

organization should strongly consider it as one of the tools to be used. Over time, we will learn more about how job analysis is treated under the ADA.

DISCUSSION QUESTIONS

1. What is the purpose of each type of job analysis, and how can the three types described in this chapter be combined to produce an overall understanding of work in an organization?
2. How should task statements be written, and what sorts of problems might you encounter in asking a job incumbent to write these statements?
3. Would it be better to first identify task dimensions and then create specific task statements for each dimension, or should task statements be identified first and then used to create task dimensions?
4. What would you consider when trying to decide what criteria (e.g., percentage of time spent) to use for gathering indications about task importance?
5. What are the advantages and disadvantages of using multiple methods of job analysis for a particular job? Multiple sources?
6. What are the advantages and disadvantages of identifying and using general competencies to guide staffing activities?
7. Referring back to Exhibit 4.18, why do you think HR professionals were not able to accurately predict the importance of many rewards to employees? What are the implications for creating the EVP?

ETHICAL ISSUES

1. It has been suggested that ethical conduct be formally incorporated as a general competency requirement for any job within the organization. Discuss the pros and cons of this suggestion.
2. Assume you are assisting in the conduct of job analysis as an HR department representative. You have encountered several managers who want to delete certain tasks and KSAs from the formal job description that have to do with employee safety, even though they clearly are job requirements. How should you handle this situation?

APPLICATIONS

Conducting a Job Requirements or Job Rewards Job Analysis

Job analysis is defined as “the process of studying jobs in order to gather, synthesize, and report information about job content.” Based on the person/job match