Practical Issues in Conducting Job Analysis Studies

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Job Analysis Can Be:

**Effective:** enables the selection of the best qualified

**Efficient:** maximizes resources and is multi-functional

**Appropriate:** consistent with professional standards and principles

**Prudent:** maintains compliance with legal requirements for defensible processes

**Service oriented:** capitalizes on HR’s expertise and ability to provide useful information to managers

**Strategically focused:** helps the organization adapt to change by creating a clear picture of existing circumstances and emerging issues
Job Analysis Can Also Be:

- **Time consuming**: for the HR staff and the participants

- **Costly**: due in large part to the number of hours employees are not performing the job while participating in job analysis activities

- **Disruptive to operations**: in that it requires supervisors and employees to fit an extra administrative activity into their schedules

- **Misleading**: in the event that information gathering is incomplete or inaccurate
Typical Problems Encountered in Conducting Job Analysis

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

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

**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?

**Employees**
- How much will it disrupt my day?
- Does participation pose a personal risk?
- What’s in it for me?
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
Information Gathering Techniques: Literature Review

P Always do this first

P Use internal and external information

P Make use of information technology
<table>
<thead>
<tr>
<th>Information Gathering Techniques: Questionnaires and Inventories</th>
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<tr>
<td>PMake the task of providing information as clear and simple as possible</td>
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<tr>
<td>PAssess opportunities for forced-choice information gathering as opposed to free response</td>
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<td>PConsider the balance of subject areas</td>
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<td>PConsider using automated data collection and analysis techniques</td>
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<td>PConsider group administration</td>
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Preparing People to Participate

Make sure that participants are made aware of:

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

- Be prepared: know areas to pursue, areas to be wary of, and current issues

- Make the process as comfortable and non-threatening as possible

- Re-emphasize the purpose of the study and the importance of their participation

- Allow for occasional tangents

- Share the information

- Say thanks
# Meeting Facilitation Techniques

- Round-robin meeting start
- Work from general to specific; tasks to KSAs
- Flexible agenda to accommodate group interaction
- Allow for tangents
- Summarize and feedback information
- Redirect and prompt when necessary
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 _____?
Maximizing Limited Resources

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