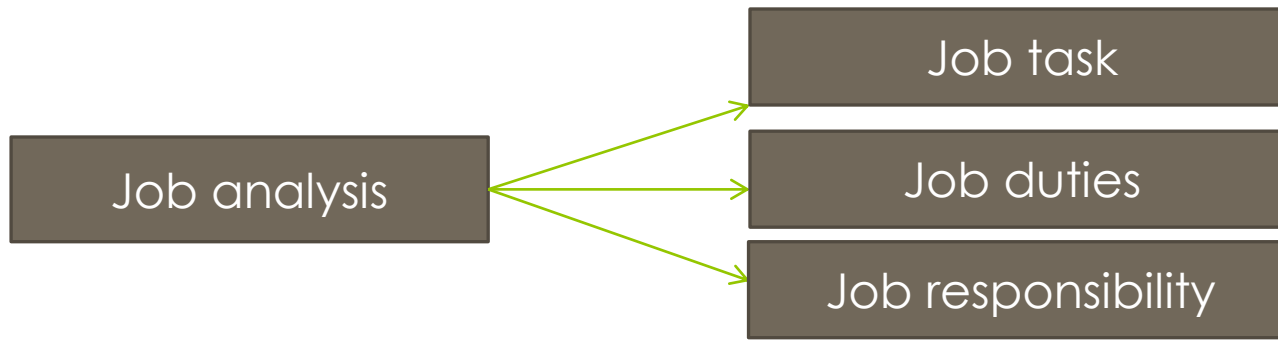


## Job analysis



Job analysis can be described as the process involving formal and detailed examination of the jobs, which involves the identification of required tasks, knowledge and the skills necessary for performing them and the conditions under which they should be performed.

## The three basic parts of Job analysis

- 1. identifying job
- 2. obtaining information about the tasks, duties, responsibilities and working condition of the job.
- 3. Determine the worker characteristics needed for successful performance of the job.
- Job analysis can be written as:

**Job analysis = job description + job specification + job performance standards**

## What aspects of a job are analyzed?

- Duties and tasks: information to be collected about these items : frequency, duration, effort , skill, complexity, equipment standard.
- Environment: work environment include: unpleasant conditions such as offensive odors and temperature extreme and risks for incumbents as noxious fumes, radioactive substance, aggressive people, dangerous explosive.
- Tools and equipment: specific equipment for specific job like: protective clothing, any items needed to perform the task.
- Relationship: supervision given, relationship with internal external people.
- Requirement: these include the knowledge , skills and abilities .

## Job analysis information

- **Job identification:** job title, job code number.
- **Characteristics of the job:** job location, physical setting, supervision levels required, hazard associated
- **Job duties :** a detailed list of the duties along with the probable frequency of occurrence.
- **Equipment's and material used.**
- **How a job is done:** nature of operation associated with a job.
- **Personnel attributes:** experience level, training undertaken, physical strength, mental capabilities, social skills, communication skills.
- **Job relationship:** opportunities for advancement.

## Components of Job analysis

- **Job description:**

- A broad, general, and written statement of a specific job, based on the findings of a job analysis. It generally includes duties, purpose, responsibilities, scope, and working conditions of a job along with the job's title, and the name or designation of the person to whom the employee reports.

- **Job specification:**

- A statement of employee characteristics and qualifications required for satisfactory performance of defined **duties** and tasks comprising a specific **job** or function. **Job specification** is derived from **job** analysis.

## Use of job analysis according to HR and Industrial Psychology

- Human resource planning
- Recruitment
- Selection
- Induction
- Training
- Counselling
- Performance appraisal
- Job design and redesign

## When to do ?

1. When a new job is created
2. radical transformation due to changes in new technologies, methods, producer or system

## Process of job analysis

1. Organizational analysis: ( relationship between job and organizational objectives)
2. Selection of representative position to be analyzed: (sample of job need to analyze keeping cost and time constraint)
3. Collection of job analysis data:(characteristic of a job, required behaviour, personal qualification)
4. Preparation of job description:(functions,duties,responsibilities,operations)
5. Preparation of job specification: (traits, skills, training, experiences needed)

