
Practical Issues in Conducting Job Analysis Studies

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Job Analysis Can Be:

- P Effective:** enables the selection of the best qualified
- P Efficient:** maximizes resources and is multi-functional
- P Appropriate:** consistent with professional standards and principles
- P Prudent:** maintains compliance with legal requirements for defensible processes
- P Service oriented:** capitalizes on HR's expertise and ability to provide useful information to managers
- P Strategically focused:** helps the organization adapt to change by creating a clear picture of existing circumstances and emerging issues

Job Analysis Can Also Be:

- P **Time consuming:** for the HR staff and the participants
 - P **Costly:** due in large part to the number of hours employees are not performing the job while participating in job analysis activities
 - P **Disruptive to operations:** in that it requires supervisors and employees to fit an extra administrative activity into their schedules
 - P **Misleading:** in the event that information gathering is incomplete or inaccurate
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Typical Problems Encountered in Conducting Job Analysis

- P Limited organizational support
 - P Lack of cooperation from job analysis participants
 - P Difficulty in obtaining a sufficient amount of useful information and knowing when you have enough
 - P Insufficient resources
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Making Job Analysis Most Effective

- P Consider stakeholders and find ways to garner their support
 - P Make effective use of information gathering techniques
 - P Prepare people to participate
 - P Develop efficient systems
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Job Analysis Stakeholders

P Executive management

- < How much is it going to cost?
- < How will it help us better meet our business objectives?

P Supervisors

- < How much time will it require (own & staff)?
- < How much will it impact our ability to get our job done?
- < What is the benefit in participating?

P Employees

- < How much will it disrupt my day?
 - < Does participation pose a personal risk?
 - < What's in it for me?
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Obtaining Executive/Supervisory Support

- P Link job analysis to existing organizational concerns
 - P Demonstrate the multi-functional uses of job analysis
 - P Include communication from high level of management
 - P Demonstrate the need for defensible processes
 - P Use methods that minimize staff time
 - P Obtain a departmental liaison for communication/scheduling
 - P Obtain a liaison for the distribution & collection of materials
 - P Consider public information opportunities
 - P Have a written plan and share it
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Information Gathering Techniques: Literature Review

P Always do this first

P Use internal and external information

P Make use of information technology

Information Gathering Techniques: Questionnaires and Inventories

- P Make the task of providing information as clear and simple as possible
 - P Assess opportunities for forced- choice information gathering as opposed to free response
 - P Consider the balance of subject areas
 - P Consider using automated data collection and analysis techniques
 - P Consider group administration
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Preparing People to Participate

Make sure that participants are made aware of:

- P The purpose of the study and how it will impact them
 - P The importance of their participation
 - P How the information that they provide will be used
 - P Their specific role in the process and other process components
 - P The logistics for their participation
 - P The time requirements for their participation (make it reasonable)
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Obtaining Cooperation From Job Analysis Participants

- P Be prepared: know areas to pursue, areas to be wary of, and current issues
- P Make the process as comfortable and non-threatening as possible
- P Re-emphasize the purpose of the study and the importance of their participation
- P Allow for occasional tangents
- P Share the information
- P Say thanks

Meeting Facilitation Techniques

- P Round-robin meeting start
 - P Work from general to specific; tasks to KSAs
 - P Flexible agenda to accommodate group interaction
 - P Allow for tangents
 - P Summarize and feedback information
 - P Redirect and prompt when necessary
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Useful Job Analysis Prompts

- P Provide an overview of your assignment.
 - P What aspects of your job take up most of your time?
 - P What do you find to be the most difficult aspect of your job?
 - P What is the most critical aspect of your job?
 - P What characterizes those who are highly successful at the job?
 - P What are the common reasons for failure on the job?
 - P What factors are included in your performance evaluations?
 - P What kind of training did you receive?
 - P Tell me more about _____? How does it relate to _____?
 - P How is your work similar to or different than _____?
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Maximizing Limited Resources

- P Stick to your job analysis plan as much as possible
 - P Do not reinvent the wheel - use available resources
 - P Use group oriented information gathering methods
 - P Establish routines and templates
 - P Close out current studies with notes for future studies
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