4

Workers, Jobs, and Job Analysis

After you have read this chapter, you should be able to:

- Explain how the diversity of the workforce affects HR management functions.
- Identify components of work flow analysis that must be considered.
- Define *job design* and identify common approaches to varying job design.
- Describe different types of work teams and HR facets that must be considered.
- Discuss how telework and work flexibility are linked to work-life balancing efforts.
- Describe job analysis and the stages and methods used in the process.
- List the components of job descriptions.

Work-Life Balancing

Jobs must be balanced with work-life issues. Workforce demographics of employees by racial/ethnic background, age, and gender, indicate that organizations must adjust to the fact that employees want to increase flexibility in their work schedules to accommodate the life outside the job.

A comprehensive study of more than 500 organizations and their employees by the Institute for Corporate Productivity identified two reasons employees want flexible work: (1) much of their work does not require being in the office all of the time, or (2) they have long commutes. Using occupational groups, the study identified that approximately three-fourths of professional employees and half of administrative employees wanted flexible schedules. Women were another group that wanted more flexibility.

A change that has affected work is the growth in telecommuting. Through greater use of technology, more employees are working outside of the workplace. For instance, managers and other employees may work from home, an elder parent's apartment, a client's facility, an airport conference room, a work suite in a hotel resort, or even a vacation location. Thus, balancing workers and jobs with technology and flexibility in work schedules and location is likely to increase in importance, affecting both organizational and individual performance.[1]

(© Getty Images/Jupiter Image)

Throughout organizations of all types, the composition of workers and jobs is shifting in nature. As the HR Headline shows, these shifts are likely to continue growing in the next years, requiring changes in the way some HR functions are done. Relevant changes in the workforce follow.

WORKFORCE COMPOSITION

The existing U.S. workforce is changing, and projections indicate that more shifting will occur in the next few years.[2] To analyze the composition of workers and jobs in the United States, the U.S. Bureau of Labor Statistics (BLS) undertakes studies to identify current and future projected compositions. Because of economic shifts and their effects in different industries, some types of workers are scarce but in high demand, while others are available in excessive numbers.

According to studies by the BLS and various industry groups, health care and health-related jobs are increasing, in part because of the aging U.S. population. The rapid growth in technology is creating a need for more workers with special technical capabilities. However, many manufacturing industries, such as automobile and airline firms, have had significant decline in numbers of jobs and workers. These and other factors make it likely that the workforce composition will continue to change.

Another worker-related shift results from the U.S. workforce becoming more diverse. As organizations develop or increase global operations, diversity in the workforce is becoming more prominent. **Diversity** reflects the differences in human characteristics and composition in an organization. The tangible indicators of diversity that employers must consider include the following:

- Race/ethnicity
- National origin/immigration
- Age/generational differences
- Gender—men and women
- Marital and family status
- Sexual orientation
- Disabilities
- Religion

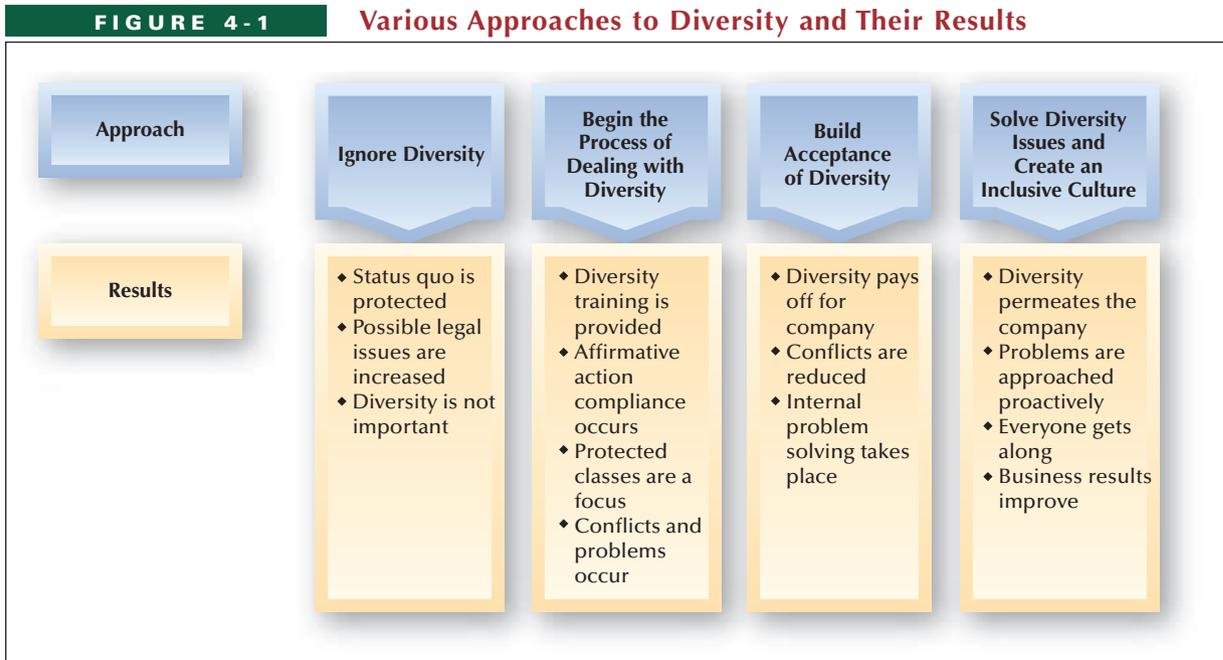In addition, individuals can be *multicultural* and be included in several groups.

Business Contribution of Diverse Workers

Different organizations approach the management of diversity from several perspectives.[3] As Figure 4-1 shows, the continuum can run from resistance to creation of an inclusive diversity culture.