Job Description	Job Specification
A statement containing items such as:	A statement of human qualifications necessary to do the job usually contains such items as:
1) Job title	1 ) Education
2) Location	2) Experience
3) Job summary	3) Training
4) Duties	4) Judgment
5) Machines, tools, and equipment	5) Initiative
6) Materials and tools used	6) Physical effort
7) Supervision given or received.	7) Physical skills
8) Working conditions	8) Responsibilities
9) Hazards	9) Communication skills
	10) Emotional characteristics
	11) Unusual sensory demands such as sight, smell, hearing



# Sources of Job Data

Sources of Job Data	Human Sources
<ul style="list-style-type: none"><li>• Existing job descriptions and specifications</li><li>• Equipment maintenance records</li><li>• Films of employees working</li><li>• Training manuals and other job training materials</li></ul>	<ul style="list-style-type: none"><li>• Job incumbents</li><li>• Supervisors</li><li>• Job experts</li></ul>

# Job analysis questionnaire

The information about a job is usually collected through a structured questionnaire:

## JOB ANALYSIS INFORMATION FORMAT

Your Job Title \_\_\_\_\_

Code \_\_\_\_\_ Date \_\_\_\_\_

Class Title \_\_\_\_\_

Department \_\_\_\_\_

Your Name \_\_\_\_\_

Facility \_\_\_\_\_

Superior's Title \_\_\_\_\_

Prepared by \_\_\_\_\_

Superior's Name \_\_\_\_\_

Hours Worked \_\_\_\_\_ AM \_\_\_\_\_ to AM \_\_\_\_\_

PM

PM

1. What is the general purpose of your job?
2. What was your last job? If it was in another organisation, please name it.
3. To what job would you normally expect to be promoted?

# Methods of Data Collection for Job Analysis

- **Questionnaire:**
- This method is usually used to obtain information about jobs through a mail survey. This method is, therefore, best suited to clerical workers.
- **Checklist:** This method requires the worker to check the task he performs from a long list of possible task statements. They are easily administered to large groups and are easy to tabulate.
- **Interview:** In this method a group of representative job incumbents are selected for extensive interview - usually outside of the actual job situation. This method though very costly and time consuming helps in getting a complete picture of the job.

## Methods of Data Collection for Job Analysis

- **Observation:**
- This method can be followed right on the job. The analyst observes the incumbent as he performs his work and questions him to get the required data. Working conditions and hazards can also be better described when observed personally by the analyst.

