



विद्या प्रसारक मंडळ
स्थाना नौपाडा टाणे १९३५

Dr. V. N. Bedekar Institute of Management Studies

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(AICTE approved, ISO 9001-2008 Certified Institute)



SESSION 2

Job Analysis, Job Design, Job Evaluation

INTRODUCTION



- Job Analysis

“Job Analysis is the process of studying and collecting information relating to the operations and responsibility of a specific job”.

- Job Design

“Job Design involves systematic attempt to organize tasks ,duties and responsibilities into a unit of work to achieve certain objective”.

Nature of Job Analysis

Organisations consist of positions that have to be staffed. Job Analysis is the procedure through which we determine the task, duties and responsibilities of these positions and the characteristics of the people to hire for the positions. Job analysis produces information used for writing, **job description** (a list of what the job entails) and **job specification** (what kind of people to hire for the job).



The supervisor or HR specialist normally collects one or more of the following types of information via the job analysis:

Work Activities:

First, he or she collects information about the job's actual work activities, such as cleaning, selling, teaching or painting. This list may also include how, why and when the worker performs each activity.

Human Behavior:

The specialist may also collect information about human behaviours like sensing, communicating, deciding and writing. Included here would be information regarding job demands such as lifting weights or walking long distances.

Machines, tools, equipment & work aids:

This category includes information about tools used, materials processed, knowledge dealt with or applied (such as finance or law), & services rendered (such as counselling or repairing).

The supervisor or HR specialist normally collects one or more of the following types of information via the job analysis: *Cont..*

Performance standards:

The employer may also want information about the job's performance standards (in terms of quantity or quality levels for each job duty). Management will use these standards to appraise the employees.

Job context:

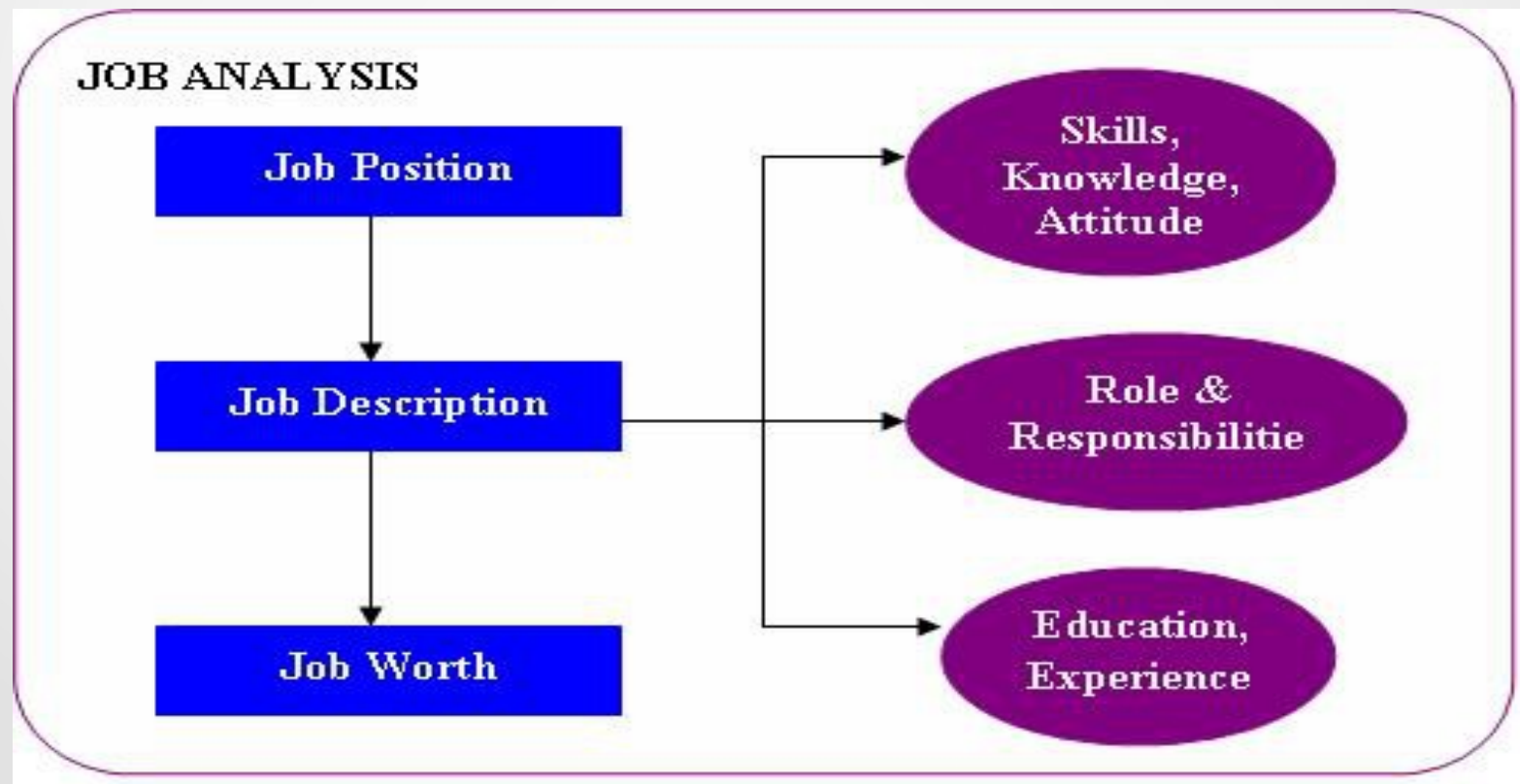
Information included here are about such matters as physical working conditions, work schedule and the organisational and social context - for instance, the number of people with whom the employee would normally interact. Information regarding incentives might also be included here.