For diversity to succeed, the most crucial component is seeing it as a commitment throughout the organization, beginning with top management.[4] Diversity results must be measured, and management accountability for achieving results must be emphasized and rewarded. For instance, PepsiCo, a large food and beverage company, has developed and implemented a Diversity and Inclusion Council so that diversity considerations are part of all strategic efforts. PepsiCo also has regular diversity celebrations, newsletters, and other events. This inclusion of diversity issues throughout the company contributes to PepsiCo's success with employees, managers, and customers.[5]

One survey found that more than 60% of firms were committed to diversity and almost 50% of senior managers recognized the business case for diversity.[6]

Diversity Differences in human characteristics and composition in an organization.

FIGURE 4-1	Various Approaches to Diversity and Their Results

Approach	Ignore Diversity	Begin the Process of Dealing with Diversity	Build Acceptance of Diversity	Solve Diversity Issues and Create an Inclusive Culture
Results	• Status quo is protected • Possible legal issues are increased • Diversity is not important	• Diversity training is provided • Affirmative action compliance occurs • Protected classes are a focus • Conflicts and problems occur	• Diversity pays off for company • Conflicts are reduced • Internal problem solving takes place	• Diversity permeates the company • Problems are approached proactively • Everyone gets along • Business results improve

However, the "business case" for diversity must be linked to key business goals and strategies and organizational results.[7] The business case for diversity includes the following:

- Diversity allows new talent and ideas from employees of different backgrounds, which can enhance organizational performance.
- Diversity helps recruiting and retention because protected-class individuals often prefer to work in organizations with coworkers of various demographics.
- Diversity allows for an increase of market share because customers can be attracted to purchase products and services with varied demographic marketing activities.
- Diversity can lead to lower costs because there may be fewer discrimination lawsuits.

The results of increased diversity for organizations, work groups, individuals, and society/community must be considered. An example of an organization that has utilized diversity is NASA/Goddard Space Flight Center. Diversity at Goddard is a core value and part of its business objectives.[8] Goddard has engaged in recruiting diverse individuals and integrating them through training and other HR actions, which include establishing communications and bulletin board systems that enhance diversity efforts.

One concern with diversity programs is that they may be perceived as benefiting only certain groups of persons and not others. Diversity actions must be well thought out and address both the positive and negative aspects of such programs, given the workforce composition of many organizations.[9]

Race and Ethnicity

Significant race and ethnic shifts in the U.S. population will occur in the next several decades. By the year 2050, racial/ethnic groups currently in the minority

Resolving Language Barriers Pays Off

A firm that has been recognized by a national competitive workforce award is Nebraska Furniture Mart (NFM). Selling furniture, appliances, and many home items, NFM needs numerous individuals to work a wide range of hours every week. Owned primarily by the well-known investor Warren Buffet, NFM has been operating in Nebraska, Iowa, and Kansas.

When NFM expanded from Omaha to Kansas City, it encountered a major turnover of Hispanic employees in its Kansas City operation. As turnover increased, reductions in work quality and productivity resulted. Management recognized that the concerns of both Hispanic customers and employees needed to be better addressed.

Executives, managers, and HR professionals at NFM recognized that they needed to do a better job of attracting, retaining, and training Hispanic workers. They created a three-part effort called "Bienvenido a la Familia de NFM" (Welcome to Our NFM Family). They also expanded recruiting efforts, using Hispanic newspapers. In addition, NFM hired a bilingual interpreter as part of HR, and then offered employees free basic English classes.

The results of these efforts over several years have been very positive, resulting in more recruiting and less turnover of Hispanic workers. Work-related quality and productivity also have increased, particularly in the warehouse where many Hispanic people work. Responding to racial/ethnic diversity in terms of a specific group enhanced HR and organizational performance in NFM.[10]

will likely make up more than 50% of the U.S. population. The Census Bureau says whites represent 67% of the population currently, but will be at approximately 48% in 2050. The Hispanic population will increase dramatically, to about 39% of the overall population, and will exceed the African American population. The Asian population will triple to about 9% by 2050.[11]

These statistics indicate that accommodating racial/ethnic differences are a part of everyday life, and such efforts do bring results. For example, a Michigan manufacturing firm dealt with racial tensions between whites and workers of other ethnic/racial backgrounds. Initially, few nonwhites attended company social events, and if they did, they sat apart from the white population. However, after five years of diversity training and other HR efforts, people of all races and ethnic groups were interacting more frequently and working together more effectively. This example illustrates why efforts to integrate people of different types must be made.[12] Integrated work groups, social events, electronic communications, and other approaches can be used to help with conflict. The HR Best Practices illustrates how Nebraska Furniture Mart has successfully worked with its Hispanic/Latino employees.

Immigrant Workers Another racial/ethnic factor is the growth in the number of immigrants to the United States and other developed countries. The United States has always had a significant number of immigrants who have come to work in this country. The increasing number of immigrants entering illegally has led to extensive political, social, and employment-related issues. In the United States, one concern is the large number of illegal immigrants hired to fill certain jobs at low cost, despite availability of unemployed U.S. workers. With the growth in racial/ethnic immigrants projected to increase and with the

likelihood of more changes in immigration laws, HR professionals will have to monitor and manage the immigrant issue as it applies to both company and industry.

Generational Differences

Much has been written about the expectations of individuals in different age groups and generations. For employers, these varied expectations present challenges, especially given economic, global, technology, and other changes in the workplace. Some common age/generational groups are labeled as follows:

- Matures (born before 1946)
- Baby boomers (born 1946–1964)
- Generation Xers (born 1965–1980)
- Generation Yers (millenials) (born 1981–2000)

As the economy and industries have changed, the aging of the U.S. workforce has become a significant concern. Workers over age 55 are delaying retirement more often, working more years, and/or looking for part-time work or phased retirement. Economic conditions are the predominant reasons why these workers are bypassing the "normal" retirement age of 65.[13] As older and more experienced employees retire in the future, employers will face increasing gaps as they try to replace the experience and capabilities of baby boomers.

