

units showed that organizations whose employees reported above-average levels of engagement performed significantly better (63% of such organizations had above-average levels of performance) than those whose employees were below average on engagement (37% of such organizations had above-average levels of performance).<sup>3</sup> One way to incorporate engagement is to consider it a general competency in competency-based job analysis coupled with job rewards analysis. As one reviewer of the engagement literature suggests, "Identify those candidates who are best-suited to the job and your organization's culture."<sup>4</sup>

## **JOB REQUIREMENTS JOB ANALYSIS**

### **Overview**

As noted earlier, job requirements job analysis identifies the tasks, KSAOs, and context for a job. Due to the ambiguous and fluid nature of some jobs, organizations may focus on defining them in terms of competencies rather than specific tasks and KSAOs. Recent developments in job analysis encourage raters to explicitly describe potential changes in future job requirements in an effort to adapt to these jobs.<sup>5</sup>

Concepts underlying job requirements can be arranged in a hierarchy from observable tasks up to job families. Job requirements job analysis starts with tasks, which are identifiable work activities that are logical and necessary steps in the performance of the job. Task dimensions are groups of similar types of tasks. A job is a grouping of positions that have similar tasks. Jobs that are similar to one another can be grouped into job categories. Finally, a job family is a grouping of jobs according to function. For example, within the community and social service job family there are categories of jobs like health workers, counselors, and social workers. Under this category are specific jobs like mental health counselor and rehabilitation counselor. Tasks like collecting information, developing treatment plans, and counseling clients make up the job of mental health counselor. A position is a grouping of task dimensions that constitutes the total work assignment of a single employee; there are as many positions as there are employees.

A framework depicting job requirements job analysis is shown in Exhibit 4.2. As can be seen, the job analysis begins by identifying the specific tasks and job context for a particular job.<sup>6</sup> After these have been identified, the KSAOs necessary for performing these tasks within the work context are inferred. For example, after identifying the task of "developing and writing monthly sales and marketing plans" for a sales manager's job, the job analysis would proceed by inferring which KSAOs would be necessary to perform this task. The task might require knowledge of intended customers, arithmetic skills, creative ability, and willingness and availability to travel frequently to various organizational units. No particular job context factors, such as physical demands, may be relevant to performance of this