

job incumbents, and supervisors). A previous job holder (SME) conducted the job analysis, and it took about 20 hours over a 30-day period to conduct and prepare a written job description as the output of the process.

COMPETENCY-BASED JOB ANALYSIS

Job requirements job analysis is a technique that was originally developed in the first half of the twentieth century to catalog the requirements for well-defined job roles with very specific and observable characteristics that would be the same across many organizations. As the pace of change increased, new technology rendered many of these jobs obsolete, and organizations adopted more flexible roles; thus, the relevance of job requirements job analysis came into question.²⁵ As a result, the competency-based type of job analysis came into being. Usage of competencies and competency models in staffing reflects a desire to (1) connote job requirements in ways that extend beyond the specific job itself, (2) design and implement staffing programs focused around competencies (rather than just specific jobs) as a way of increasing staffing flexibility in job assignments, and (3) make it easier to adapt jobs to a changing organizational context.

Overview

The chief difference between job requirements and competency-based job analyses is the direction of information flow. The job requirements analysis begins by looking at very specific tasks and then aggregates these from the bottom up to form jobs and job categories that are found throughout an organization. Due to its linkage with overall organizational capacities, competency-based job analysis has become closely aligned with the strategic perspective on HR management. Because of this explicit link to organizational strategy, and the use of terminology that is consistent with strategic plans, most job analysts in the field find that executives are much more supportive of competency-based analysis relative to job requirements analysis.²⁶

Over time, many techniques have been developed that facilitate competency-based job analysis, and it has progressively become a much more rigorous approach than it once was. From this development, a standard set of best practices for conducting and using a competency analysis perspective has emerged.²⁷ The competency analysis begins by considering the organization's goals and strategies and then determines how each job corresponds to these strategic goals. Competency models should explicitly consider the organizational context. This is a key point, because the top-down approach of competency modeling makes it much easier to address how jobs fit together and complement one another to produce goods and services compared to the task focus of job requirements job analysis. Finally, because competency models are tied to the organization's strategy, it is important to emphasize