Human requirements:

This includes information regarding the job's human requirements, such as job-related knowledge or skills (education, training, work experience) and required personal attributes etc.

Components of Job analysis:

Job analysis is a systematic procedure to analyze the requirements for the job role and job profile. Job analysis can be further categorized into following sub components.



Components of Job Analysis:

1. Job Position:

Job position refers to the designation of the job and employee in the organization. Job position forms an important part of the compensation strategy as it determines the level of the job in the organization. For example management level employees receive greater pay scale than non-managerial employees. The non-monetary benefits offered to two different levels in the organization also vary.

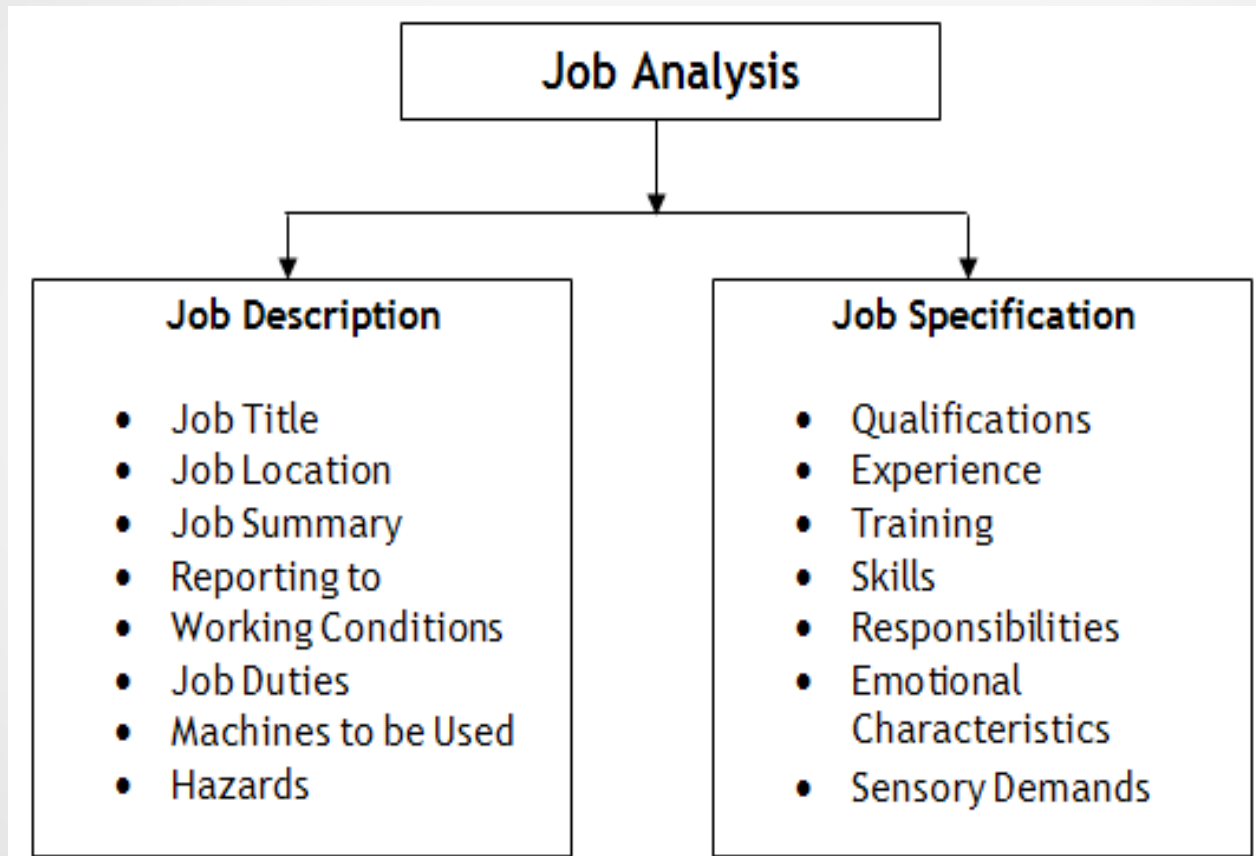
2. Job Description:

