

FIFTEENTH EDITION

HUMAN RESOURCE MANAGEMENT



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CHAPTER 4

Workforce, Jobs, and Job Analysis

Figure 4-4: Workflow Analysis

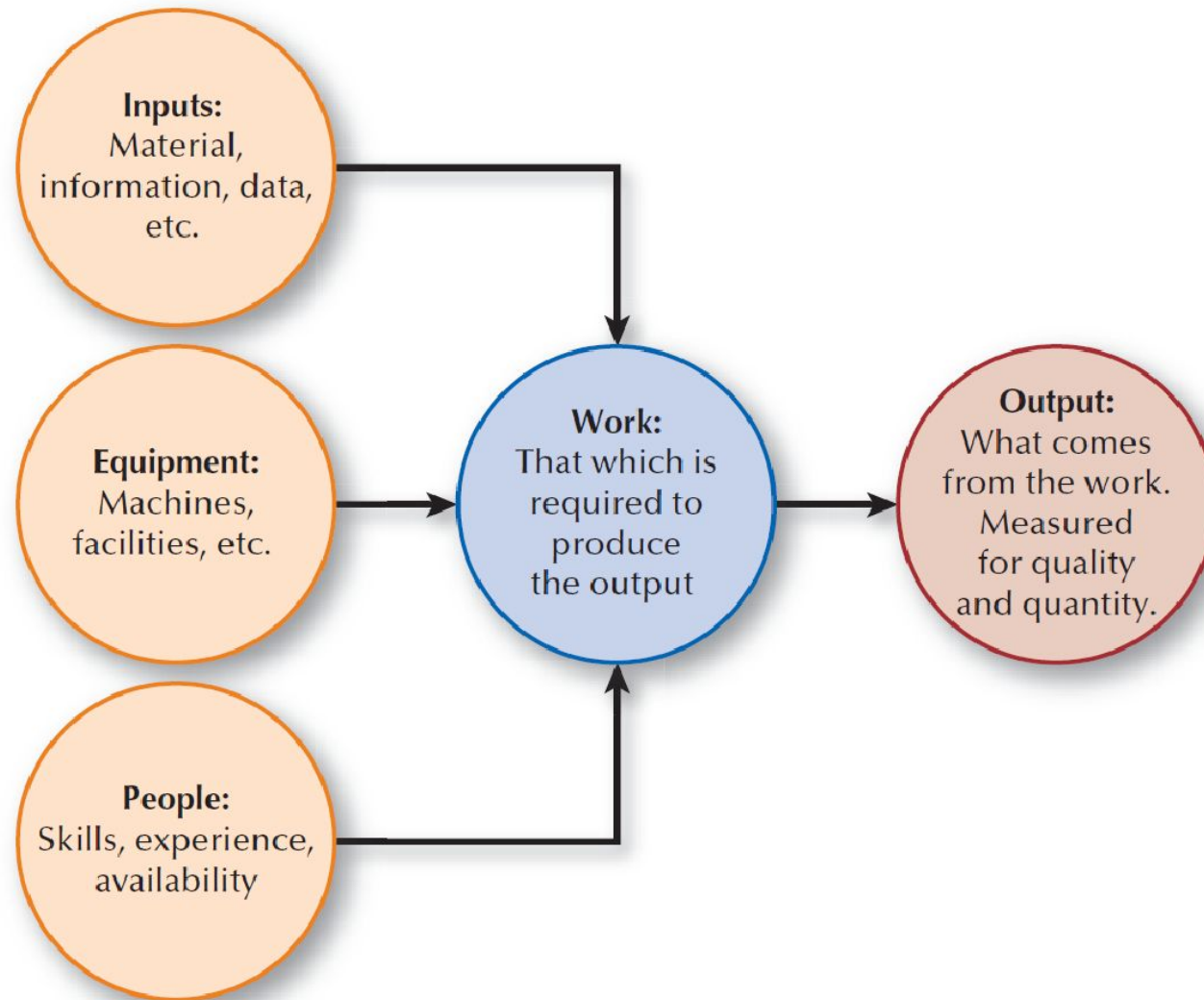
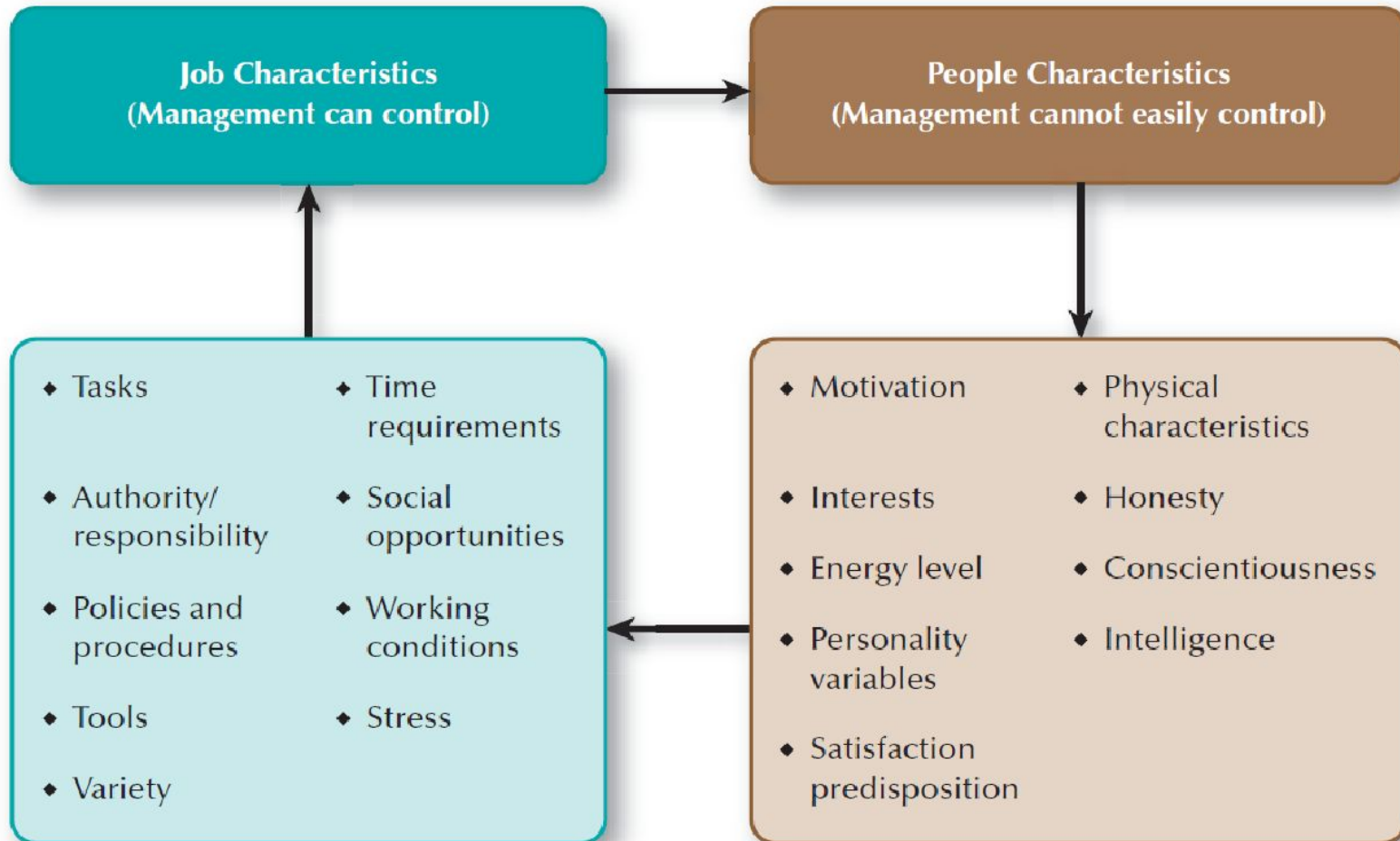


