CHAPTER 4
JOB ANALYSIS AND HUMAN RESOURCE PLANNING
CHAPTER DESCRIPTION

We begin this chapter by discussing the importance of succession planning. Next, we show why job analysis is a basic human resource management tool and explain the reasons for conducting job analysis. Then, we review the types of job analysis information required and discuss job analysis methods. Following this, we explain the components of a well-designed job description and discuss other methods for conducting job analysis and the ways job analysis helps to satisfy various legal requirements. We then examine the human resource planning process and some human resource forecasting techniques. Next, we discuss forecasting human resource requirements and availability, and describe what actions could be taken should either a surplus or a shortage of workers exist. Then a succession plan example is provided followed by a discussion of accelerated succession planning and the importance of planning for disasters. Next, a section is devoted to human resource information systems (HRIS). This chapter ends with a discussion of some job design concepts.

KEY TERMS

Succession planning: The process of ensuring that qualified persons are available to assume key managerial positions once the positions are vacant.

Job analysis: The systematic process of determining the skills, duties, and knowledge required for performing specific jobs in an organization.

Job: A group of tasks that must be performed if an organization is to achieve its goals.

Position: The tasks and responsibilities performed by one person; there is a position for every individual in an organization.

Job description: A document that provides information regarding the tasks, duties, and responsibilities of a job.

Job specification: A document that outlines the minimum acceptable qualifications a person should possess to perform a particular job.

Job analysis schedule (JAS): A systematic method of studying jobs and occupations; developed by the U.S. Department of Labor.

Functional job analysis (FJA): A comprehensive approach to formulating job descriptions that concentrates on the interactions among the work, the worker, and the work organization.

Position analysis questionnaire (PAQ): A structured job analysis questionnaire that uses a checklist approach to identify job elements.

Management position description questionnaire (MPDQ): A form of job analysis designed for management positions that use a checklist method to analyze jobs.

Guidelines-oriented job analysis (GOJA): A method that responds to the growing amount of legislation affecting employment decisions by utilizing a step-by-step procedure to describe the work of a particular job classification.

Strategic planning: The determination of overall organizational purposes and goals and how they are to be achieved.

Acceleration pools: A management succession planning system that develops a group of high-potential candidates for undefined executive jobs and focus on increasing their skills and knowledge rather than targeting one or two people for each senior management position.

Human resource planning (HRP): The process of systematically reviewing human resource requirements to ensure that the required numbers of employees, with the required skills, are available when they are needed.

Zero-base forecasting: A method for estimating future employment needs using the organization’s current level of employment as the starting point.

Bottom-up approach: A forecasting method beginning with the lowest organizational units and progressing upward through an organization ultimately to provide an aggregate forecast of employment needs.

Simulation: A technique for experimenting with a real-world situation by means of a mathematical model that represents the actual situation.

Requirements forecast: An estimate of the numbers and kinds of employees an organization will need at future dates to realize its stated objectives.
Availability forecast: A process of determining whether a firm will be able to secure employees with the necessary skills from within the company, from outside the organization, or from a combination of the two sources.

Human resource information system (HRIS): Any organized approach for obtaining relevant and timely information on which to base human resource decisions.

Job design: A process of determining the specific tasks to be performed, the methods used in performing these tasks, and how the job relates to other work in an organization.

Job enrichment: The restructuring of the content and level of responsibility of a job to make it more challenging, meaningful, and interesting to a worker.

Job enlargement: A change in the scope of a job so as to provide greater variety to a worker.

Reengineering: The fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance such as cost, quality, service, and speed.

LECTURE OUTLINE

SUCCESSION PLANNING
The process of ensuring that qualified persons are available to assume key managerial positions once the positions are vacant.

JOB ANALYSIS: A BASIC HUMAN RESOURCE TOOL

 JOB—Consists of a group of tasks that must be performed for an organization to achieve its goals.

 POSITION—The collection of tasks and responsibilities performed by one person; there is a position for every individual in an organization.

 JOB ANALYSIS—The systematic process of determining the skills, duties, and knowledge required for performing jobs in an organization, providing a summary of a job's duties and responsibilities, its relationship to other jobs, the knowledge and skills required, and working conditions.

 JOB DESCRIPTION—A document that provides information regarding the tasks, duties, and responsibilities of the job.

 JOB SPECIFICATION—The minimum acceptable qualifications in order to perform a particular job.