Job description refers the requirements an organization looks for a particular job position. It states the key skill requirements, the level of experience needed, level of education required, etc. It also describes the roles and responsibilities attached with the job position. The roles and responsibilities are key determinant factor in estimating the level of experience, education, skill, etc required for the job. It also helps in benchmarking the performance standards.

3. Job Worth:

Job Worth refers to estimating the job worthiness i.e. how much the job contributes to the organization. It is also known as job evaluation. Job description is used to analyze the job worthiness. Roles and responsibilities helps in determining the outcome from the job profile. Once it is determined that how much the job is worth, it becomes easy to define the compensation strategy for the position.

Job Analysis



Job Description

Job description includes basic job-related data that is useful to advertise a specific job and attract a pool of talent. It includes information such as job title, job location, reporting to and of employees, job summary, nature and objectives of a job, tasks and duties to be performed, working conditions, machines, tools and equipments to be used by a prospective worker and hazards involved in it.

Purpose of Job Description

- The main purpose of job description is to collect job-related data in order to advertise for a particular job. It helps in attracting, targeting, recruiting and selecting the right candidate for the right job.
- It is done to determine what needs to be delivered in a particular job. It clarifies what employees are supposed to do if selected for that particular job opening.
- It gives recruiting staff a clear view what kind of candidate is required by a particular department or division to perform a specific task or job.
- It also clarifies who will report to whom.

