

“ If you can hire people whose passion intersects with the job, they won't require any supervision at all. They will manage themselves better than anyone could ever manage them. Their fire comes from within, not from without. Their motivation is internal, not external ”

Stephen Covey

Human Resource Management functions include a variety of activities and key among them is identifying and assessing the human resources to staff the organization. The first step in this process is conducting a proper job analysis of all roles within an organization.

Companies seek employees with traits that fall into one of four categories: Knowledge, Skills, Abilities, and Other Characteristics. Collectively, these components are known as KSAs. The keys to success do not fall within an individual's computer experience or ability to work in a high-stress environment, but rather the capability to learn on the job and have the capacity to manage a stressful situation. In this unit, you will learn how to identify the demands of a job and translate them into an accurate job description and job specifications. With this knowledge, you will be ready to start the recruitment and selection process.

Before starting this process, the HRM Department needs to be knowledgeable of the labor laws. This expertise ensures that every stage of the hiring process is free from discrimination. To avoid legal problems hiring process needs to be free of bias.



Job Analysis Process

The Job Analysis Process is the first step. It involves the complete study of the job, embodying every known and determinable factor. This process paves the way for the job description and job specifications, the recruitment and selection, job evaluation, compensation and benefits packages, performance appraisal, training and development and determining the salary of the position.

The tasks involved in a Job Analysis include collecting and recording job-related data such as knowledge and skills needed for the position, duties and responsibilities, education qualifications and experience required and physical and emotional characteristics needed to do the job in the desired manner.

There are three (3) primary methods of collecting job data:

- 1. Questionnaires:** This is probably the most basic of the methods. It requires the person currently doing the job to fill out a detailed list of tasks and responsibilities, as well as the percentage of time that the tasks require, the interaction required with other departments, personnel, and management, etc.
- 2. Observations:** Direct observations is needed when a job consists of observable physical activities such as accounting clerks or an assembly line job. This type of data collection is not helpful when the job requires mental activity such as design engineers or lawyers.
- 3. Diaries or Daily Logs:** This method involves the workers to keep a journal or a daily log for on what they do throughout the day. If done properly this can provide a very comprehensive detail of the job. However, as with all the methods supplemental activities such as interviews with the employee, supervisor and staff doing the same type of work are also advisable to get a complete picture.

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The result of the above methods is to understand the duties and tasks of the job along with the work environment, tools, and equipment, relationships with internal and external people along with supervision given and received and the knowledge, skills, and abilities (KSA's) required to perform the job.



Job Descriptions And Specifications

Once completed the Job Analysis is used to write the standardized job description and job specifications.

The job description shows how the job fits into the company. It should point out in broad terms the job's goals, responsibilities, and duties. Whether you are familiar with the job or not you should be able to understand from the job description what the worker does, how it is done and why it is done.

To start write down the job title and the reporting supervisor. Then develop a job statement/summary describing the position's major and minor duties. Lastly, define how the job relates to other

positions in the company. Who are the subordinates and who are of equal responsibility and authority? Always make sure the job is truthfully detailed and realistic – both the positive and negative parts of the job (Realistic Job Preview) so the prospective employee is aware of all the job's requirements.

The typical job description consists of:

- Job Title
- Job Location
- Job Summary
- Reports to (and as needed supervise)
- Working Conditions
- Job Duties
- Machines or equipment used
- Job dangers or hazards

The Job specification covers the personal requirements expected of the employee. Like job descriptions it includes the job title and who the person reports to and a summary of the position. The specification also includes any educational requirements, desired experience, and specialized skills or knowledge along with salary range and benefits. As needed the specifications need to include any physical activity or other special requirements of the position.

Specifically, Job Specifications should include:

- Educational requirements
- Experience requirements
- Skills, knowledge, and characteristics
- Responsibilities
- Salary and Benefits
- Physical or other special requirements

Recruitment

Once you have developed a clear description of the job's responsibilities with your job description and job specifications you are now ready to start the hiring process. This process must be conducted in a clear, fair, transparent and unbiased manner. In writing the recruitment ad, you need to include complete information so that questions are limited, and there are no surprises for the candidates.

Recruitment ads, for the most part, are now online and don't have space restrictions. Companies have ample space to post an

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original posting. It is best to list objective criteria, so it is clear what type of candidate you want.

For example, a good recruitment ad should start with a summary of your company along with a link to your business's website. Next, comes the main components of the job as adapted from the Job Description, the pertinent data from the Job Specifications and EEOC adherence.

Social media has changed the recruitment process, with sites such as Facebook, LinkedIn, Google+ and Twitter. Candidates are now relying heavily on social media to learn about potential employers and opportunities, engage in an exchange of ideas about jobs, upload profiles and apply to or share positions within their networks. Today's candidates demand information that is engaging, relevant, targeted and easy to access. The technological environment requires Human Resource teams to be adaptable and up to date on social recruiting processes.