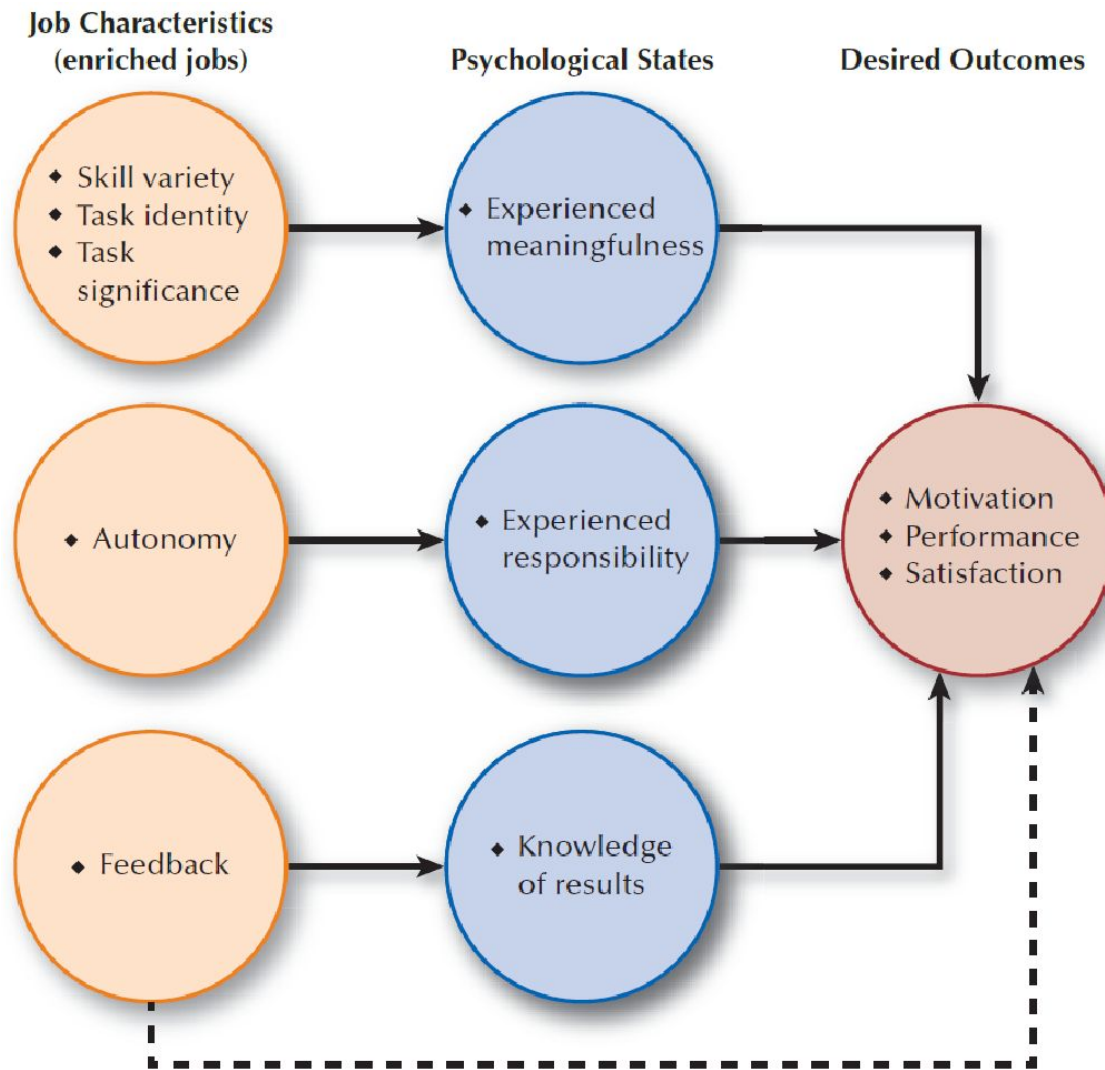
Figure 4-5: Some Characteristics of Jobs and People



