, 1995). Essentially, HR practitioners have limited impact on resources such as capital & materials; but have greater impact on the labour component. They can influence the employees’ commitment, raise their morale and motivate them. Emphasis has been placed on pay or reward systems in order to achieve high level performance outcomes. Organizations therefore, engage in some practices such as bonus schemes for employees in the production unit, performance related pay for managers and administrative staff, incentive systems for sales and service employees, etc. Further, employees’ commitment is therefore encouraged by aligning reward system with organizational performance, which could be in form of profit sharing employee stock options, payment of 13th month pay or gain sharing. It is therefore important to state that HR managers have unique opportunity to increase productivity, which has direct link with organizational performance. For examples PAC spa offers pay award bi-annually (i.e. June and December every year) based on performance evaluation or upon completion of probationary period of six month. Exceptional workers who have performed extremely well or have assumed additional responsibilities are also rewarded with pay rises (3 times in a year). Majority of pay awards in my company is associated with site works who are in production such as steel fixers, carpenters, masons, operators for crane, folk lift, foremen, tele handler, concrete mixers, concrete pump, wheel loaders and excavator operators, crusher operators, batching plant operators, welders, engineers, blasters, drillers, survey team and mechanics.

Strategy & HRM. The primary goal of every organization is to remain and relevant in business. To achieve this goal, organizations should be effective and efficient in their operations within the limitations of their resources. Therefore, management think of strategy, which is referred to as a set of coordinated and monitored choices and actions within the framework of the organizations. A strategy is regarded to be more than decisions, also is putting choices into practice. However, regarding HR management in organizations, there are two basic types of strategy. (i) competitive business strategy, which involves choice making and how to serve their customers better; and (ii) human resource strategy that involve choice making regarding the management of people within the organization. Further, there is need to harmonize the two strategies in order to ensure high organizational performance as significant attention has been given to HR becoming a strategic partner. This concept has led to the formation of Strategic Human Resource Management (SHRM), which is an integration of the strategic management and human resource management. SHRM points to the contribution of HRM to the performance of organizations, evidently, organizations adopting a particular strategy require HR practices that may differ from those required by organizations adopting alternative strategies (Delery and Doty, 1996), meaning that there is an important link between organizational strategy and HR practices that are implemented in that organization.

Ethics & HRM. The term ethics is hard nut to break, and people’ opinions differ, while some liken it to their feelings, some equate it to religion and some identify it with laws. Following one’ feelings may deviate from doing what is right; similarly, ethics cannot be identified with religion, because ethics apply to both religious and non-religious people. Further, ethics cannot be identified with laws, because it can also shift away from what is ethical, so also ethics should not be likening to doing what is acceptable in the society, because entire society can deviate from ethics. However, it is worth noting that writers on business ethics argue that the basic determinant of ethical behavior is organizational culture, which is the framework that contains basic assumptions and values that is disseminated to new employees as the way to perceive, think, feel, behave, and expect others to behave in the organization (Schein, 1999), which becomes the common practice. Ethics can then be said to be standards of right and wrong that prescribe what humans ought to do such as obligations, fairness, honesty, compassion and loyalty, which are said to be supported by consistent and strong reasons.

HR practitioners play major role in keeping, disseminating and enforcing organizational ethics. Some areas of ethical misconduct involving HR activities are depicted in Table below; essentially, these ethical issues generate fundamental questions about fairness, justice, and truthfulness, therefore making the study of ethics wide and complex.

***Table: Examples of Ethical Misconduct in HR Activities***

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| --- | --- |
| *Types of Misconduct* | *Examples of Employee, Supervisor, and Managerial*  *Behaviour* |
| *Compensation:* | * Falsifying expense reports * Inappropriate overtime classifications * Misrepresenting hours and time worked * Personal bias in performance appraisals and pay increases |
| *Employee Relations:* | * Personal gains/gifts from vendors * Intentionally violating safety/health regulations * Misusing/stealing organizational assets and supplies * Employees lying to supervisors * Executive/managers providing false information to public, customers and vendors |
| *Staffing & Equal Employment:* | * Sexual harassment * Sex, race, and age discrimination in hiring, discipline, and termination * Favouritism in hiring and promotion |

*Source: Adapted from Mathis & Jackson (2006)*

It also important to mention barriers to High Performance. Kim and Mauborgne (2003) in their study point out that there are four distinct barriers restraining HR managers from achieving their primary goal which is high performance, this is depicted in table below and they provided possible solutions.