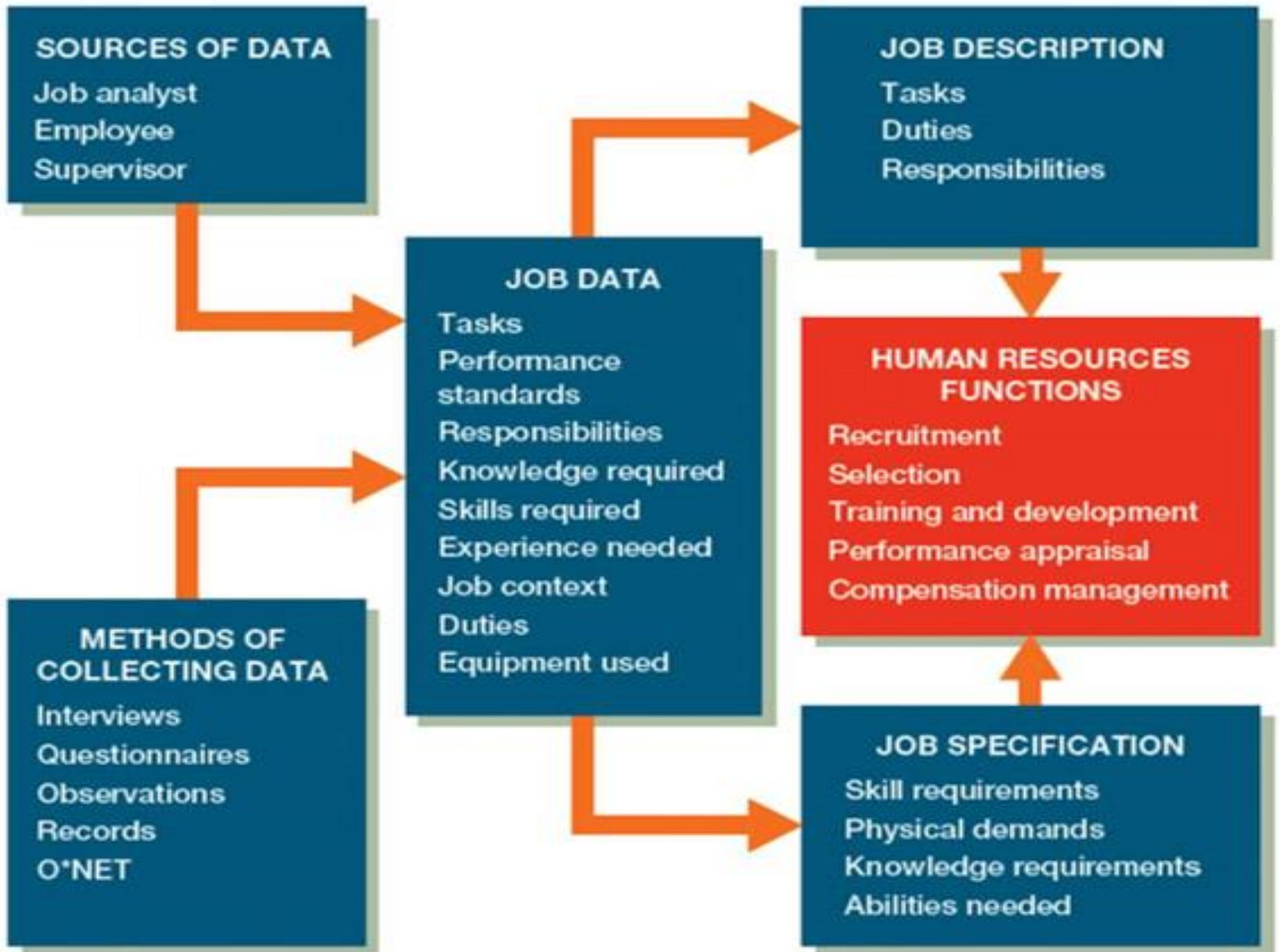


# The Interview as a Method of Collecting Job Analysis Information

Some typical interview questions include:

- What is the job being performed?
- What are the major duties of your position?
- What physical locations do you work in?
- What are the education, experience, skill, and (where applicable) certification and licensing requirements?
- What activities do you participate in?
- What are the job's responsibilities and duties?
- What are the basic accountabilities or performance standards that typify your work?
- What are your responsibilities? What are the environmental and working conditions involved?
- What are the job's physical demands? The emotional and mental demands?
- What are the health and safety conditions?
- Are you exposed to any hazards or unusual working conditions?





