

Internal Staff or Consultant. The organization may use its own staff to conduct the job analysis or it may procure external consultants. This is a difficult decision because it involves not only the obvious consideration of cost but also many other considerations. Exhibit 4.13 highlights some of these concerns and the trade-offs involved.

Organization and Coordination. Any job analysis project, whether conducted by internal staff or external consultants, requires careful organization and coordination. Two key steps help ensure that this is achieved. First, an organizational

EXHIBIT 4.13 Factors to Consider in Choosing Between Internal Staff and Consultants for Job Analysis

Internal Staff	Consultant
Cost of technical or procedural failure is low	Cost of technical or procedural failure is high
Project scope is limited	Project scope is comprehensive and/or large
Need for job data ongoing	Need for job data is a one-time, isolated event
There is a desire to develop internal staff skills in job analysis	There is a need for assured availability of each type and level of job analysis skill
Strong management controls are in place to control project costs	Predictability of project cost can depend on adhering to work plan
Knowledge of organization's norms, "culture," and jargon are critical	Technical innovativeness and quality are critical
Technical credibility of internal staff is high	Leverage of external "expert" status is needed to execute project
Process and products of the project are unlikely to be challenged	Process and products of the project are likely to be legally, technically, or politically scrutinized
Rational or narrative job analysis methods are desired	Commercial or proprietary job analysis methods are desired
Data collected are qualitative	Data collection methods are structured, standardized, and/or quantitative

SOURCE: D. M. Van De Vort and B. V. Stalder, "Organizing for Job Analysis," in S. Gael (ed.), *The Job Analysis Handbook for Business, Industry and Government*. Copyright © 1988 by John Wiley & Sons, Inc. Reprinted by permission of John Wiley & Sons, Inc.