

*Strategic Staffing*  
Chapter 4 – Strategic Job  
Analysis and Competency  
Modeling

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# Learning Objectives

- After studying this chapter, you should be able to:
  - Explain why job analysis can be strategic.
  - Describe different types of job analyses and what they are used for.
  - Define “job description” and “person specification” and describe how they are used.
  - Describe the advantages and disadvantages of different job analysis methods.
  - Describe how to plan a job analysis.
  - Describe how to conduct a job analysis.

# Job Analysis

- *Definition:* a systematic process of identifying and describing the important aspects of a job and the characteristics workers need to perform the job well
- Job analyses are used for multiple purposes, including:
  - Determining job entry requirements
  - Developing a company's strategic recruiting plan
  - Selecting individuals for employment
  - Developing employee training plans
  - Designing compensation systems
  - Developing performance evaluation measures
- Job analyses also help group jobs into *job families* or groupings of jobs that either call for similar worker characteristics or contain parallel work tasks

# Job Analysis for Staffing

- A job analysis that produces a valid selection system identifies worker characteristics that:
  - Distinguish superior from average and unacceptable workers;
  - Are not easily learned on the job; and
  - Exist to at least a moderate extent in the applicant pool.
- *Future-oriented job analysis*: job analysis technique for analyzing new jobs or analyzing how jobs will look in the future

# Job-Worker Match

Table 4-2

## JOB WORKER

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Current and future tasks and responsibilities *match* Characteristics, knowledge, skills, abilities, and competencies

Intrinsic and extrinsic rewards *match* Needs, motivations, and values

# Legal Requirements

- To meet legal requirements, a job analysis must:
  - Be valid and identify the worker knowledge, skills, abilities, and other characteristics necessary to perform the job and that differentiate superior from barely acceptable workers
  - Be in writing and relevant to the particular job in question
  - Be derived from multiple sources

# Practical Reasons to do a Job Analysis

Table 4-3

- It links the staffing process to the firm's business strategy and to what the firm needs in terms of the position in the future.
- It helps HR personnel write an accurate description of the job's requirements and duties for the purposes of advertising and recruiting for an open position.
- It enables HR personnel to write an accurate description of the type of person the organization wants to recruit.
- It aids in the identification of the best selection methods that should be used to fill a position.
- It clarifies how to present the job's rewards to candidates in the most appealing way to match their needs and interests.
- It helps to identify what to change in the current staffing system for a job.
- It provides a foundation to determine the best way to combine a job candidate's scores on multiple assessment methods to compute a total score for comparison with the scores of the other candidates.
- It assists potential recruits when they are making up their own minds about whether to apply based on their perceived fit with and interest in the requirements and responsibilities of the position.