# Recruitment

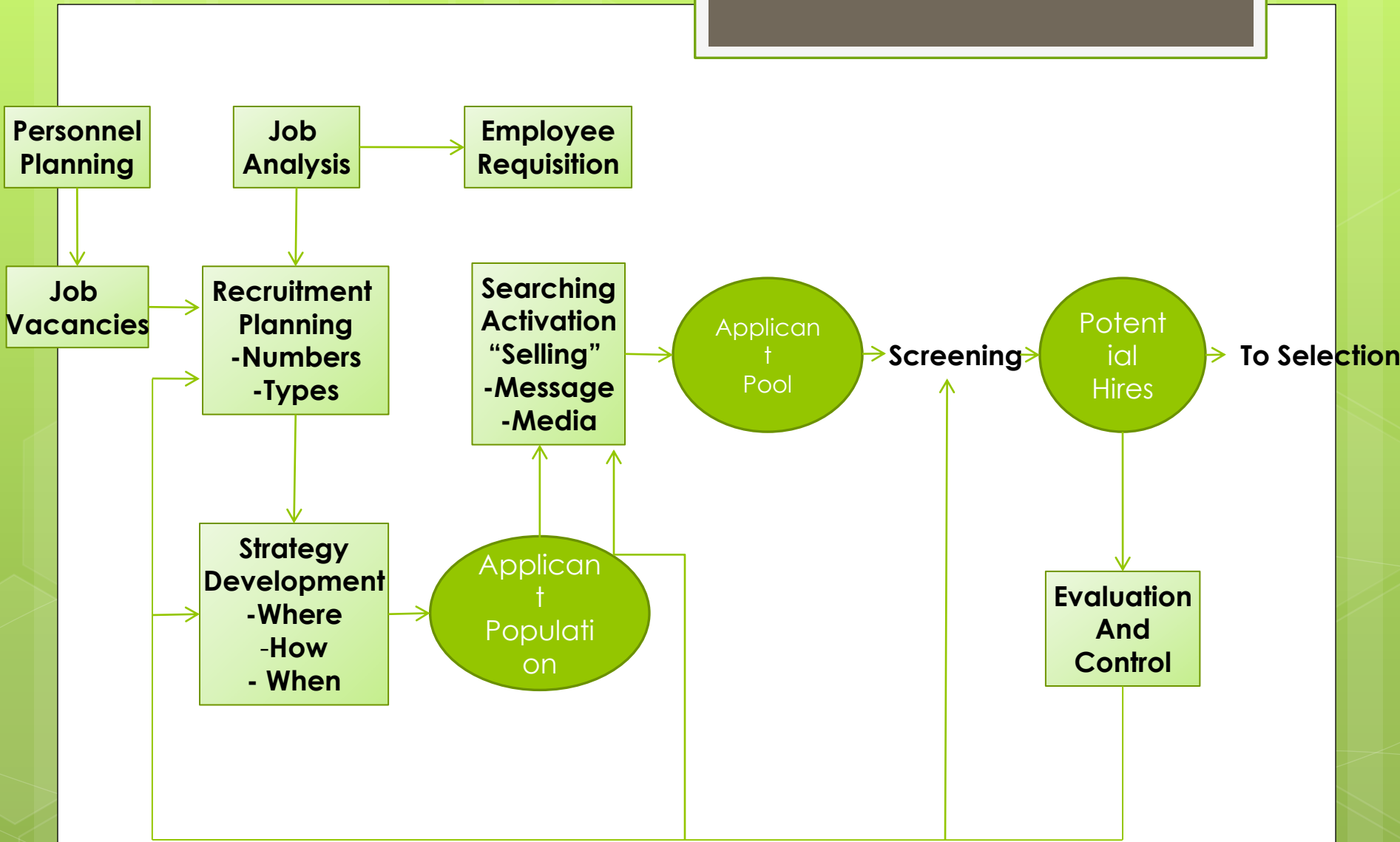
- Recruitment is the discovering of potential applicants for actual or anticipated organizational vacancies.
- simple terms, recruitment applies to the process of attracting potential employees to the organization or company.

# Procedure of Recruitment

- This process includes

1. recruitment planning,
2. identification of recruitment sources,
3. contacting those sources,
4. receiving applications from prospective employees.
5. Selection





# Recruitment planning

## RECRUITING EVALUATION Cont . . .

Using Yield Ratios to Determine Needed Applicants:

Initial Contacts/Final Interview  
(Yield ratio = 3:1)

Final Interview/Offers  
(Yield ratio = 2:1)

Offers/Hires  
(Yield ratio = 2:1)