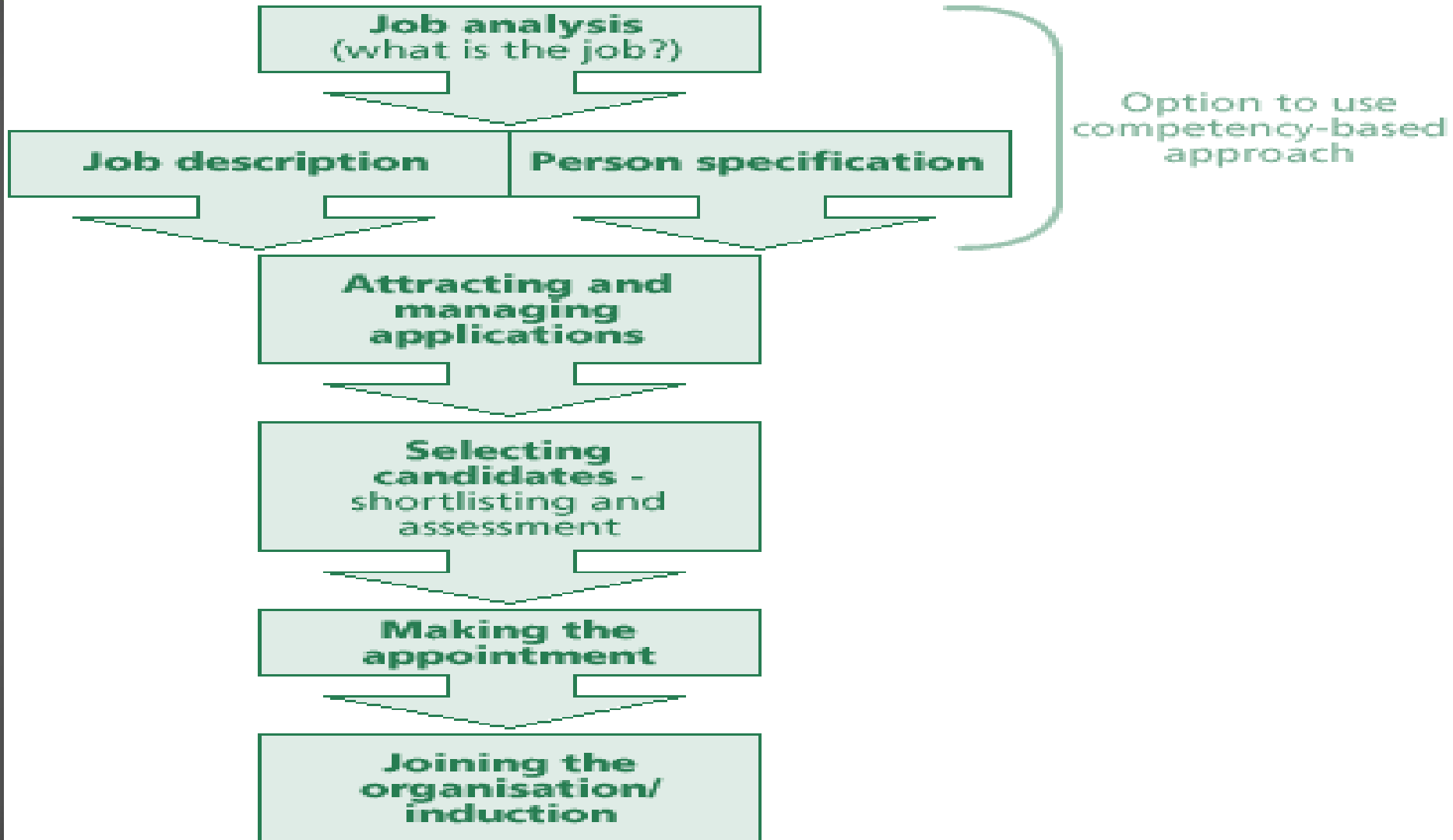
Job Specification

Also known as employee specifications, a job specification is a written statement of educational qualifications, specific qualities, level of experience, physical, emotional, technical and communication skills required to perform a job, responsibilities involved in a job and other unusual sensory demands. It also includes general health, mental health, intelligence, aptitude, memory, judgment, leadership skills, emotional ability, adaptability, flexibility, values and ethics, manners and creativity, etc.

Purpose of Job Specification

- Described on the basis of job description, job specification helps candidates analyze whether are eligible to apply for a particular job vacancy or not.
- It helps recruiting team of an organization understand what level of qualifications, qualities and set of characteristics should be present in a candidate to make him or her eligible for the job opening.
- Job Specification gives detailed information about any job including job responsibilities, desired technical and physical skills, conversational ability and much more.
- It helps in selecting the most appropriate candidate for a particular job.

