

# LEARNING OBJECTIVES AND INTRODUCTION

## Learning Objectives

- Understand the rationale behind job analysis
- Know the difference between a job description and a job specification
- Learn about methods for collecting job requirements
- Understand why competency-based job analysis has grown in prominence
- Learn about methods for collecting competencies
- Recognize the types of rewards associated with jobs
- Become familiar with the legal issues surrounding job analysis

## Introduction

Once the planning process is complete, the next step in developing an effective, strategic staffing system is to develop a thorough understanding of the jobs to be filled. The process of studying and describing the specific requirements for a job is called job analysis. Anyone who has ever looked for a job is familiar with a traditional job description, which lists the major tasks, duties, and responsibilities of a job. Such descriptions are just part of the wealth of information collected during the job analysis process. As we will see later in the book, job analysis information can be used for identifying recruiting pools, designing selection tools, and assessing and improving employee performance.

At first blush, describing a job may seem to be a straightforward task. However, there are some important considerations that will determine which techniques should be employed for collecting this information. In many cases, a traditional task-based job analysis is sufficient to cover both the operational and the legal requirements of an organization's staffing strategy. In other cases, it will make more sense to focus on a general set of KSAsOs (Knowledge, skill, ability, and other characteristics) that span a wide variety of jobs in the organization. The choice of techniques will depend on both the nature of the jobs involved and the organization's plans for the future.

The chapter begins by explaining the rationale behind job analysis and reviewing the challenges that arise when developing a description of jobs in a changing environment. Then, methods for performing job analysis are discussed. The first approach, job requirements job analysis, is guided by the job requirements matrix, which includes tasks, KSAsOs, and job context. Next, competency-based job analysis is described. This approach to job analysis starts from the organization's mission and goals and then develops a list of the general KSAsOs that will help the organization meet these needs. Attention then turns to job rewards, including both intrinsic and extrinsic rewards that jobs may provide to employees. Finally, legal issues pertaining to job analysis are addressed.