# Job Description

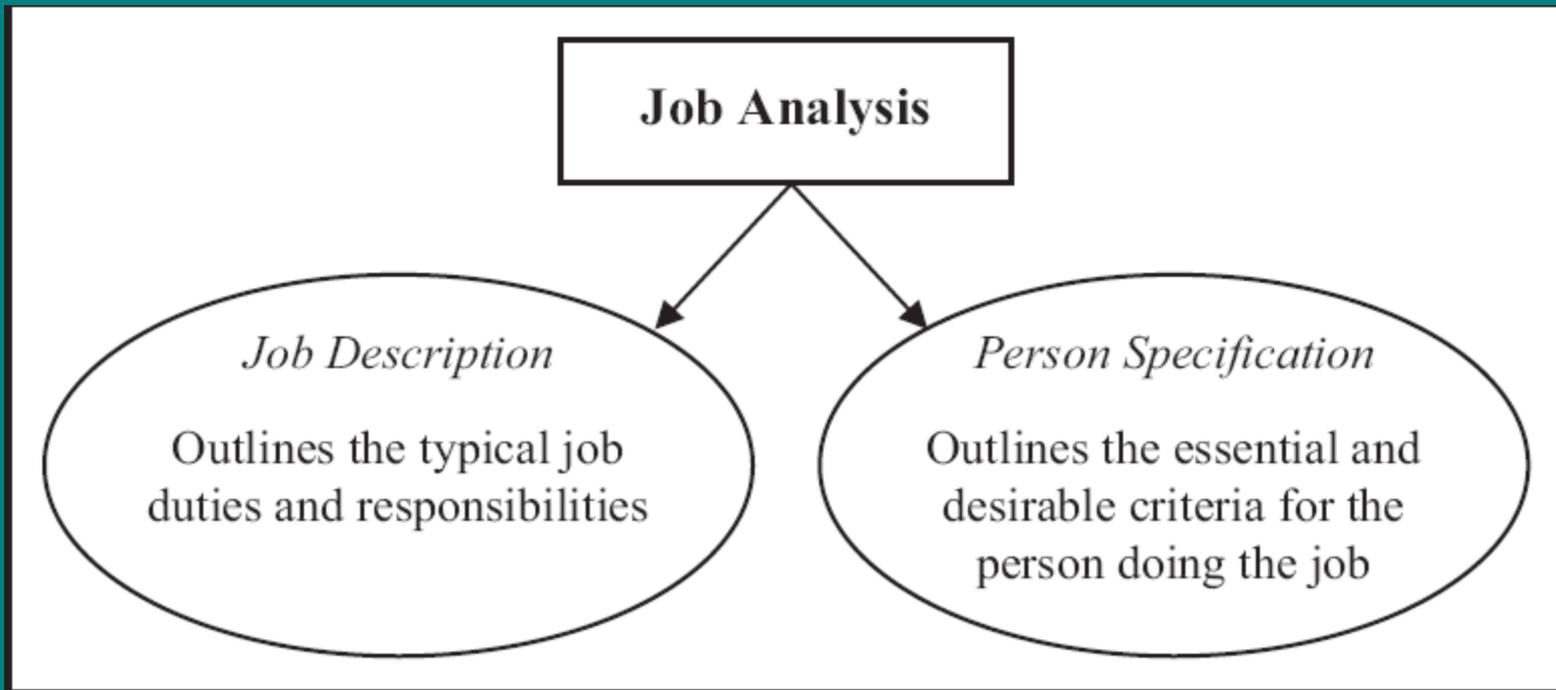
- A written description of the duties and responsibilities of the job itself based on a job analysis. Job descriptions usually include:
  - The size and type of organization
  - The department and job title
  - The salary range
  - Position grade or level
  - To whom the employee reports and for whom the employee is responsible
  - Brief summary of the main duties and responsibilities of the job
  - Brief summary of the occasional duties and responsibilities of the job
  - Any special equipment used on the job
  - Any special working conditions (e.g. shift or weekend work, foreign travel, etc.)
  - Purpose and frequency of contact with others
  - The statement, “Other duties as assigned” to accommodate job changes and special projects

# Person Specification

- *Person specification*: summarizes the characteristics of someone able to perform the job well
- *Essential criteria*: job candidate characteristics that are critical to adequate new hire performance and for which candidates should be screened
- *Desirable criteria*: job candidate criteria that may enhance the new hire's job performance, but that are not essential to adequate job performance

# Outcomes of Job Analysis

Figure 4-1



# Job Analysis Methods

- Must be:
  - *Reliable*, or replicable
    - A reliable job analysis procedure will produce the same results when it 1) is applied to the same job by a different job specialist; 2) when a different group of job experts is used; and 3) when it is done at a different time.
  - *Valid*, or accurately measure what it was intended to measure
    - A valid job analysis accurately captures the target job.

# Job Analysis Techniques

- *Critical incidents technique*: identifies behaviors that lead to extremely effective or extremely ineffective job performance
- *Job elements method*: uses expert brainstorming sessions to identify the characteristics of successful workers
- *Structured interview technique*: subject matter experts provide information about the job verbally in a structured interview
- *Task inventory approach*: job experts generate a list of 50-200 tasks that are grouped in categories reflecting major work functions that are then evaluated on dimensions relevant for selection
- *Structured Questionnaires*: a standardized, structured questionnaire that can be used for just about any job (e.g., the Position Analysis Questionnaire or PAQ)

# Planning Job Analyses

- Job analyses should be performed in such a way as to meet the professional and legal guidelines that have been established in the Uniform Guidelines on Employee Selection Procedures, which are available online at: [http://www.dol.gov/dol/allcfr/ESA/Title\\_41/Part\\_60-3/toc.htm](http://www.dol.gov/dol/allcfr/ESA/Title_41/Part_60-3/toc.htm)
  - Uniform Guidelines on Employee Selection Procedures., Federal Register, Vol. 43, No. 166, August 25, 1978.