Job Analysis Process



Important Applications of Job Analysis

- The Job Analysis provides the foundation for almost everything HR is involved in.
 - ' Job Descriptions
 - ' Employee Selection
 - ' Training
 - ' Performance Appraisals
 - ' Job Classification
 - ' Job Evaluation
 - ' Job Design and Redesign

* Methods of collecting data for Job Analysis



* Importance Job Analysis

Facilitates proper publicity of job

Selection of psychological test

Facilitates purposeful interviews

Facilitates appropriate medical examination

Facilitates scientific selection placement and orientation

Facilitates scientific promotions and transfers



* Job Design

- The process of defining how work will be performed and what tasks will be required in a given job.

- Factors affecting job designing
 - Organizational factors
 - Environmental factors
 - Behavioral factors

Job Design



Individual Design Options

Group Design Options

WORK SIMPLIFICATION

JOB ROTATION

Rotating from job to job within an organization.

JOB ENLARGEMENT

Adding more tasks to the job: Horizontal Loading

JOB ENRICHMENT

Making jobs more meaningful and Challenging: Vertical Loading

WORK TEAMS

Large task that is completed by a group of specific task Assignments.

AUTONOMOUS WORK GROUPS

Work teams are given a goal to achieve and the control over its accomplishment.

Job Design
Techniques

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graph TD; A[Job Design Techniques] --- B[WORK SIMPLIFICATION]; A --- C[JOB ROTATION]; A --- D[JOB ENLARGEMENT]; A --- E[JOB ENRICHMENT]; A --- F[WORK TEAMS]; A --- G[AUTONOMOUS WORK GROUPS];
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* Definition of Job Evaluation

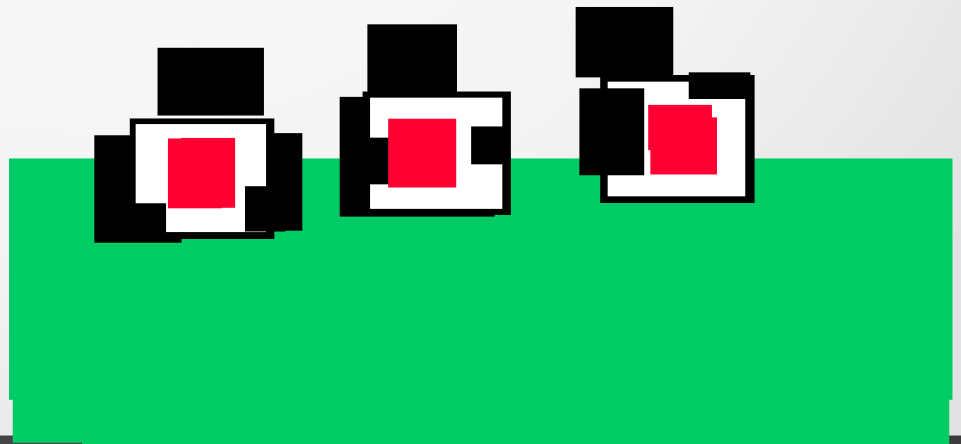
- The process of determining how much a job should be paid, balancing two goals
 - Internal Equity
 - External Competitiveness



* Job Evaluation Committees

Performs 3 main functions:

- * Identifies 10-15 key benchmarks
- * Selects some compensable factors
- * Evaluate the worth of each job via one of the methods.