Generational differences in expectations are likely to add to challenges and conflicts in organizations. For instance, many baby boomers and matures are concerned about security and experience, while younger people have different concerns. Generation Yers are often seen as the "why" generation; they expect to be rewarded quickly, use more technology, and often ask more questions about why managers and organizations make the decisions they do. Consider the dynamics of a mature manager directing generation X and Y individuals, or generation X managers supervising older, more experienced baby boomers as well as generation Y employees. However, it is crucial to be aware that stereotyping these individuals by generations may not reflect how actual individuals view their jobs and produce organizational results.[14]

Managing Multigenerational Workforce What the discussion of generations suggests is that managers must be aware of the possible opportunities as well as the challenges with a multigenerational workforce in an organization. Firms are engaging in activities to enhance multigenerational and managerial effectiveness as described in Figure 4-2. For example, Border's Group bookstores and a Virginia hospital have had good experiences, because of expanded training, with different generations of individuals working together.[15]
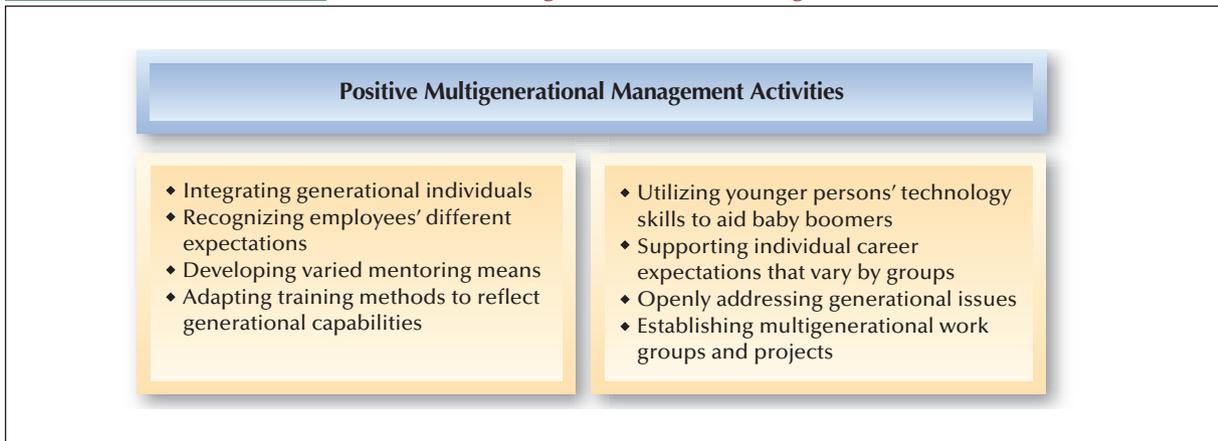
The generation gaps may be less severe than many articles suggest. How much such gaps are reduced relates to supervisor/subordinate/coworker relationships and how employees of all types are engaged in the organization through training work teams and by other means.[16]

Gender Workforce Diversity

Women are becoming a greater percentage of workers in the U.S. workforce; they comprise more than 46% of the total employed individuals. However, men average more work time daily than do women.[17] Interestingly, as the economic and labor market has been shifting, the job fields dominated by men have been hit harder than those consisting mostly of women. Male workers

Positive Multigenerational Management Activities

- ◆ Integrating generational individuals
- ◆ Recognizing employees' different expectations
- ◆ Developing varied mentoring means
- ◆ Adapting training methods to reflect generational capabilities

- ◆ Utilizing younger persons' technology skills to aid baby boomers
- ◆ Supporting individual career expectations that vary by groups
- ◆ Openly addressing generational issues
- ◆ Establishing multigenerational work groups and projects

are more heavily represented in manufacturing, farming, and other "male-dominated" industries, so male employees have been impacted more severely by the market shifts than women employees with their higher rates of participation in industries such as health care and education.

From this follows some of the gender issues that occur in organizations. First, women overall have lower average pay than men due to the nature of their jobs and work hours. Second, in some industries and countries, women make up a much smaller percentage of senior executives and managers in many organizations and occupations. Over the past decade more women have become managers, but women comprise only about 10% or less of senior level executive and board members.[18] Some of the wage gap between men and women is due to the greater family/home responsibilities that females have to meet. One survey found that more than 40% of working mothers would take pay cuts to have more time with their children.[19]

Both women and men also are increasingly facing the need to aid older family members, as matures and baby boomers encounter health disabilities and other problems. Addressing work and family issues is part of work-life balancing, which is examined later in this chapter in the discussion of workforce flexibility in jobs.

NATURE OF JOBS AND WORK

One way to visualize an organization is as an entity that takes inputs from the surrounding environment and then, through some kind of "work," turns those inputs into goods or services. **Work** is effort directed toward accomplishing results.

Work Effort directed toward accomplishing results.

Work Flow Analysis

Work flow analysis Study of the way work (inputs, activities, and outputs) moves through an organization.

Work flow analysis is the study of the way work moves through an organization. Usually, it begins with an examination of the quantity and quality of the desired and actual *outputs* (goods and services). Then the *activities* (tasks and jobs) that lead to the outputs are evaluated to see if they are achieving

the desired outputs. Finally, the *inputs* (people, material, information, data, equipment, etc.) must be assessed to determine if they make the outputs and activities better and more efficient.

An integrating work flow analysis is likely to lead to better employee involvement, greater efficiency, and more customer satisfaction as organizational work is divided into jobs so that it can be coordinated. A **job** is a grouping of the tasks, duties, and responsibilities that constitutes the work assignment for an employee. Tasks, duties, and responsibilities may change over time; therefore, jobs may change and may increase or decrease in number.