300 Applicants



100 Final Interviews



50 Offers



25 Hires

# RECRUITMENT IS A TWO WAY STREET



# STRATEGIC RECRUITING DECISIONS

## HR PLANNING DECISIONS

- How Many Employees Needed
- When Needed
- KSAs Needed
- Special Qualifications

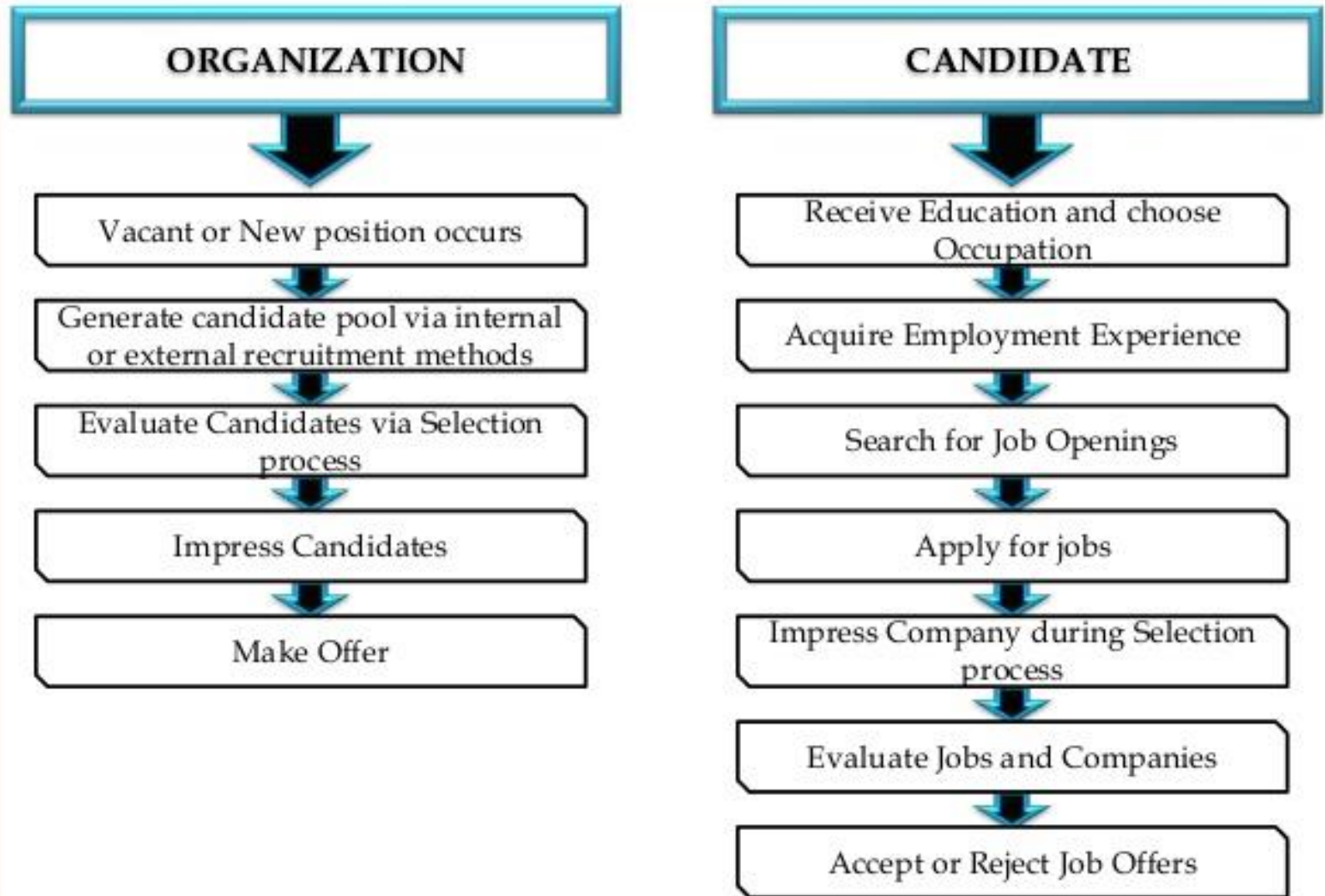
## STRATEGIC RECRUITING DECISIONS

- Where to Recruit: Internal/External
- Who to Recruit: Flexible Staffing Options
- Nature of Job Requirements