* Methods of Job Evaluation

Non-quantitative

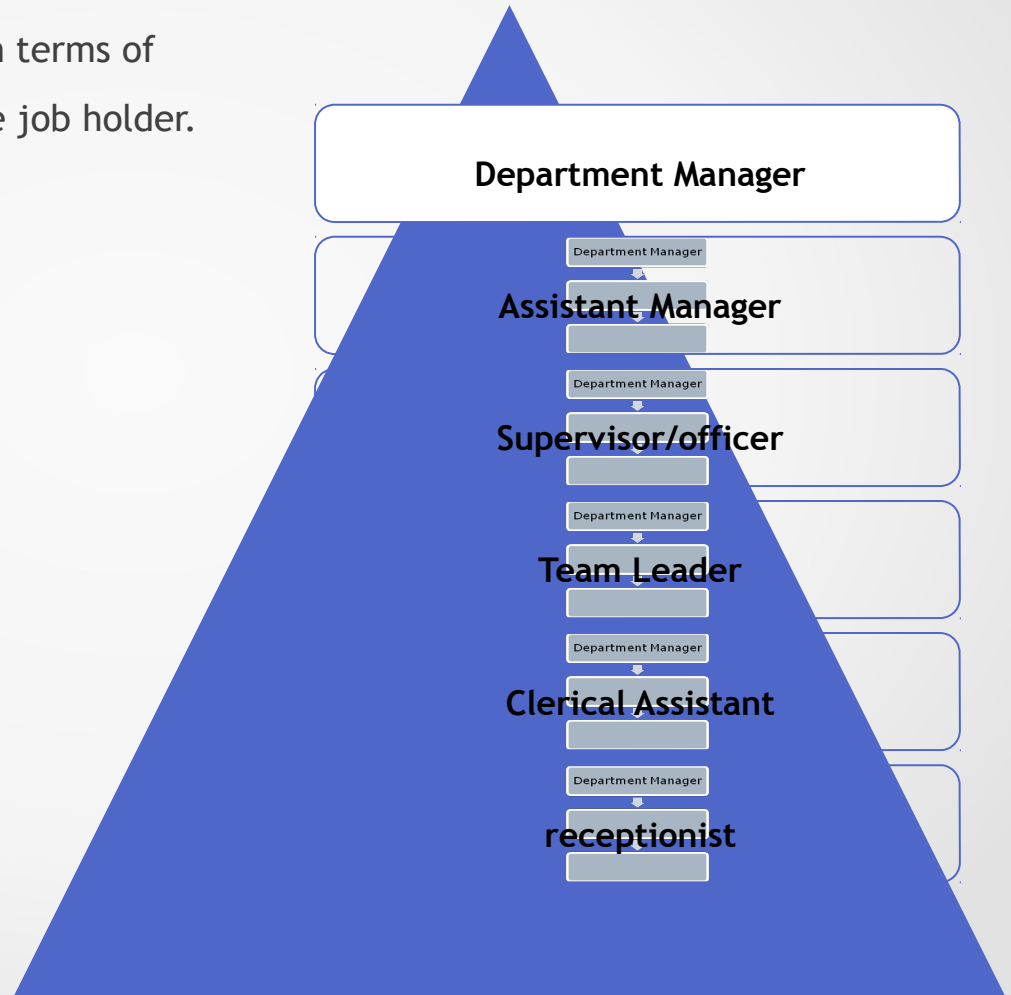
- | Ranking or job comparison
- | Grading or job classification