# Planning Job Analyses

- Determine time and resources necessary and available
- Collect background information about the company, its culture and business strategy, the job, and the job's contribution to strategy execution and competitive advantage
  - O\*NET - Occupational Information Network (<http://online.onetcenter.org/>)
- Identify job experts
- Identify appropriate job analysis technique(s) to use

# Job Analysis Steps

Table 4-5

1. Get the support of top managers and ensure that all managers support the job analysis effort
2. Thoroughly communicate the purpose of the job analysis to all participants and ensure they are diligent about completing the tasks objectively
3. Collect background information and analyze how the job contributes to the execution of the firm's business strategy
4. Generate the task statements
5. Generate the KSAOs
6. Form the job duty and task groupings
7. Link the KSAOs back to the job duties
8. Collect critical incidents
9. Weight the job duties
10. Construct a job requirements matrix
11. Write the job description and person specification

# Task Statements

**Table 4-6**

| WHAT? (ACTION VERB) | TO WHOM/WHAT?                                | HOW?                                     | WHY?   |
|---------------------|--|--|--|
| Writes              | Advertising copy                             | Using Microsoft Word                     | For placement in newspaper and magazine advertisements |
| Mows                | Lawn area                                    | Using rider and push mowers              | To maintain appearance of company grounds              |
| Supervises          | Assistant store managers                     | In person and using surveillance cameras | To ensure compliance with company policies             |
| Compares            | Unit expenses with budget                    | Using basic math computations            | To ensure budgetary compliance                         |
| Drives              | Fuel truck containing gasoline to work sites | Following all safety procedures          | To refuel construction vehicles                        |

# Job Requirements Matrix

Table 4-11

| CHARACTERISTICS OF THE JOB |  |                                 |                     | CHARACTERISTICS OF THE WORKER                         |   |
|----------------------------|--|---------------------------------|---------------------|---|---|
| JOB DUTY                   | TASKS  | RELATIVE IMPORTANCE OF JOB DUTY | RELATIVE TIME SPENT | COMPETENCY OR KSAO                                    | IMPORTANCE OF KSAO OR COMPETENCY TO TASK PERFORMANCE (1 = LOW, 10 = HIGH) (E = ESSENTIAL) |
| Project Management         | 1. Develop and implement plans, schedules, and responsibility charts to ensure adherence to the project's timeline | 35%                             | 20%                 | 1. Ability to develop plans and schedules             | 8.2   |
|                            | 2. Report the project's progress and results to superiors  |                                 |                     | 2. Time management skills                             | 9.1 E   |
| Supervision                | 1. Schedule and track team members' work assignments to ensure appropriate progress                                | 35%                             | 30%                 | 3. Knowledge of project management reporting software | 7.6   |
|                            | 2. Acquire the resources the team needs to function  |                                 |                     | 1. Ability to work with diverse people                | 5.9   |
| Customer Service           | 1. Research and understand customers' needs and take actions to ensure their needs are met                         | 30%                             | 50%                 | 2. Ability to delegate                                | 7.6   |
|                            |  |                                 |                     | 3. Negotiation skills                                 | 8.3   |
|                            |  |                                 |                     | 4. Prioritization skills                              | 8.9 E   |
|                            |  |                                 |                     | 5. Leadership ability                                 | 7.4   |
|                            |  |                                 |                     | 1. Communication skills                               | 8.1   |
|                            |  |                                 |                     | 2. Listening skills                                   | 8.8 E   |
|                            |  |                                 |                     | 3. Empathy  | 7.9   |

# Competency Modeling

- *Definition:* a job analysis method that identifies the necessary worker competencies for high performance
- *Competencies:* rather than focusing on job tasks, they are the broader worker characteristics that underlie successful performance or behavior on the job
- Because competencies are linked to the organization's business goals, strategy, and values, a person specification resulting from a job description can enhance hiring quality and strategy execution
- A competency-based job description:
  - Enhances a manager's flexibility in assigning work
  - Lengthens the life of a job description
  - Can allow firms to group jobs requiring similar competencies under a single job description