|  |  |
| --- | --- |
| *Barrier* | *How to overcome barrier* |
| *Cognitive hurdle* – managers cannot see that radical change is required. | Pointing out the number is insufficient. Managers need to be put face to face with the problems – with dissatisfied employees or customers. |
| *Resource hurdle* – insufficient resources available to implement the practice successfully. | Reduce HR resources that are not adding value (cold spots) and transfer resource to those practices which have a high potential performance gain (hot spots). |
| *Motivational hurdle* – that discourages and demoralizes staff. | Work on the major influences, the champions of change. Bring problems out into the open and ensure everybody follows the improving story line. |
| *Political hurdle* – that brings internal and external resistance to change. | Identify and silence internal opponents by building alliances with natural allies. Isolate external opponents. |

HR activities in organizations are facing some challenges in practice, such as occupational shifts; quality of available workforce; growth in casual workers; technological shifts; gender diversity; racial/ethnic diversity; age limit; globalization and organizational restructuring. However, challenges facing HRM are seen from two perspectives; internal and external and could be classified into three: (i) organizational challenges these are internal in nature and often results from environmental forces that are external by nature. Some of the issues emanating from the organizations include organizational restructuring, organizational culture, outsourcing, downsizing and decentralization; (ii) environmental challenges they are issues emanating from the external context where the company operates, which has great influence on performances of organizations. These include; legislation, globalization, labor demand and supply, and work diversity; and (iii) individual challenges are the issues regarding employees, how they are being treated, matching individuals with organizations, employee development, insecurity, and reward systems, which affects organizational performance.

2. Give examples of how HR management concepts and techniques can be of use to all managers. Keep reference to your area of work.

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Guest (1989) proposed four major policy goals that distinguish the new concept of Human Resource Management from the ‘personnel’ management and these are:

• Encourage the commitment of employees to increase their performance and also be loyal to the organization as a whole;

• Emphasis on the quality of employees engaged in organizations goes a long way in producing quality goods and services, which is of great benefit both to the customers and the organization;

• Ensuring flexibility plays an important part in the way employees are organized, this makes them to be adaptive and receptive to all forms of changes in all aspects of their jobs such as work hours; working methods and;

• Integrating organizational goals into strategic planning in order to make these policies cut across ranks and files of organization and ensuring that they are gladly accepted and implemented on daily routine by line managers.

The concepts and techniques of human resource management have evolved in the past several years to view Human Resources as a strategic component to the success of a business. Previously, workers viewed Human Resources as a one-sided tool of management, whereas current human resource management creates a successful partnership between workers and management. Selective hiring for example operator for plant and equipment have to 3-5 days practical test/interview to determine their skills to have an informed opinion on their skills and capabilities before selection for employment.

Successful human resource management includes hiring not only the right technical person for the job, but also considering personal characteristics of the potential employee. Following the lead of the top management e.g. Project Manager who set the “company culture,” Human Resources hires people who fit that culture: for instance, fast-paced and energetic versus a more relaxed atmosphere. Human Resources often gives applicants personality or psychological tests to determine whether they suit the company’s philosophy, and interview candidates with an eye toward their attitudes and manner of relating to others. E.g. 1-3 days practical test/interview technical workers like (crane operators, concrete mixer operators, concrete pump operators, batching plant operators. Also for Chefs & Cooks 1 week on training/test in the Canteen before recruitment to determine an informed opinion on their skills & capabilities.

Teams. The modern concept of human resource management encourages team-building and self-managed teams. Companies believe that empowering their employees builds the workers’ self-esteem, giving them the impetus to take ownership of their projects, follow through on results and take pride in the successful completion of their tasks. And this translates into higher-quality products and services and satisfied customers. For examples most supervisors in my company are Italian expatriates and in addition we have local sub-supervisors responsible for 10-15 workers in sections like the steel yard, intake area and power house, canal/channel and fore bay.

Performance-related Pay. Performance-related pay encourages employees to work more productively, which results in more job satisfaction for the employee and better results for the goods or services the company provides its customers. Rewarding employees for their job performance motivates them and helps the company retain talented workers. Standards can be established for such positions as production line workers where the employee can receive compensation when he or she reaches the predetermined. For examples most site supervisors have daily target of work to accomplish and when workers are complete their target they are offer overtime bonus which paid on top of the basic salary.

Reduce Status Differences. Employee resentment toward management is an age-old problem, and modern human resource management strives to reduce the barriers between managers and workers. Communication problems can result in lower productivity, including major setbacks in manufacturing or even product failures. Poor communication also causes interpersonal conflict, which can lead to legal proceedings against the company. Another way to reduce status differences is by sharing information and letting employees be part of the process and corporate strategy e.g. weekly staff meeting (Monday & Friday) tool box. PAC spa has an open door policy with employee how have grievances can approach and meet the Project Manager and their doors is always open to all workers.