If internal changes do not happen, an organization is probably failing to adapt to the shifting business and competitive environment and may be becoming outmoded or noncompetitive. As an example, at Southwest Airlines, organizational values and strategies are tied to having involved employees working in a flexible enjoyable culture that delivers dependable service at low fares. Southwest employees have a high degree of flexibility in how they perform their work as workload demands shift. Other airlines, such as American and United, have higher fares, fewer service amenities, and employees with more narrowly defined jobs. The way work is done and how jobs are designed and performed vary significantly under these two approaches, and the differences impact the number of jobs and people needed.

Technology and Work Flow Analysis A factor that must be considered in work flow analysis in organizations is technology. The information-based systems used by many employees make work flow different from what it was in previous years. Sometimes the differences are positive and highly productive, but technology also can reduce work flow and productivity. For example, consider the amount of time some employees spend on personal use of technology such as text-messaging, twitters, and personal websites such as Facebook. Such usage can distract workers and may reduce work-related productivity.

Business Process Reengineering After work flow analysis provides an understanding of how work is being done, reengineering generates the needed changes in the operations. The purpose of **business process reengineering (BPR)** is to improve such activities as product development, customer service, and service delivery. BPR consists of three phases:

1. *Rethink:* Examine how the current organization of work and jobs affects customer satisfaction and service.
2. *Redesign:* Analyze how jobs are put together, the work flow, and how results are achieved; then redesign the process as necessary.
3. *Retool:* Look at new technologies (equipment, computers, software, etc.) as opportunities to improve productivity, service quality, and customer satisfaction.

Because of the desire to improve HR efficiency and effectiveness, BPR is increasingly being applied to HR management. Although implementation of reengineering can be difficult, if done well it can aid work success. For instance, firms such as AT&T and a mid-sized Italian bank have done reengineering that has been successful for both the organization and the workforce.[20]

Job Grouping of tasks, duties, and responsibilities that constitutes the total work assignment for an employee.

Business process reengineering (BPR) Measures for improving such activities as product development, customer service, and service delivery.

LOGGING ON

Prosci Learning Center
An online resource for material on the topic of business process reengineering can be found at www.prosci.com.

JOB DESIGN

Job design refers to organizing tasks, duties, responsibilities, and other elements into a productive unit of work. Identifying the components of a given job is an integral part of job design. Job design receives attention for three major reasons:

- Job design can influence *performance* in certain jobs, especially those where employee motivation can make a substantial difference.
- Job design can affect *job satisfaction*. Because people are more satisfied with certain job elements than others, identifying what makes a "good" job becomes critical. Reduced turnover and absenteeism also can be linked to effective job design.
- Job design can impact both *physical* and *mental health*. Problems that may require assistance such as hearing loss, backache, leg pain, stress, high blood pressure, and even heart disease sometimes can be traced directly to job design.
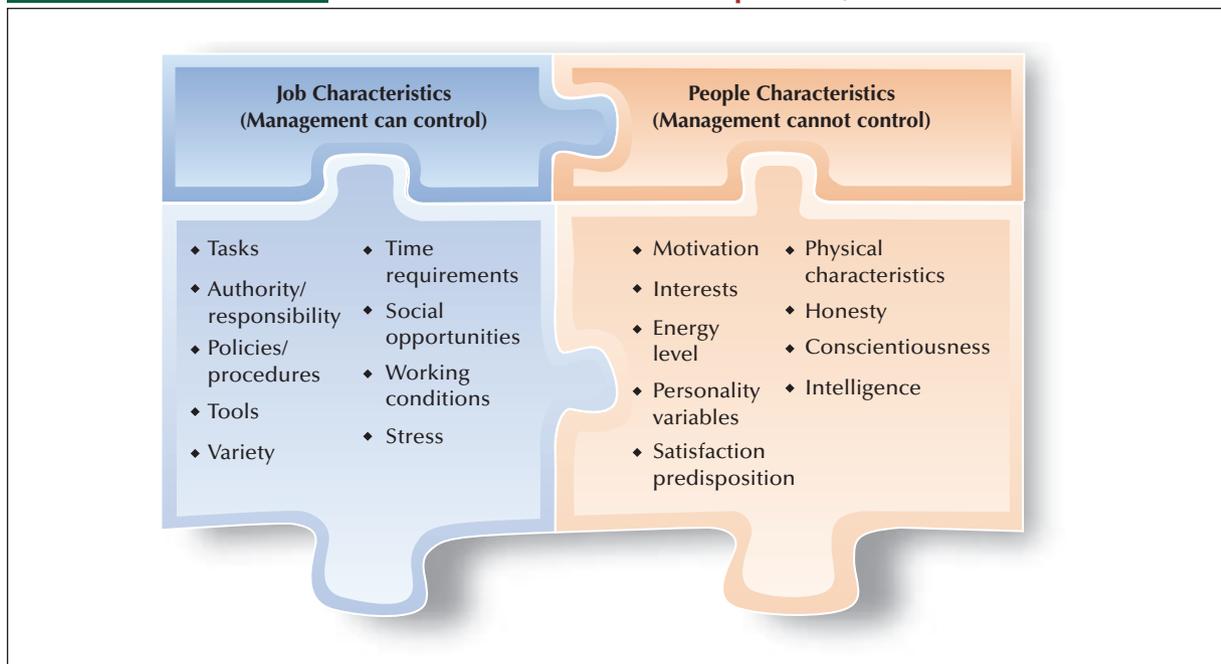
Managers play a significant role in job design because often they are the people who establish jobs and their design components. They must make sure that job expectations are clear, that decision-making responsibilities and the accountability of workers are clarified, and that interactions with other jobs are integrated and appropriate.[21]

The nature and characteristics of both jobs and people should be considered when job design is done. As Figure 4-3 indicates, managers can influence or control job characteristics, but not people characteristics.

Job design Organizing tasks, duties, responsibilities, and other elements into a productive unit of work.