REASONS FOR CONDUCTING JOB ANALYSIS
A sound job analysis system is extremely critical is needed for numerous reasons.

 STAFFING—All areas of staffing would be haphazard if the recruiter did not know the qualifications needed to perform the job.

 TRAINING AND DEVELOPMENT—If the specification suggests that the job requires a particular knowledge, skill, or ability, and the person filling the position does not possess all the qualifications required, training and/or development is probably in order.

 COMPENSATION AND BENEFITS—The relative value of a particular job to the company must be known before a dollar value can be placed on it. From an internal perspective the more significant its duties and responsibilities, the more the job is worth.

 SAFETY AND HEALTH—Information derived from job analysis is also valuable in identifying safety and health considerations.

 EMPLOYEE AND LABOR RELATIONS—Regardless of whether the firm is unionized, information obtained through job analysis can often lead to more objective human resource decisions.

 LEGAL CONSIDERATIONS—Having properly accomplished a job analysis is particularly important for supporting the legality of employment practices.
JOE ANALYSIS FOR TEAMS—Today, individuals do what has to be done to complete the task.

TYPES OF JOB ANALYSIS INFORMATION
Considerable information is needed if job analysis is to be accomplished successfully.

JOB ANALYSIS METHODS
Job analysis traditionally has been conducted in a number of different ways.

QUESTIONNAIRES—The job analyst administers a structured questionnaire to employees who identify the tasks they perform in accomplishing the job.

OBSERVATION—The job analyst usually inspects the work being performed and records his or her observations.

INTERVIEWS—Interviewing both the employee and the supervisor.

EMPLOYEE RECORDING—Gathered by having the employees describe their daily work activities in a diary or log.

COMBINATION OF METHODS—Likely, no one job analysis method will be used exclusively. A combination is often more appropriate.

CONDUCTING JOB ANALYSIS—The people who participate in job analysis should include, at a minimum, the employee and the employee’s immediate supervisor.

TIMELINESS OF JOB ANALYSIS—The rapid pace of technological change makes the need for accurate job analysis even more important now and in the future.

JOB DESCRIPTION
A document that provides information regarding the tasks, duties, and responsibilities of the job.

JOB IDENTIFICATION—Includes the job title, department, reporting relationship, and a job number or code.

DATE OF THE JOB ANALYSIS—The job analysis date is placed on the job description to aid in identifying job changes that would make the description obsolete.

JOB SUMMARY—Provides a concise overview of the job.

DUTIES PERFORMED—The body of the job description delineates the major duties to be performed.

JOB SPECIFICATION—A document containing the minimum acceptable qualifications that a person should possess in order to perform a particular job.

THE EXPANDED JOB DESCRIPTION—The last duty shown on the proverbial job description, “And any other duty that may be assigned,” is increasingly becoming THE job description.

OTHER JOB ANALYSIS METHODS
Over the years, attempts have been made to provide more systematic methods of conducting job analysis.

U.S. DEPARTMENT OF LABOR JOB ANALYSIS SCHEDULE—A major component of the job analysis schedule (JAS) is the Work Performed Ratings that evaluates what workers do in the performance of a job with regard to data, people, and things.
FUNCTIONAL JOB ANALYSIS—A comprehensive job analysis approach that concentrates on the interactions among the work, the worker, and the work organization.

POSITION ANALYSIS QUESTIONNAIRE—A structured job analysis questionnaire that uses a checklist approach to identify job elements.

MANAGEMENT POSITION DESCRIPTION QUESTIONNAIRE—A method of job analysis designed for management positions and uses a checklist method to analyze jobs.

GUIDELINES-ORIENTED JOB ANALYSIS—Involves a step-by-step procedure for describing the work of a particular job classification.

JOB ANALYSIS AND THE LAW
Legislation requiring thorough job analysis includes the following acts.

FAIR LABOR STANDARDS ACT—Employees are categorized as exempt or nonexempt, and job analysis is basic to this determination.

EQUAL PAY ACT—If jobs are not substantially different, similar pay must be provided. When pay differences exist, job descriptions can be used to show whether jobs are substantially equal in terms of skill, effort, responsibility, or working conditions.

CIVIL RIGHTS ACT—Job descriptions may provide the basis for adequate defenses against unfair discrimination charges in initial selection, promotion, and all other areas of human resource administration.