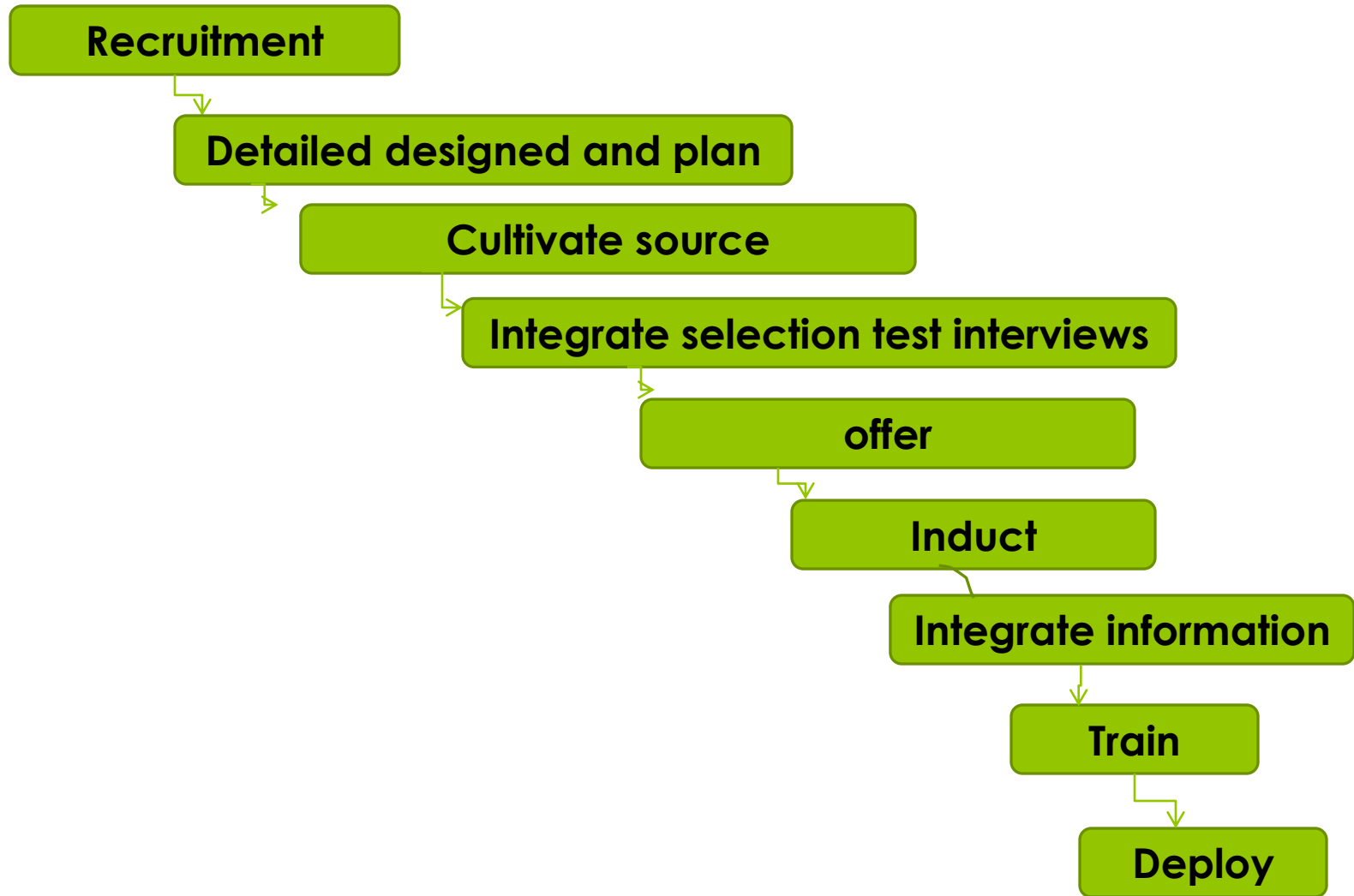
## DECISIONS ON RECRUITING SOURCES/METHODS

- Advertising Choices
- Recruiting Activities

# RECRUITMENT PROCESS



# Recruitment waterfall at TCS



# SOURCES OF RECRUITMENT



**Internal Sources**

Present Employees

Employee Referrals

Former Employees

Previous Applicants

**Recruitment**

Advertisements

Employment Exchanges

Campus Recruitment

Walk-ins and Write-ins

Consultants

Contractors

Competitors

E-Recruiting

**External Sources**

# Sources of Recruitment



# Internal sources

- o **Job Posting:** Job posting is another way of hiring people from within. In this method, the organization publicizes job openings on bulletin boards, electronic media and similar outlets.



Entrepreneurial Attorney at **Gibson & Behman, P.C.** 

**Location:** Boston, MA (Greater Boston Area)  
**URL:** <http://www.gibsonbehman.com>

**Type:** Full-time  
**Experience:** Mid-Senior level  
**Functions:** Legal  
**Industries:** Law Practice  
**Posted:** March 5, 2010 by Robin 3rd

**Apply Now**  
**Request Referral**

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**Job Description**

Growing mid-sized national law firm with strong entrepreneurial spirit looking to partner with an experienced entrepreneurial attorney with existing major portable business. Portable business should involve defense liability, workers' compensation, environmental and employment practices claims and/or significant corporate business. Candidates must be interested in maintaining management responsibilities for all portable business and beyond.

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**Skills**

Candidates must have solid legal experience, including extensive trial and/or business-related experience. Strong academic background, writing skills and professional presentation required

---


**Posted by** 7

 **Robin** 3rd  
Director of Business Management at Gibson & Behman, P.C. (Company HR)  
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# SOURCES OF RECRUITMENT Cont ...