Selection Process

After the Job Analysis, Job Description, Job Specifications and advertised the position are completed, it is time to select a candidate. This process is a critical HRM function and vital for a company's success.

The selection process involves gathering the applications, evaluating their qualifications and selecting the right candidate for the position. The selection process is a very time-consuming process and often involves several members of an organization.

A consideration in the selection process is the fit to the job and the organization – both the ability job-fit and the organizational culture fit. The ability job-fit is matching the right person to the job based on the applicant's education and experience as well as the many dimensions of the applicant's ability to learn, personality, leadership abilities and as necessary physical abilities. The organization culture fit is also critical. Finding candidates whose personalities complement the organization's environment result in better job performance. The first criteria should be based on who can do the job best and the second on who fits the culture best. When these two factors are equal, an employee is best to choose the person who fits the culture best.

According to Jim Collins, renowned author, and management consultant, "In determining the right people, the good-to-great companies placed greater weight on character attributes than on specific educational background, practical skills, specialized knowledge, or work experience."

Some positions require testing in addition to the interviews. Tests allow the interview team more information before making the final decision and provide information critical to determining how well a candidate is suited for a particular job. Any tests given must be job-related and follow guidelines set forth by the EEOC to be legal.

Multi-Generational Workforce

The workplace for the first time in history experienced a five generational workforce. Generation Y entered the workforce around 1994 and with Generation Z or iGen are now starting to enter the workplace (Gen Z approx. 1996 to 2010).

Although the birth years vary approx. +/- 4 years from study to study the following are the years recognized by the U.S. Census Bureau:

Traditionalist/WW II Generation	Born from 1921 to 1945
Baby Boomers	Born from 1946 to 1964
Generation X	Born from 1965 to 1976
Gen Y/Millennial	Born from 1976 to 1994
Gen Z/Zen	Born from 1996 to 2010

There are many challenges to a five-generational workforce. The four-generation workforce was a first for the U.S. workforce, and the five generational is unprecedented. Each generation comes with its values and characteristics although it is important to recognize that traits cross generations.

According to Pete Tokar (2013) in his article “GEN busting” from Economic Research Journal, businesses need to understand the generational factors involved in distinct generations working side-by-side.

The Traditionalist (born from 1921 to 1944+/-) grew up during the Depression and served in World War II. Most of them stayed with the same company for their career and are considered loyal, respectful of the chain of command and have a wealth of experience. Stability and security are keys to a traditionalist. They now make up less than 5% of the workforce.

The Baby Boomers (born from 1945 to 1964) on the other hand are more adventurous and grew up in the 50s and 60s with more opportunities. Baby Boomers grew up during a period of turmoil, including the Cold War, Bay of Pigs, segregation in the South, Civil Rights movement, women's movement. Also, the assassinations of President Kennedy, Medgar Evers, The Rev. Martin Luther King and Robert Kennedy, the Viet Nam war, and the student protests against the war and the Kent State shootings. No time in history is without its perils. Boomers ended up becoming an idealistic, work focused generation in their quest to get ahead. Work is an important part of their

identity, and for the most part they are very loyal and dedicated employees.

The children of the baby boomers, Generation X (born from 1965-1976), had a harder time entering the workforce. Not only did they have competition from the baby boomers but also the traditionalist. This generation grew up when trends like 24-hour media coverage and tabloid journalism were just beginning. They were also the first to experience the personal computer, cable T.V., satellite T.V., VCR video games, fax machines, pagers and cell phones, which led to them being technologically savvy. However, there was political turmoil with Watergate and the declining prestige of political leaders, Desert Storm conflict in Iraq, economic instability and rising costs. Generation X, unlike their parents, do not have the corporate or company loyalty. Moving from company to company is considered the norm.

They are much more comfortable with technology, diversity and global awareness than any other generation. They are ambitious and hardworking but place more value on family time.

The 4th generation in the workforce, Generation Y/Millennial (born from 1982 to 1995) is entering the workforce with more confidence, creativity, and education and with a willingness to work. Millennial, unlike their parents and grandparents, are driven more by accomplishments than money and expect more praise on their work. However, they grew up in a difficult period and have been directly affected by personal threats from violent outbreaks such as Columbine school shooting, the terrorist bombing of the federal building in Oklahoma City and in particular the terrorist attacks of 9/11. In a very informative article from Newsweek reporter Claudia Kalb details the effect that 9/11 had on the Millennial generation. Kalb (2009) states that “The attacks heightened awareness of global events for a generation of kids, shattered their illusions of a peaceful world, and changed perceptions they had of their nation as almighty and invulnerable.” (Kalb, 2009)

Generation Z/Zen (1996 to 2009?) is still an unknown. But having grown up after 9/11 and with growing international turmoil, ISIS, the economic downturn as well as globalization they are likely to be more aware of international events than any other generation. Also, they are the first internet generation growing up with an ever-changing and advancing technology.

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