OCCUPATIONAL SAFETY AND HEALTH ACT—Job descriptions are required to specify elements of the job that endanger health or are considered unsatisfactory or distasteful by the majority of the population.

AMERICANS WITH DISABILITIES ACT—Employers are required to make reasonable accommodations for workers with disabilities.

STRATEGIC PLANNING
The process by which top management determines overall organizational purposes and objectives, and how they are to be achieved.

HUMAN RESOURCE PLANNING
The process of systematically reviewing human resource requirements to ensure that the required numbers of employees, with the required skills, are available when they are needed.

HUMAN RESOURCE PLANNING PROCESS

STRATEGIC PLANNING

HUMAN RESOURCE PLANNING

FORECAST HUMAN RESOURCE REQUIREMENTS

FORECAST HUMAN RESOURCE AVAILABILITY

COMPARE REQUIREMENTS AND AVAILABILITY

DEMAND = SUPPLY—NO ACTION

SURPLUS OF WORKERS—RESTRICTED HIRING, REDUCED HOURS, EARLY RETIREMENT, LAYOFFS, DOWNSIZING

SHORTAGE OF WORKERS—EXTERNAL RECRUITMENT AND SELECTION
HUMAN RESOURCE FORECASTING TECHNIQUES
Those in the profession currently use several techniques of forecasting human resource requirements and availability.

**ZERO-BASE FORECASTING**—Uses the organization’s current level of employment as the starting point for determining future staffing needs.

**BOTTOM-UP APPROACH**—A forecasting method in which each successive level of the organization, starting with the lowest, forecasts its employee requirements in order to, ultimately, provide an aggregate forecast of employment needs.

**USE OF MATHEMATICAL MODELS**—Mathematical models can assist in forecasting HR requirements. The relationship between sales demand and the number of employees needed is a positive one.

**SIMULATION**—A technique for experimenting with a real-world situation through a mathematical model representing that situation.

FORECASTING HUMAN RESOURCE REQUIREMENTS
An estimate of the numbers and kinds of employees the organization will need at future dates in order to realize its goals.

FORECASTING HUMAN RESOURCE AVAILABILITY
Determining whether the firm will be able to secure employees with the necessary skills and from what sources these individuals may be obtained.

SURPLUS OF EMPLOYEES FORECASTED
When a comparison of requirements and availability indicates a worker surplus will result, restricted hirings, reduced hours, early retirements, or layoffs may be required to correct the situation.

- **RESTRICTED HIRING**—Reduces the workforce by not replacing employees who leave.
- **REDUCED HOURS**—Reducing the total number of hours worked.
- **EARLY RETIREMENT**
- **LAYOFFS**

SHORTAGE OF WORKERS FORECASTED
There are several actions that companies can take.

- **CREATIVE RECRUITING**—New approaches to recruiting must be used.
- **COMPENSATION INCENTIVES**—Firms competing for workers in a high-demand situation may have to rely on compensation incentives. Premium pay is one obvious method.
- **TRAINING PROGRAMS**—Special training programs may be needed to prepare previously unemployable individuals for positions with a firm. Remedial education and skills training are two types of programs that may help attract individuals to a particular company.
- **DIFFERENT SELECTION STANDARDS**—Selection criteria that screen out certain workers may have to be altered to ensure that enough people are available to fill jobs.

ACCELERATED SUCCESSION PLANNING: AN ALTERNATIVE TO TRADITIONAL APPROACHES
Rather than targeting one or two people for each senior management position, develop a group of high-potential candidates for undefined executive jobs and focus on increasing their skills and knowledge.

THE IMPORTANCE OF PLANNING FOR DISASTERS
When disaster strikes, there will always be significant human resource issues to address.

HUMAN RESOURCE INFORMATION SYSTEMS
Virtually all human resource management functions can be enhanced through the use of a human resource information system (HRIS), any organized approach for obtaining relevant and timely information on which to base human resource decisions.

JOB DESIGN
The process of determining the specific tasks to be performed, the methods used in performing these tasks, and how the job relates to other work in the organization.

  **JOB ENRICHMENT**—Refers to basic changes in the content and level of responsibility of a job so as to provide greater challenge to the worker. Job enrichment provides a vertical expansion of responsibilities.

  **JOB ENLARGEMENT**—Changes the scope of a job to provide a greater variety of tasks for the worker to perform; it expands duties horizontally.

  **REENGINEERING**—The fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed.