

are often due to technological or workload changes. An excellent example of such an evolving job is that of secretary. Traditional or core tasks associated with the job include typing, filing, taking dictation, and answering phones. However, in nearly all organizations the job has evolved to include new tasks such as managing multiple projects, creating spreadsheets, purchasing supplies and office technology, and gathering information on the Internet. These task changes led to new KSAO requirements such as planning and coordination skills and knowledge of spreadsheet software. Accompanying these changes is a switch in job title to that of "administrative assistant." Note that jobs may also evolve due to changing organizational and technology requirements, as well as employee-initiated changes through a process of job crafting.

Another challenge to the traditional view is the need for flexibility. Flexible jobs have frequently changing task and KSAO requirements. Sometimes these changes are initiated by the job incumbent who constantly adds and drops (or passes off) new assignments or projects in order to work toward moving targets of opportunity. Other times the task changes may be dictated by changes in production schedules, client demands, or technology. Many small-business owners, general managers of start-up strategic business units, and top management members perform such flexible jobs.

Team-based work enhances the need for flexibility and further complicates the process of job analysis. A work team is an interdependent collection of employees who share responsibility for achieving a specific goal. Examples of such goals include developing a product, delivering a service, winning a game, conducting a process, developing a plan, or making a joint decision. No matter its form or function, every team is composed of two or more employees and has an identifiable collection of tasks to perform. Usually, these tasks are grouped into specific clusters, and each cluster constitutes a position or job. A project management team, for example, may have separate jobs and job titles for budget specialists, technical specialists, coordinators, and field staff. While teams differ in many respects, two differences are very important in terms of their job analysis and staffing implications. Many team members perform multiple jobs (rather than a single job). In such cases, staffing must emphasize recruitment and selection for both job-specific KSAOs and job-spanning KSAOs. Many job-spanning KSAOs involve flexibility, adaptability, and the ability to quickly learn skills that will facilitate performing, and switching between, multiple jobs.² Therefore, job analysis for team-based work has to account for this highly varied and constantly evolving set of task demands.

Finally, the more open and flexible nature of work described above has suggested a need to identify factors that make people go beyond what is simply written in a job description. Job analysis has typically focused on skills and abilities to a greater degree than motivational factors. As more and more organizations emphasize employee engagement—or the degree to which an employee identifies with and has enthusiasm for his or her work—our analysis of jobs needs to take motivational factors into account. A large-scale study of 7,939 business