Types of Employees

- Full-Time Employees
- Part-Time Employees
- Independent Contractors
- Temporary Workers
- **Contingent workers:** Not a full-time employee but a temporary or part-time worker for a specific period of time and type of work

Figure 4-6: Job Characteristics Model



Special Types of Teams

- ▣ **Special-purpose team:** Formed to address specific problems, improve work processes, and enhance the overall quality of products and services
- ▣ **Self-directed team:** Composed of individuals who are assigned a cluster of tasks, duties, and responsibilities to be accomplished
- ▣ **Virtual team:** Composed of individuals who are separated geographically but linked by communications technology

Work Scheduling Flexibility

- Shift Work
- **Compressed workweek:** Full week's work is accomplished in fewer than five 8-hour days
- Part-Time Schedules
- **Job sharing:** Two employees perform the work of one full-time job
- Flextime

Figure 4-8: Job Analysis in Perspective

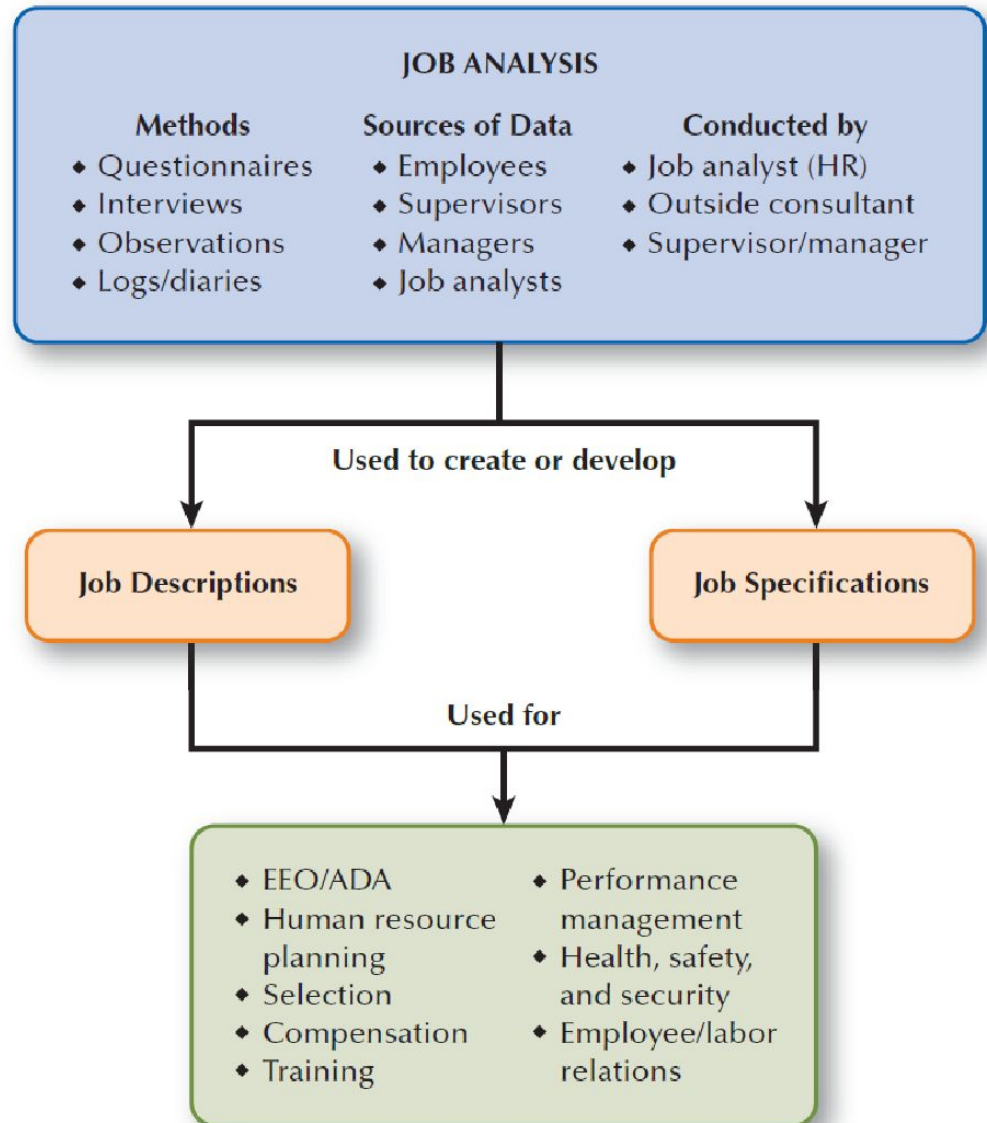


Figure 4-9: Typical Division of HR Responsibilities: Job Analysis

HR Unit

- ◆ Coordinates job analysis
- ◆ Writes job descriptions and specifications for review by managers
- ◆ Periodically reviews job descriptions and specifications
- ◆ Reviews managerial input to ensure accuracy
- ◆ May seek assistance from outside experts for difficult or unusual analyses

Managers

- ◆ Complete or help complete job analysis information
- ◆ Review job descriptions and specifications and maintain their accuracy
- ◆ Request new analyses as jobs change
- ◆ Use job analysis information to identify performance standards
- ◆ Provide information to outside experts

Task-Based Job Analysis

□ Task

- Distinct, identifiable work activity comprised of motions that employees perform

□ Duty

- Work segment comprised of several tasks that are performed by individuals

□ Responsibilities

- Obligations to perform certain tasks and duties within a job

Competency-Based Job Analysis

- ▣ **Competencies:** Individual capabilities that can be linked to enhanced performance by individuals or teams
 - ▣ Technical Competencies
 - ▣ Behavioral Competencies
- ▣ Identifies characteristics that make employees successful on the job
- ▣ Strives to influences future job performance