Quantitative

- | Point rating
- | Factor comparison

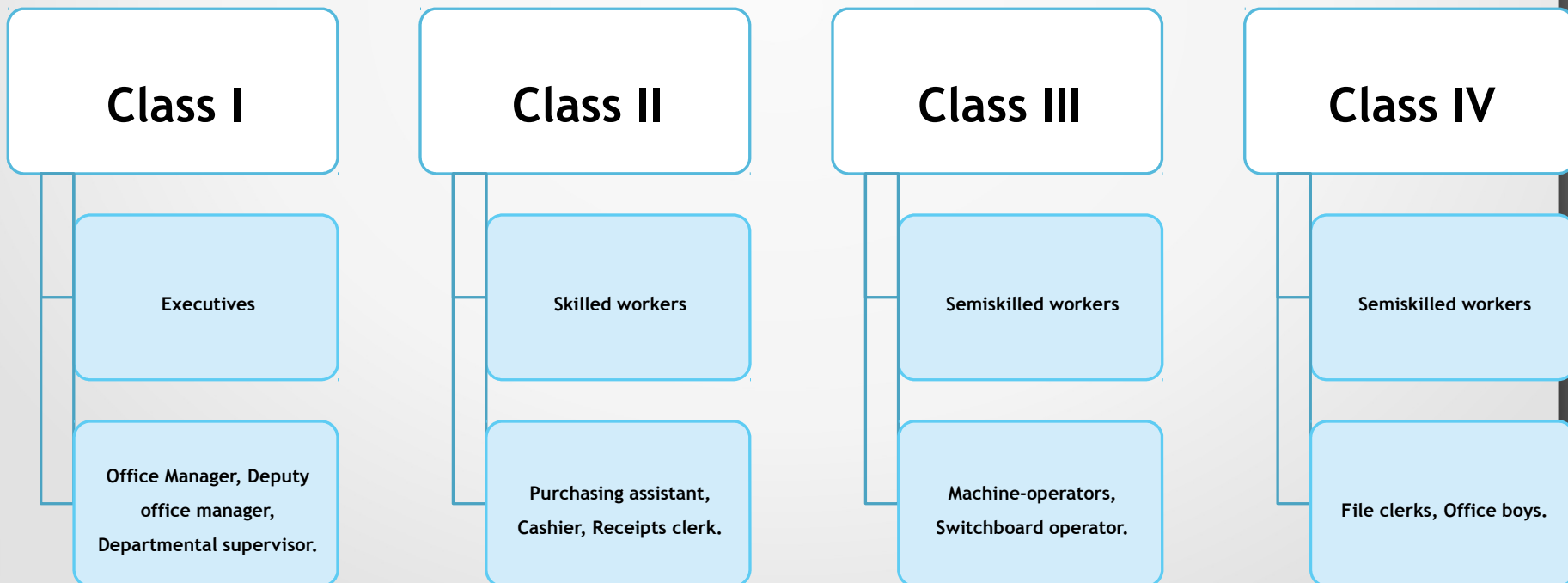
* Job Ranking

- The importance of order of job is judged in terms of duties, responsibilities and demands on the job holder.
- For example,



* Job Classification Method

- System of job evaluation by which jobs are classified and grouped according to a series of predetermined wage grades.
- For example,



* Job Evaluation



* Advantages of Job evaluation

- Reduction in inequalities in salary
- Specialization
- Helps in selection of employees
- Standardization
- Improvement, Selection and promotion procedures



Job Specification: A case let

Mr. Kishore is the branch manager of Indian Bank at one of its village branches. His staff included two clerks and an attender. Very often Mr. Kishore was left alone in the bank after 5 p.m. to tally accounts, day books and complete all other Formalities.

On the 30th December Mr. Kishore was working till past 2 am tallying the accounts Since hardly one day is left for closing the accounts for the year. On this fateful night, The Branch Manager was attacked by a band of robbers, who looted Rs. 5 lakhs after Brutally wounding Mr. Kishore's right hand, which had to be amputated later. After his recovery the branch manager applied for compensation. The Bank Management was of the opinion that Mr. Kishore violated the job specification by working beyond Stipulated hours of work. He in their views was not entitled to any compensation as the accident occurred during non-employment hours. They also called for an Explanation as to why the amount lost cannot be recovered from his salary and provident fund.

Question:

- 1. How do you justify bank's stand in this case?**
- 2. What modifications do you suggest in job specification to overcome such Incidents in future?**

Writing a Job Description:

The following is the job specification information of the job of General Manager Marketing. You are required to prepare a job description using the models given in the text.

Garware Paints Ltd., is one of India's leading paint companies with an annual sales Turnover exceeding Rs. 40 crores. It manufactures wide range of surface coatings Which are marketed through a network of 25 sales depots spread across the Country.

This professionally managed company wishes to recruit a dynamic General Manager Marketing, as a member of its top management team, reporting to executive director. The incumbent shall be an outstanding professional, with management cum Marketing background, have relevant experience at senior level, with a proven track record. He is expected to have high degree of commercial, conceptual and communication skill.

Preferred age: 35-40 years.

Emoluments inclusive of usual perquisites associated with such position would be Around Rs 13,00,000 per annum plus generous retirement benefits.

- 1. Title**
- 2. Grade.**
- 3. Purpose/Aim**
- 4. Responsible to (person)**
- 5. Responsible for (person)**
- 6. Duties**
- 7. Equipments**
- 8. Any Special Condition.**

* CONCLUSION

Employee Satisfaction is Organization's Success