Extensive Employee Training. Human resource management concepts have shown that extensive training of all employees improves the workers’ performance, attitude and productivity. Human Resources has ongoing training programs in all areas such as technical expertise, employee relations and workplace rules, giving employees a clear understanding of their position within the company and confidence and pride in their job. For human resource development is being undertaken example Administrative staff are undergoing relevant course like CPA for accountants sponsored by the company, HR Officer undertaking an online PGD in HRM with ACPM, HSE workers (environmental officer, HSE officer and HSE Manager) are sponsored to undertake NEBOSH HSE certificates courses.

3. Explain the difference between line authority and staff authority? What type of authority do human resource managers have? Explain your answer citing relevant examples.

Line authority is the type of authority that reflects superior-subordinate relationships. This is the most fundamental authority in an organization characterized by power of decision making. Line authority is the predominant component used in companies with a [line organizational structure](https://www.differencebetween.com/difference-between-line-organization-and-vs-functional-organization/) where direct lines of authority flow from top management, and the lines of responsibility flow in the opposite direction.

Line authority is a [top-down approach](https://www.differencebetween.com/difference-between-top-down-approach-and-vs-bottom-up-approach/) to management where the decisions are made by the top management and communicated to the lower level staff in a hierarchy (a system in which employees are ranked according to relative status). Line managers are assigned to manage teams that operate with the intention of achieving an intended result. Organizations with line authority allow better exertion of unified control. This type of authority is typical with my company PAC spa –Uganda Branch where decision is made by the management headed by the PM to the supervisors/officer and finally to workers.

Line authority is a less complicated way of allocating responsibility since every employee is clear regarding his or her position and clear lines of authority and responsibility is allocated to them. However, since this is a top down approach, it often results in one-way communication. Decisions are taken by the top management and complaints and suggestions of lower level staff may not be communicated back to the top authority. Lower level staff are closer to the customers. Thus, their experience and suggestions should be incorporated in [decision-making.](https://www.differencebetween.com/difference-between-decision-making-and-problem-solving/) This is illustrated in the organigram below as an example.

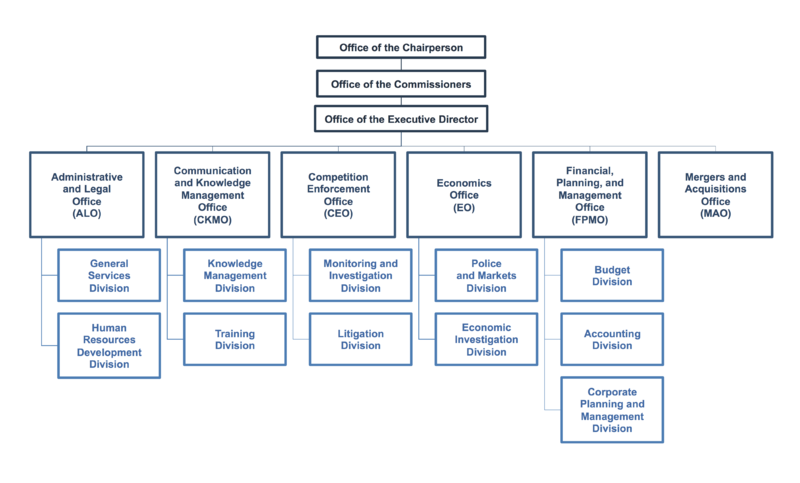


Figure 01: Organizational hierarchy is directly linked with line authority

Staff authority on the other hand refers to the right to advice on improving the effectiveness for line employees in performing their duties. Staff personnel are generally independent employees who do not report to line managers, and they can be external staff who are temporarily employed to perform a particular task. These are highly specialized individuals, thus are employed for their expert knowledge and the ability to add value to the company.

Staff personnel may not be employed by all types of organizations. Since they are highly specialized, the cost of recruiting them is higher. Thus, they may not be affordable for small organizations. However, the larger the organization, the greater the need and ability to employ staff personnel since there is a need for expertise in diversified areas. Thus, the size of the organization is a significant factor in determining whether staff personnel should be employed.

Staff personnel may work part time for the organization, providing their expertise. Some of them may even provide the organization with an advisory role rather than engaging in business operations. Staff managers complement the work of line managers since line managers can focus more time on routine activities and related decision making when specialized work is carried out by staff personnel. However, staff authority is not granted the power to take decisions that will affect the company as a whole, only for the specific area that they are responsible for.