FIGURE 4-3   **Some Characteristics of People and Jobs**

Job Characteristics
(Management can control)

- Tasks
- Authority/ responsibility
- Policies/ procedures
- Tools
- Variety
- Time requirements
- Social opportunities
- Working conditions
- Stress

People Characteristics
(Management cannot control)

- Motivation
- Interests
- Energy level
- Personality variables
- Satisfaction predisposition
- Physical characteristics
- Honesty
- Conscientiousness
- Intelligence

Workers and Job Design

Organizations are employing a variety of workers, and not just full-time ones. Depending on economic and competitive factors, the types of workers in one firm may include:

- Full-time employees
- Part-time employees
- Independent contractors
- Temporary workers
- Contingent workers

Although some organizations still use the traditional approach of employing full- and part-time workers, many firms are making significant use of independent, temporary, and contingent individuals. These persons are not employees but generally work at-will or on limited contracts, and they may be working for other employers as well. A **contingent worker** is someone who is not an employee, but a temporary or part-time worker for a specific period of time and type of work.

According to the U.S. Bureau of Labor Statistics, contingent workers are a part of "alternative workers" who may be on-call, working through an employment agency, or operating as independent contractors.[22] A number of contingent workers have contracts with employers that establish their pay, hours, job requirements, limitations, and time periods. As mentioned in Chapter 1, more employers are using contingent or temporary workers. Estimates are that up to 50% of some types of jobs are performed by contingent workers who are not regular employees. Nike, Kelly Services, and Earthlink are examples of firms that are using more contingent workers.[23]

Person-Job Fit Not everyone would enjoy being an HR manager, an engineer, a nurse, or a drill-press operator. But some people like and do well at each of these jobs. The **person-job fit** is a simple but important concept of matching characteristics of people with characteristics of jobs. If a person does not fit a job, theoretically either the person can be changed or replaced or the job can be altered. However, though an employer can try to make a "round" person fit a "square" job, it is hard to successfully reshape people. By redesigning jobs, the person-job fit may sometimes be improved more easily. For example, bank tellers talk to people all day; an individual who would rather not talk to others all day may do better in a job that does not require so much interaction because that part of the bank teller job probably cannot be changed. Different people will consider some jobs "good" and others "bad." As a result, people will fit different kinds of work.

Job-Person Match Matching people with jobs they like and fit can have positive consequences. Higher or lower turnover rates in the first few months of employment are often linked to recruiting and selection screening efforts. Then, once individuals have been placed in jobs, other job/work factors affect retention. Because individuals spend significant time on their jobs, they expect to have modern equipment, technology, and good working conditions. Physical and environmental factors such as space, lighting, temperature, noise, and layout can affect retention of employees as well as their work.

Additionally, workers want a safe work environment, in which risks of accidents and injuries have been addressed. That is especially true for employees in such industries as manufacturing, agriculture, utilities, and transportation,

Contingent worker
Someone who is not an employee, but a temporary or part-time worker for a specific period of time and type of work.

Person-job fit Matching characteristics of people with characteristics of jobs.

which have higher safety risks than do many service industries and office environments.

Common Approaches to Job Design

One approach for designing or redesigning jobs is to simplify the job tasks and responsibilities. Job simplification may be appropriate for jobs that are to be staffed with entry-level employees. However, making jobs too simple may result in boring jobs that appeal to few people, causing high turnover. Several other approaches also have been used as part of job design.

Job Enlargement and Job Enrichment Attempts to alleviate some of the problems encountered in excessive job simplification fall under the general headings of job enlargement and job enrichment. **Job enlargement** involves broadening the scope of a job by expanding the number of different tasks to be performed. **Job enrichment** is increasing the depth of a job by adding responsibility for planning, organizing, controlling, or evaluating the job. Some examples of job enrichment are:

- Giving the employee an entire job rather than just a piece of the work
- Allowing the employee more flexibility to perform the job as needed
- Increasing the employee's accountability for work by reducing external control
- Expanding assignments for employees to do new tasks and develop special areas of expertise
- Directing feedback reports to the employee rather than only to management

Job Rotation One technique that can break the monotony of an otherwise simple routine job is **job rotation**, which is the process of shifting a person from job to job. There are several advantages to job rotation with one being that it develops an employee's capabilities for doing several different jobs. For instance, some firms have been successful at using job rotation for employees with disabilities in special assembly lines and different work requirement times.[24] Even people without disabilities can be adaptable and change jobs and careers internally in appropriate ways. Clear policies that identify for employees the nature and expectations of job rotations are more likely to make job rotation work.[25]

Job Sharing Another alternative used is **job sharing**, in which two employees perform the work of one full-time job. For instance, a hospital allows two radiological technicians to fill one job, and each individual works every other week. Such arrangements are beneficial for employees who may not want or be able to work full-time because of family, school, or other reasons. The keys to successful job sharing are that both "job sharers" must work effectively together and each must be competent in meeting the job requirements.

Characteristics of Jobs

A model developed by Hackman and Oldham focuses on five important design characteristics of jobs. Figure 4-4 shows that *skill variety, task identity*, and *task significance* affect the meaningfulness of work; *autonomy* stimulates responsibility; and *feedback* provides knowledge of results. Each aspect can make a job better for the jobholder to the degree that it is present.