# Competencies Related to Specific Job Environments

**Table 4-12**

| COMPETENCY REQUIRED   | JOB EXAMPLES  |
|---|---|
| <i>Adaptability:</i> The ability to effectively manage change, delays, or unexpected events   | Complex, dynamic jobs (the job of the CEO and research & development jobs)  |
| <i>Communication:</i> Includes choosing the appropriate communication medium, presenting verbal and written information clearly and concisely, listening, and giving and receiving feedback | Jobs involving interpersonal interaction (most jobs)  |
| <i>Leadership:</i> Building motivation and a sense of shared purpose in others  | Jobs requiring the supervision or influencing of others (managerial jobs and jobs in team settings)                     |
| <i>Emotional Intelligence:</i> The ability to control one's emotions, read the emotions of others, and relate to others   | Jobs requiring interpersonal interaction, negotiation, and influence (sales, customer service, and managerial jobs)     |
| <i>Problem Solving:</i> Acquiring, analyzing, and integrating information from relevant sources to make timely and appropriate decisions  | Jobs requiring analyzing and troubleshooting (customer service, maintenance, and product design jobs)                   |
| <i>Creativity:</i> The ability to come up with novel ideas and insights   | Jobs requiring original and unique ideas and insights (marketing executive, interior designer, and graphic artist jobs) |

# Job Rewards Analysis

- *Job rewards analysis*: identifies the intrinsic and extrinsic rewards of a job
  - Analyzes the *intrinsic rewards* that are non-monetary and derived from the work itself and the firm's culture
    - Including the satisfaction of meeting personal goals, continuous learning, and doing meaningful work.
  - Analyzes the *extrinsic rewards* that have monetary value of a job.
    - Include base pay, bonuses, and benefits.
- The combination of intrinsic and extrinsic rewards are a job's *total rewards*

# Job Rewards Analysis

- *Employee value proposition (EVP)*: the intrinsic and extrinsic rewards an employee receives by working for a particular employer in return for his or her job performance
- Communicating your EVP:
  - First determine exactly what attracts job candidates, and why employees enjoy their work.
  - Then craft a message to clearly state what makes your company the obvious choice over the competition.

# 3 Criteria for Employee Value Propositions

1. *Magnitude* refers to a reward package that is neither too small nor too large in economic terms.
  - Spending too much on rewards can negatively impact the firm's financial stability, and hurt investor relations.
2. *Mix* refers to the composition of the reward package matching the needs and preferences of applicants or employees.
  - Offering stock options that vest in five years to a young, mobile workforce, or free daycare to an older workforce is not consistent with workers' needs and preferences.
3. *Distinctiveness* refers to the uniqueness of the total reward package.
  - Rewards with no special appeal and that do not set the organization apart as distinctive do not present a compelling value proposition.

# Job Reward Dimensions

- *Amount* refers to how much of it is received.
  - i.e., how much pay, what level of task variety
- *Differential* is how consistent the reward is across different employees.
  - e.g., all employees receive the same number of vacation days, but merit bonuses range from 2% to 15% of base pay
- *Stability* is how reliable the reward is.
  - Is the reward the same all of the time, or does it change (e.g., does it vary based on organizational performance or business requirements?)

# Job Rewards Matrix

Table 4-13

| REWARD  | AMOUNT   | DIFFERENTIAL  | STABILITY   | TO WHOM THE REWARD MIGHT APPEAL  |
|---|--|---|---|--|
| 1. Competitive base salary                    | \$32,000/year average  | \$30,000–36,000/year                                  | Changes based on market conditions and firm performance           | Most workers   |
| 2. Benefits                                   | Comprehensive health and dental insurance, 401(k), 10 personal days/year | None—all workers receive the same benefits package    | Stable  | Most workers   |
| 3. Performance-based pay                      | 4% average   | Ranges from 0%–15%                                    | Can change based on firm's performance                            | Workers who value making and being rewarded for individual contributions |
| 4. Promotion opportunities                    | Average person is promoted within 3 years                                | Can be as early as 18 months; some never get promoted | Varies depending on the manager's performance and company's needs | Workers who desire career advancement                                    |
| 5. Having individual responsibility for tasks | Above average  | Based on skills and job performance                   | Fairly stable   | Workers who value making individual contributions                        |
| 6. Doing different tasks every day            | Above average  | Fairly consistent across employees                    | Fairly stable   | Workers seeking skill development  |

# Discussion Questions

- Why do you think some organizations choose to not perform job analyses given their benefits? What could be done to increase their willingness to analyze jobs?
- How can job analysis make staffing more strategic?
- How do you personally evaluate different job opportunities and decide which to pursue?