The key difference between line authority and staff authority is that line authority reflects superior-subordinate relationships characterized by the power of decision making whereas staff authority refers to the right to advice on improving the effectiveness for line employees in performing their duties. Authority is related to decision–making power, which is a key aspect in any type of organization. Line authority and staff authority conforms to two types of employees; line staff and staff personnel. The role of line staff and staff personnel are different from one another; thus, the authority levels vary as well.

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| --- | --- |
| Line Authority vs Staff Authority | |
| Line authority is the type of authority that reflects superior-subordinate relationships characterized by the power of decision making. | Staff authority refers to the right to advice on improving the effectiveness for line employees in performing their duties. |
| Main Responsibility | |
| Line managers are responsible for directing, motivating and supervising employees towards achieving organizational goals. | Main responsibility of line staff is to provide expert advice and support to line staff to allow smooth flow of operations. |
| Specialization | |
| Level of specialization is low in line authority. | High specialization is seen in staff authority. |
| Adaptation to Environment | |
| Line authority is mostly suitable for small and medium scale organizations. | Staff authority can bring wider benefits for large-scale organizations. |

The difference between line authority and staff authority depends on the personnel the authority is granted to. Decision-making power in routine activities is associated with line authority while staff authority deals with specialized work that provides assistance for line employees. While line authority can be seen in all types of organizations, staff authority is found in selected organizations, notably in large scale ones.

In conclusion, it is vital that both line and staff personnel work closely in collaboration to ensure efficiency of operations. However, in practice, conflicts between line and staff personnel can be seen due to sometimes overlapping duties which intern reduces the effectiveness of both.

4. Why is it important for companies today to make their human resources into a competitive advantage? Explain how HR can contribute to doing this.

Human Resource Planning (HRP) plays a vital role in securing organization competitive advantage. This is by ensuring that the right people with necessary and adequate skills are rightly placed at the right time.

Every Organization intends to have edge over its competitors in order to sustain and gain competitive advantage. Existing research suggests that service Organizations have paid strategic attention in aligning human resources to sub-serve this cause. Organizations find it extremely difficult to recruit, motivate, develop and retain competent manpower in fiercely competitive environment these days.

Relying on your human resource department to recruit the best employees, design appropriate and effective training programs and institute successful retention programs can give your company a competitive advantage. While competitors struggle with maintaining an experienced and motivated workforce, your company can focus more on productivity and increased sales when your HR department plays an integral role in your workforce development. Human resources can ultimately help locate, hire, train and maintain a finely tuned and productive workforce.

Human resource professionals vary in the kinds of skills and experience they bring to a job. Many are administrators proficient at processing payroll and executing benefits programs, but have little more leadership status than your clerical workers. You can upgrade your HR department to include recruitment specialists who also understand your company’s strategic roles and can play an integral part in shaping your business success. Executive-level human resource professionals can help design job descriptions and training programs, advise you on where to find the best candidates, and participate in defining salary levels that will result in the best new hires.

The human resource department often is given job descriptions and told to fill the positions. Salaries are predetermined and the HR staff has little or no input into the hiring process. To tap into the HR professional’s insights, you should bring your human resource manager into the hiring process more completely. Allow HR to play a role in determining appropriate recruitment pay and tactics, let you know how much it takes to recruit top talent, and how company policies can be amended to recruit the best.

With an HR department that participates in defining and implementing company goals, you can rely on your human resources team to consider the company’s profitability with each decision they make. In addition to defining employee jobs and required qualifications, an actively participatory HR department can monitor employee activity levels, morale and customer service success to design and implement appropriate training programs with line supervisors and executive management teams.

The human resource department can build programs to track those employees who stand out. When your human resource professionals are involved in designing and providing employee reviews, they can help you spot talent and advise you on how you can best groom employees for promotions. They can provide designated employees with specific training and help you devise opportunities for growth, serving as your eyes and ears for seeking out the best candidates that will push your company into a competitive advantage.

"Work-life balance" is a phrase that's become common in the HR vernacular. It means that the employer may be open to flexible work arrangements such as alternative scheduling, telecommuting and compressed workweeks. A competitive advantage is gained through providing employees with opportunities to achieve work-life balance so they remain productive and engaged contributors to the organization. HR planning is necessary to launch these programs; however, small businesses must carefully weigh how successful workplace flexibility can be. Modifying work hours or reducing the time spent in the office could cripple some business units, especially when employees work cross-functionally to support more than one area of the business.

