

## JOB ANALYSIS

Job Analysis can be defined as a systematic collection and analysis of the essential data about duties constituting a job. These include all factors relating to the mental, physical and responsibility demands made upon the incumbent to perform the duties successfully. It requires an analysis of job data to sift out the major and minor essential ingredients and record the information in a prescribed descriptive form using clear, concise language and following certain standard word usage. Because of the complexities of job analysis, there is a need for the training and development of specialists in this field to aid line officers. At the same time, line officers should achieve an understanding of job analyst techniques and a considerable degree of skill in their performance. Knowledge in this field is essential if the line officer is to communicate his requirements to the job analyst, comprehend fully the nature and demand of the work done under his direction, make logical and effective work assignments to his staff, and particularly in job evaluation.

### Uses of Job Analysis

The job analysis and the resulting job description, with or without specifications or factor descriptions, can be used for a variety of purposes by line and personnel officers. Here are a number of functions which can be served:

Job Evaluation – The study of job facts reveals what constitutes the work, the degree of difficulty and responsibility involved and the knowledge, skills and effort required of the workers to do the job. It therefore provides a basis for determining the relative value of jobs within an organization.

Recruitment and Selection – It provides the information necessary to publicize jobs, to guide the selection interview and to test the candidate's knowledge, skills and abilities.

Staff Development – Job information is required for the study of career patterns, development of controlled promotion plans, the planning of rotation schemes and for comprehensive, long-range manpower plans. It also provides a starting point for determining areas where improvement can be made and for setting the goals and time limits for such improvements. Thus, training on the job can be planned for a particular individual or formal training courses can be planned when, after a change in work methods, numbers of individuals are found to require the same training.

Safety and Protection of Health – Job data includes specific information about possible hazards and dangerous working conditions.

The Handling of Grievances – Job analysis provides the means for a common understanding between management and staff of the duties and responsibilities of particular positions and thus eliminates one possible source of grievance by misinterpretation or misunderstanding of a particular work situation.

Employee Appraisal – Attempts to rate or appraise an employee without reference to the requirements of his job are meaningless. It is essential that an employee's performance be measured for knowledge, skill, ability and effort against the duties that have been formally assigned by management.

Method Improvements – Job analysis may reveal inconsistencies in the division of work such as overlapping of duties, duplication of effort and so on. The identification of such inconsistencies enables line officers to take appropriate corrective action. In addition, job information can be a useful starting point for the study of procedures and the writing of procedural manuals.

Organization Studies – Job descriptions provide managers with a ready source of information on the functions of a particular section or unit. They therefore provide managers with a source of reference on which to initiate, implement or test organizational changes.

### Collecting Job Data

The initial requirement is to obtain job data and several methods are appropriate for this purpose. Two of the best known are the questionnaire completed by the incumbent and the interview combined with observation.