

member should be appointed as project manager for the total process (if consultants are used, they should report to this project manager). The project manager should be assigned overall responsibility for the total project, including its organization and control. Second, the roles and relationships for the various people involved in the project—HR staff, project staff, line managers, and job incumbents—must be clearly established.

**Communication.** Clear and open communication with all concerned will facilitate the job analysis process. Some employees will liken job analysis to an invasive, exploratory surgical procedure, which, in turn, naturally raises questions in their minds about its purpose, process, and results. These questions and concerns need to be anticipated and addressed forthrightly.

**Work Flow and Time Frame.** Job analysis involves a mixture of people and paper in a process in which they can become entangled very quickly. The project manager should develop and adhere to a work flowchart that shows the steps to be followed in the conduct of the job analysis. This should be accompanied by a time frame showing critical completion dates for project phases, as well as a final deadline.

**Analysis, Synthesis, and Documentation.** Once collected, job information must be analyzed and synthesized through the use of various procedural and statistical means. These should be planned in advance and incorporated into the work-flow and time-frame requirements. Likewise, provisions need to be made for preparation of written documents, especially job descriptions and job specifications, and their incorporation into relevant policy and procedure manuals.

**Maintenance of the System.** Job analysis does not end with completion of the project. Rather, mechanisms must be developed and put into place to maintain the job analysis and information system over time. This is critical because the system will be exposed to numerous influences requiring response and adaptation. Examples include (1) changes in job tasks and KSAs—additions, deletions, and modifications, (2) job redesign, restructuring, and realignment, and (3) creation of new jobs. In short, job analysis must be thought of and administered as an ongoing organizational process.

**Example of Job Analysis Process.** Because of the many factors involved, there is no best or required job analysis process. Rather, the process must be designed to fit each particular situation. Exhibit 4.14 shows an example of the job analysis process with a narrow scope, namely, for a single job—that of administrative assistant (secretary). This was a specially conducted job analysis that used multiple methods (prior information, observation, and interviews) and multiple sources (job analyst,