Figure 4-10: Stages in the Job Analysis Process

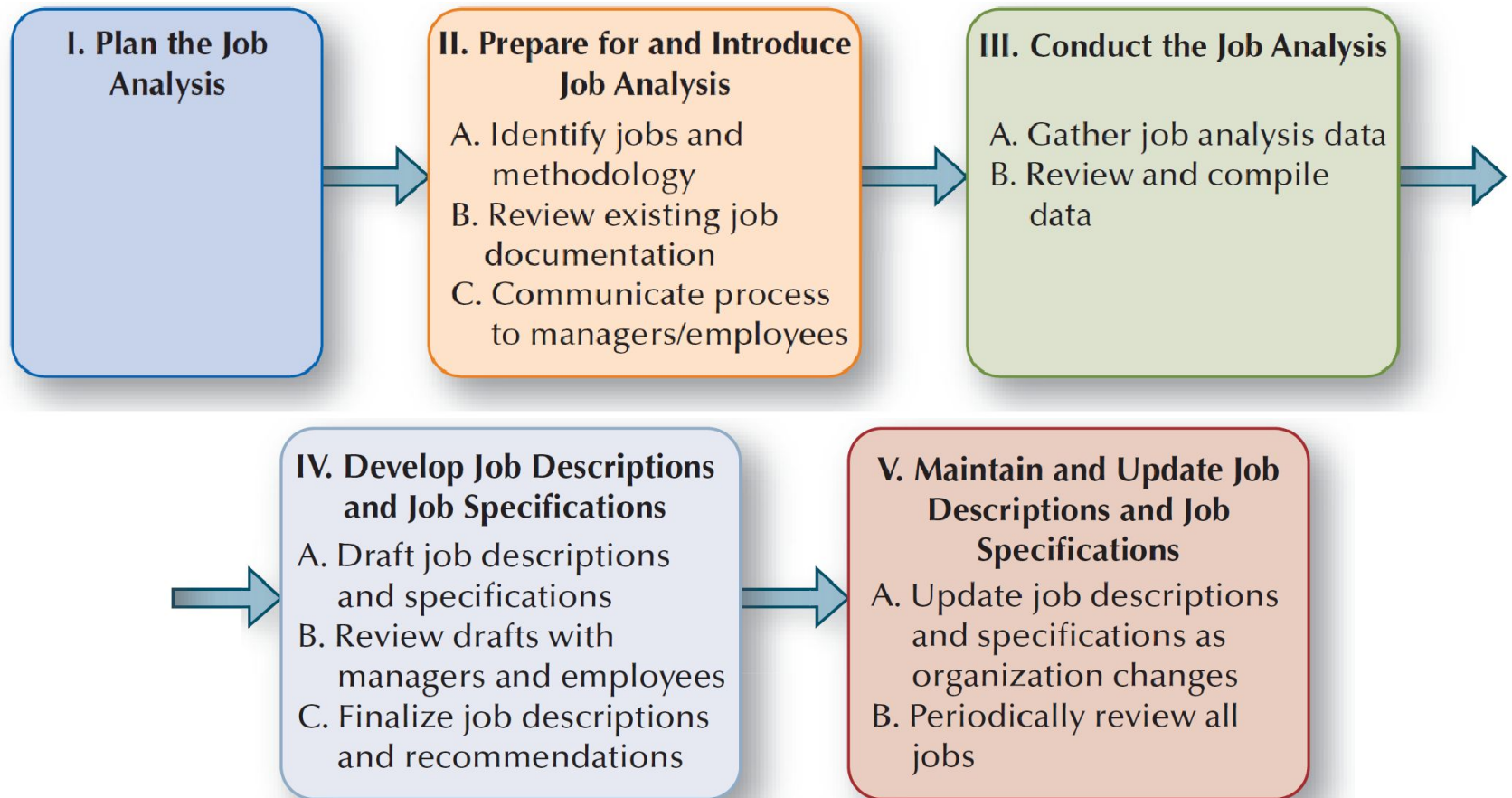


Figure 4-11: Typical Areas Covered in a Job Analysis Questionnaire

Duties and Percentage of Time Spent on Each	Contact with Other People
<ul style="list-style-type: none">◆ Regular duties◆ Special duties performed less frequently	<ul style="list-style-type: none">◆ Internal contacts◆ External contacts
Supervision	Physical Dimensions
<ul style="list-style-type: none">◆ Supervision given to others◆ Supervision received from others	<ul style="list-style-type: none">◆ Physical demands◆ Working conditions
Decisions Made	Jobholder Characteristics
<ul style="list-style-type: none">◆ Records and reports prepared◆ Materials and equipment used◆ Financial/budget responsibilities	<ul style="list-style-type: none">◆ Knowledge◆ Skills◆ Abilities◆ Training/experience needed

Behavioral Aspects of Job Analysis

- Current Incumbent Emphasis
 - Focus on core duties and necessary knowledge, skills, and abilities
- Inflation of Jobs and Job Titles
- Employee and Managerial Concerns
 - Employee Fears
 - Job Incumbent Influence
 - Managerial Straitjacket

Legal Aspects of Job Analysis

- Job Analysis and the Americans with Disabilities Act (ADA)
 - Employers must identify essential job functions, not marginal functions
- Job Analysis and Wage/Hour Regulations
 - Fair Labor Standards Act (FLSA)

Job Description and Job Specifications

- Job Description

- Identification of a job's tasks, duties, and responsibilities

- Job Specification

- Knowledge, skills, and abilities (KSAs) an individual needs to perform a job satisfactorily

- Performance Standards

- Indicators of what the job accomplishes and how performance is measured in key areas of the job description

Discuss how flexible work arrangements are linked to work–life balancing efforts