

## THE NEED FOR JOB ANALYSIS

Jobs are the building blocks of an organization, in terms of both job content and the hierarchical relationships that emerge among them. They are explicitly designed and aligned in ways that enhance the production of the organization's goods and services. Job analysis thus must be considered within the broader framework of the design of jobs and the organization as a whole, for it is through their design that jobs acquire their requirements and rewards. The information from job analysis will be used in every single phase of the staffing process. In this sense, job analysis is a support activity to the various functional staffing activities. Indeed, without thorough and accurate information about job requirements and/or competencies, the organization is greatly hampered in its attempts to acquire a workforce that will be effective in terms of human resource (HR) outcomes such as performance, satisfaction, and retention. Thus, job analysis is the foundation upon which successful staffing systems are constructed.

## Types of Job Analysis

Job analysis may be defined as the process of studying jobs in order to gather, analyze, synthesize, and report information about job requirements and rewards. Note in this definition that job analysis is an overall process as opposed to a specific method or technique. A job requirements job analysis seeks to identify and describe the specific tasks, KSAs, and job context for a particular job. This type of job analysis aims to be objective and has a very well-developed body of techniques to support its implementation. A second type of job analysis, competency-based, attempts to identify and describe job requirements in the form of general KSAs required across a range of jobs; task and work context requirements are of little concern. Competency-based approaches focus on how jobs relate to organizational strategy. A third approach to job analysis focuses on the rewards employees receive from their work. Unlike the job requirements and competency-based approaches, the rewards-based approach is used to assess what types of positive outcomes employees receive from performing a job. From a staffing perspective, knowing the rewards of a job can be very useful in attracting individuals to apply for, and ultimately accept, jobs in the organization.

To help show the differences and similarities among task job requirements, competency-based, and job rewards methods of job analysis, Exhibit 4.1 describes the method, process, and staffing implications of each of the three types. As can be seen, every phase of the staffing process is rooted in job analysis, from initial planning to retention. Each technique contributes different information and uses different sources. Job requirements analysis is mostly rooted in documenting what employees currently do, competency analysis focuses on how executives see work roles contributing to strategy, and rewards analysis determines what employees get from their jobs. These techniques are not mutually exclusive, of course, and organizations can benefit from using all three methods of analysis simultaneously.

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