# Discussion Questions

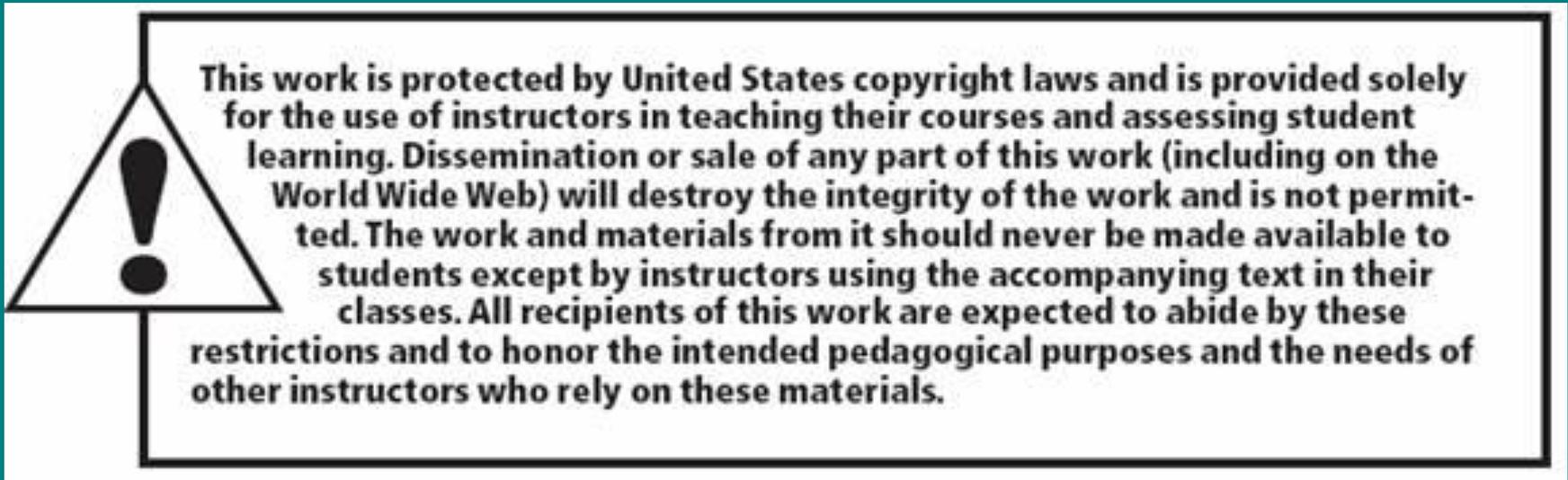
- If supervisors and job incumbents disagreed about the relative importance and weights of various job duties, how would you reconcile their conflicting opinions? For example, if a supervisor emphasized the technical aspects of a customer service representative's job and the representatives emphasized the interpersonal aspects of listening to customers and understanding their problems, what would you do?
- Some jobs change so rapidly that companies do not feel doing a job analysis is worthwhile because by the time one is done, it's already outdated. What advice would you give such a company to help them take advantage of the benefits a job analysis has to offer without wasting unnecessary time and resources doing a traditional job analysis?

# Develop Your Skills Exercise

- Working in a group of 3-4 people, do a job rewards analysis on the job one of your group members holds (or has held). Use the questionnaire in this chapter's Develop Your Skills feature as part of your analysis.
- Summarize your analysis in a job rewards matrix.
- Then apply the results and describe the type of potential job applicant to which each reward might appeal.

# Opening Vignette Exercise

- The opening vignette describes Red Lobster's job analysis project and effort to make its job descriptions better appeal to its targeted recruits. Your assignment is to first review the Red Lobster job description in Figure 4-2 and then describe who would find the job description appealing and why.
  - Does your description match Red Lobster's goals as described in the opening vignette?
  - Next, critique the Red Lobster job description in Figure 4-2 and suggest ways that it can be further improved so the firm can meet its goals even better.



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