HR departments generally are responsible for creating performance management systems. These systems enable periodic rating of employee job performance through annual evaluations, disciplinary warnings and improvement plans. Small businesses generally have cohesive work environments that lend themselves to more opportunities to engage workers on an individual, personal level. This can encourage employees to strive for high performance levels when they realize an employer genuinely is interested in their success. High-performing employees give organizations a competitive advantage because they are productive, enthusiastic and fully engaged in their responsibilities. HR planning is necessary for monitoring the employer's performance management systems, training supervisors to produce unbiased feedback and adapting the system to meet the needs of employees and employer.

Salaries and wages aren't the only reason employees stay with their employers, but workers who believe their compensation and benefits are fair and competitive are likely to think twice before leaving an organization that provides them with tangible rewards for their talents. Smaller businesses may have an advantage in this area because they often can be flexible in setting wages and salaries more so than large corporations with rigid wage scales. HR planning that includes compensation and benefits analyses reveals areas for improvement concerning the employer's compensation structure. HR's assistance in ensuring a sound compensation structure can increase the organization's appeal to employees, giving it a competitive advantage from an employee retention perspective.

In many organizations, HR is responsible for compliance with employment laws. This critical component of HR saves companies the expense of hiring lawyers to defend employment actions or settlement costs for claims arising out of unfair employment practices. It's especially important for small businesses that could be hit hard by a legal claim, whether by tangible consequences such as litigation expense or intangible consequences such as the loss of reputation. Businesses with as few as 15 employees are subject to federal labour and employment laws. HR implements workplace policies consistent with federal, state and local laws. Policies range from affirming the employer's commitment to equal opportunity employment to seemingly insignificant matters such as coffee breaks, all of which support organizational structure and mitigate the company's risk of liability for claims from employees and applicants. Money saved enables the organization to build its wealth and, consequently, improve its business reputation and competitive advantage.

5. Explain how human resources management can be instrumental in helping a company create a competitive advantage.

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6. Explain how you would conduct a job analysis.

Job Analysis is a process to identify and determine in detail the particular job duties and requirements and the relative importance of these duties for a given job. Job Analysis is a process where judgements are made about data collected on a job.

This is done by studying the functions of employees to gather information on each job and subsequently organize and compile a job description which would be used during recruiting qualified job candidates from which selection can be made to occupy available vacancies.

The main purpose of job analysis involves collecting and recording job-related data such as knowledge and skills required to perform a job, duties and responsibilities involved, education qualifications and experience required and physical and emotional characteristics required to perform a job in a desired manner.

The benefits job analysis in organisation or companies include the following.

[Organizational](http://www.assignmentpoint.com/business/organizational-behavior/introduction-on-organizational-behavior.html) structure and design:-

Job analysis helps the organization to make suitable changes in the organizational structure, so that it matches the needs and requirements of the organization. Duties are either added or deleted from the job.

Recruitment and selection:-

Job analysis helps to plan for the future human resource. It helps to recruit and select the right kind of people. It provides information necessary to select the right person.

Performance appraisal and training/development:–

Based on the job requirements identified in the job analysis, the company decides a training program. Training is given in those areas which will help to improve the performance on the job. Similarly when appraisal is conducted we check whether the employee is able to work in a manner in which we require him to do the job.

There are many ways to perform a job analysis, but all require the cooperation of the employee in the position, his or her manager(s) and others the employee works closely with while performing his or her job duties.

The following steps will help provide the best analysis of a particular job:

* Have employees complete a job analysis questionnaire.
* Interview employees, asking them specific questions about their job duties and responsibilities.
* Obtain log sheets from employees with information about each of their tasks and the time spent on each task for at least one full work week.
* Complete desk audits where you observe employees doing their jobs at different times of the day and days of the week and track what they do and for how long.
* Interview supervisors and managers, and other employees, clients and customers the employee may interact with while performing the job.
* Compare the job to other jobs in the department as well as the job grade or job family to show where it falls on the pay scale.

If there is more than one person doing the same job, make sure to observe and obtain feedback and information from more than one person. You will want to review your findings with the employees who do the job as well as their supervisors and managers to tweak your findings until you have an accurate reflection of the job duties and responsibilities.

Once an accurate overview of a position is developed, employers should update the job description to match the results of the job analysis.

In conclusion, job descriptions can be used as a tool for recruiting, determining salary ranges and levels or grades, establishing job titles, creating employee's job goals and objectives, and conducting performance reviews. They can also be used for career planning, creating reasonable accommodations and meeting legal requirements for compliance purposes. Because of this, it is important to have written job descriptions that accurately reflect the employees' current job duties and responsibilities.

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