Job enlargement
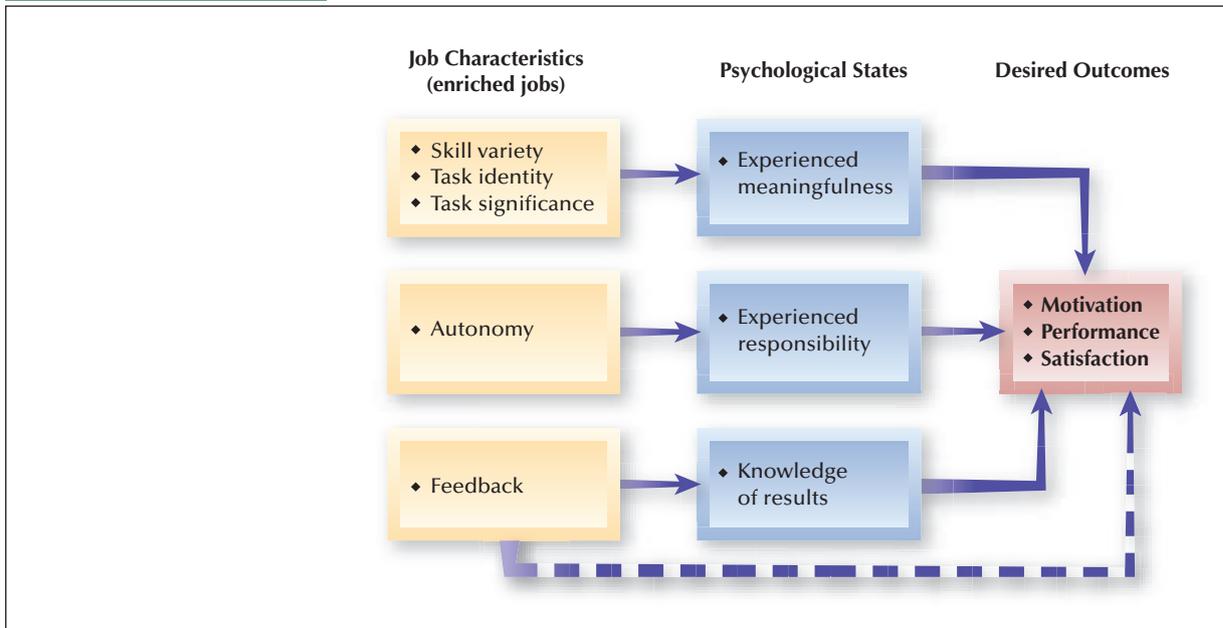Broadening the scope of a job by expanding the number of different tasks to be performed.

Job enrichment Increasing the depth of a job by adding responsibility for planning, organizing, controlling, or evaluating the job.

Job rotation Process of shifting a person from job to job.

Job sharing Scheduling arrangement in which two employees perform the work of one full-time job.

| FIGURE 4-4 | **Job Characteristics Model** |

- **Skill variety** is the extent to which the work requires several different activities for successful completion. For example, lower skill variety exists when an assembly-line worker performs the same two tasks repetitively. Skill variety is not to be confused with *multitasking*, which is doing several tasks at the same time with computers, telephones, personal organizers, and other means. The impact of multitasking for an employee may be never getting away from the job—not a "better" outcome for everyone.
- **Task identity** is the extent to which the job includes a "whole" identifiable unit of work that is carried out from start to finish and that results in a visible outcome. For example, when a customer calls with a problem, a customer specialist can handle the stages from maintenance to repair in order to resolve the customer's problem.
- **Task significance** is the impact the job has on other people. A job is more meaningful if it is important to other people for some reason. For instance, police officers may experience more fulfillment when dealing with a real threat than when merely training to be ready in case a threat arises.
- **Autonomy** is the extent of individual freedom and discretion in the work and its scheduling. More autonomy leads to a greater feeling of personal responsibility for the work.
- **Feedback** is the amount of information employees receive about how well or how poorly they have performed. The advantage of feedback is that it helps employees to understand the effectiveness of their performance and contributes to their overall knowledge about the work.

Using Worker Teams in Jobs

Typically, a job is thought of as something done by one person. However, where appropriate, jobs may be designed for teams to take advantage of

Skill variety Extent to which the work requires several different activities for successful completion.

Task identity Extent to which the job includes a "whole" identifiable unit of work that is carried out from start to finish and that results in a visible outcome.

Task significance Impact the job has on other people.

Autonomy Extent of individual freedom and discretion in the work and its scheduling.

Feedback The amount of information employees receive about how well or how poorly they have performed.

the increased productivity and commitment that can follow such a change. Organizations can assign jobs to teams of employees instead of just individuals. Some firms have gone as far as dropping such terms as *workers* and *employees*, replacing them with *teammates*, *crew members*, *associates*, and other titles that emphasize teamwork.

As organizations have changed, the types of teams have changed as well. Having global operations with diverse individuals and using technology advances have affected the nature of teams contributing to organizational projects. For example, one survey found that about one-third of the different types of teams possible were used in major HR projects.[26]

Special Types of Teams There are several types of teams that function outside the scope of members' normal jobs and meet from time to time. One is the **special-purpose team**, which is formed to address specific problems, improve work processes, and enhance the overall quality of products and services. Often, special-purpose teams are a mixture of employees, supervisors, and managers.

The **self-directed team** is composed of individuals who are assigned a cluster of tasks, duties, and responsibilities to be accomplished. Unlike special-purpose teams, self-directed work teams become entities that use regular internal decision-making processes. Use of self-directed work teams must be planned well and fit the culture of the organization.

The **virtual team** is composed of individuals who are separated geographically but linked by communications technology. The success of virtual work teams depends on a number of factors, including training of team members, planning and managing virtual tasks and projects, and using technology for expansion of teamwork. However, some research has identified that virtual teams can lead to unresolved problems, less productivity, and miscommunications.[27]

Global Teams Global operations have resulted in an increasing use of virtual teams. Members of these teams seldom or never meet in person. Instead, they "meet" electronically using Web-based systems. With global teams, it is important for managers and HR to address various issues, including who is to be chosen for the teams, how they are to communicate and collaborate online and sometimes in person, and what tasks and work efforts may be done with these teams.[28]
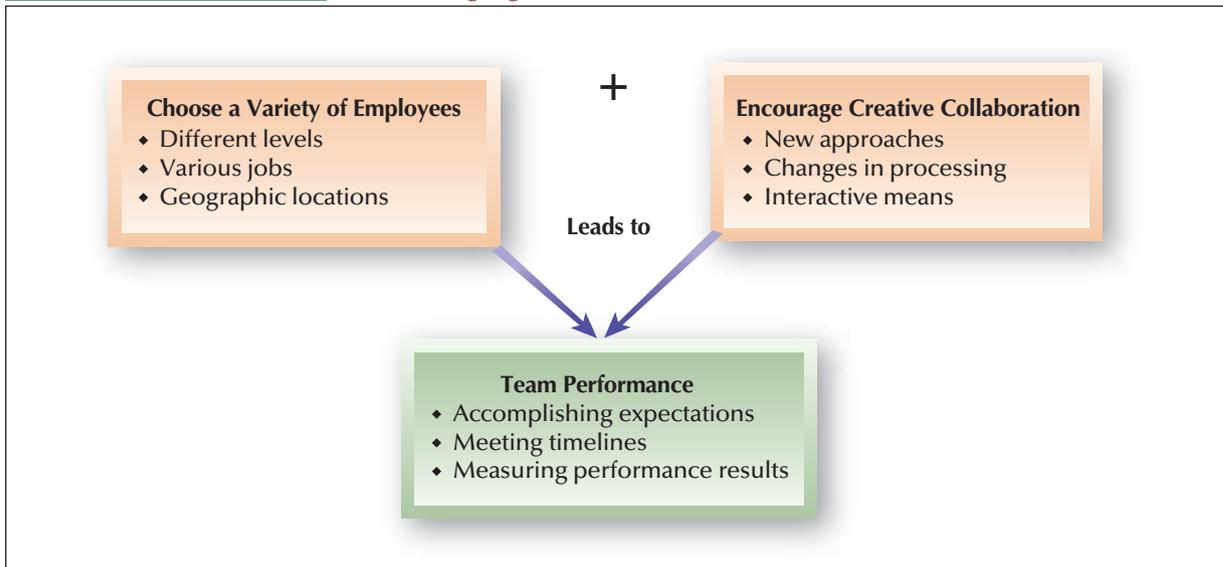
Teams and Work Efforts As the use of teams has grown, creating ones that contribute to organizational performance is important. Factors that affect the work team success and performance increasingly have become part of HR.[29] Figure 4-5 highlights some common team elements related to team performance.

The use of work teams has been a popular form of job redesign in the last decade. Improved productivity, increased employee involvement, greater coworker trust, more widespread employee learning, and greater employee use of knowledge diversity are among the potential benefits.[30] In a transition to work teams, efforts are necessary to define the areas of work, scope of authority, and goals of the teams. Also, teams must recognize and address dissent, conflict, and other problems.[31]

The role of supervisors and managers changes with use of teams because of the emergence or development of team leaders. Rather than giving orders, often the team leader becomes a facilitator to assist the team, to mediate and resolve conflicts among team members, and to interact with other teams and managers elsewhere.

GLOBAL

Special-purpose team
Organizational team formed to address specific problems, improve work processes, and enhance the overall quality of products and services.

Self-directed team
Organizational team composed of individuals who are assigned a cluster of tasks, duties, and responsibilities to be accomplished.

Virtual team Organizational team composed of individuals who are separated geographically but linked by communications technology.

FIGURE 4-5   **Encouraging Team Performance Success**


```
Choose a Variety of Employees          +          Encourage Creative Collaboration
  • Different levels                                 • New approaches
  • Various jobs                                     • Changes in processing
  • Geographic locations                             • Interactive means

                          Leads to

                    Team Performance
                      • Accomplishing expectations
                      • Meeting timelines
                      • Measuring performance results
```

LOGGING ON

Team Building, Inc.
This website provides information for team building services and team building training products. Visit the site at www.teambuildinginc.com.

Teams can be enhanced through task responsibility, discussion structures, and cooperation efforts. Age and educational diversity can expand task-relevant information and team performance bases.[32] However, some organizations have noted a lack of willingness of team members to share information with those who are different from themselves. To counteract such problems, diversity training for teams and their members could be part of the design when establishing and managing teams.[33]

JOBS AND WORK SCHEDULING

Considerations that can affect job design for both employers and employees are how the work is to be done, the time during which work is scheduled, and the location of employees when working. One factor changing how and when work is done is technology, including the creation of telework for some people.
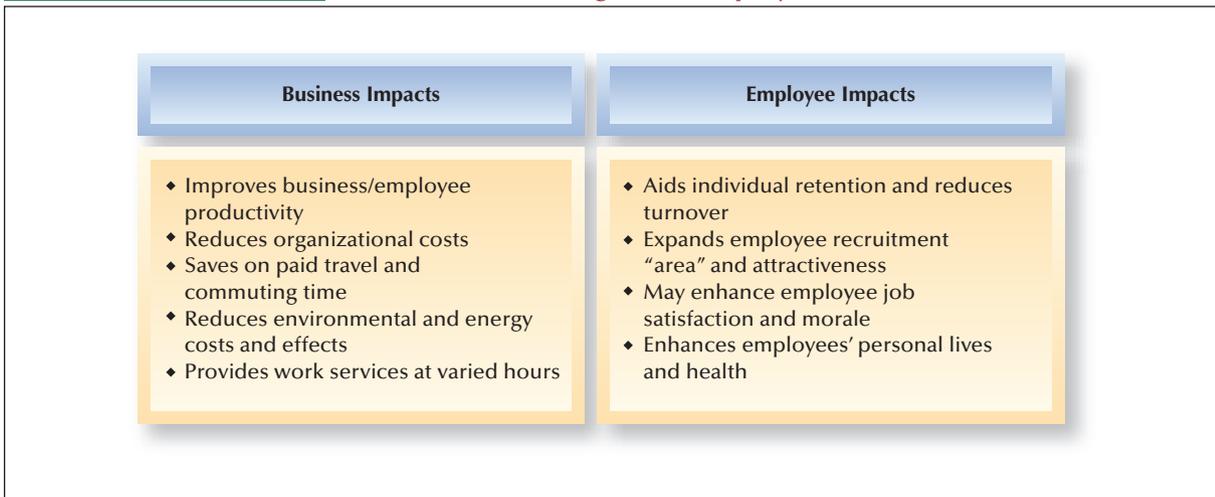
Telework

Telework Employees work with technology via electronic, telecommunications, and Internet means.

Individuals who may be working at home or at other places illustrate **telework**, which means that employees work via electronic, telecommunications, and Internet means. The use of technology for telework is expected to grow, with almost 70% of private-sector respondents predicting more usage of IT resources in telework.[34] Some employers are allowing employees to *telecommute* one or more days a week. Telecommuting allows employees to work from home when bad weather or widespread health issues (e.g., pandemic flu) prevents them from coming to office facilities.[35] Common advantages of telework for employers are highlighted in Figure 4-6.

Telework Advantages for Employers

Business Impacts	Employee Impacts
◆ Improves business/employee productivity ◆ Reduces organizational costs ◆ Saves on paid travel and commuting time ◆ Reduces environmental and energy costs and effects ◆ Provides work services at varied hours	◆ Aids individual retention and reduces turnover ◆ Expands employee recruitment "area" and attractiveness ◆ May enhance employee job satisfaction and morale ◆ Enhances employees' personal lives and health

Teleworking Considerations As more employers use telework, there are both advantages and concerns to consider. Several firms have found that telework can cut costs and raise productivity. For example, Home Shopping Network has 900 telecommuters in three states and has increased productivity and employee applicant desirability. This is why, according to one survey, almost 40% of organizations offer some telecommuting.[36]

However, the working relationship with teleworkers should begin with a carefully worded policy. This is necessary because the fact that managers have less direct supervision of teleworkers raises a number of issues and employee concerns. Such a policy must consider work time use, evaluation of performance, handling of expenses, and other factors.

Additional issues affect employees and their relationships with coworkers and managers. One is overwork when having to balance home and work requirements. Maintaining employee motivation when individuals are not physically present at company facilities also can be challenging and may increase employee stress. This is a special concern for global employees. Also, the 15-hour time zone difference between the United States and some Asian countries may make it difficult for global employees to participate in conference calls or do extensive travel for meetings.

LOGGING ON

The Telework Coalition
This coalition is a nonprofit organization committed to advancing the growth and success of telecommuting. Visit their site at www.telcoa.org.

Work Schedule Alternatives

Different types of work schedules have been developed for employees in different occupations and areas. The traditional U.S. work schedule of 8 hours a day, 5 days a week, is in transition. Workers in various occupations may work less or more than 8 hours at a workplace, and may have additional work at home.

The work schedules associated with jobs vary. Some jobs must be performed during "normal" daily work hours and on weekdays, while others require employees to work nights, weekends, and extended hours. Hours worked vary globally as well. As the HR Perspective indicates, there are significant differences in the hours worked in different countries. Given the global

HR *perspective*

Global Work Schedule Differences

The number of work hours in a week and a year varies from country to country. Some of the differences in annual work hours are illustrated in the following chart.

Annual Hours Worked by Employed Person by Country

• Korea	2,305 hours	• Canada	1,736 hours
• Mexico	1,871 hours	• Australia	1,722 hours
• Italy	1,824 hours	• France	1,561 hours
• The United States	1,794 hours	• Germany	1,433 hours
• Japan	1,785 hours	• The Netherlands	1,392 hours

These numbers are interesting when other countries are compared with the United States. What is thought of as the "normal" U.S. work schedule is 40 hours per week, up to 50 weeks per year, excluding vacation time,

making about 2,000 hours annually. However, the numbers of 1,794 hours in the United States and those in other countries may be affected by extended time-off polices set by laws and/or policies of employers.[37]

The European Union (EU) has issued the Working Time Directive, which states that employees in EU countries should work a maximum of 48 hours a week. However, EU workers can opt out of the maximum. For instance, France has had a law limiting working hours to 35 hours a week, but because exceptions have been made, the weekly average in different firms sometimes is lower or higher than 35. Notice that workers in other countries average different numbers of work hours.

Given the global organizations in many industries, the differences in work hours must be considered across countries. Doing so means that work scheduling expectations and policies may have to be different for an operation in different countries.

nature of many organizations, HR must adjust to different locations because of the international variations. Organizations are using many different work scheduling arrangements, based on industry demands, workforce needs, and other organizational factors.[38] These different types include shift work and the compressed workweek.

Shift Work A common work schedule design is *shift work*. Many organizations need 24-hour coverage and therefore may schedule three 8-hour shifts per day. Most of these employers provide some form of additional pay, called a *shift differential*, for working the evening or night shifts. Some types of shift work have been known to cause difficulties for some employees personally, such as weariness, irritability, lack of motivation, and illness.[39] Nevertheless, some employers must have 24-hour, 7-day coverage, so shift work is likely to continue to be an option.

Compressed workweek
A workweek in which a full week's work is accomplished in fewer than five 8-hour days.

Compressed Workweek One type of work schedule design is the **compressed workweek**, in which a full week's work is accomplished in fewer than five 8-hour days. Compression usually results in more work hours each day and fewer workdays each week, such as four 10-hour days, a 3-day week, or 12-hour shifts. One survey in chemical industry plants found that 96% of the workers who shifted to 12-hour schedules did not wish to return to 8-hour schedules.[40] However, 12-hour schedules have led to sleep difficulties, fatigue, and an increased number of injuries.

Work Flexibility and Scheduling

Flexible work schedules allow organizations to make better use of workers by matching work demands to work hours. One type of scheduling is **flextime**, in which employees work a set number of hours a day but vary the starting and ending times. In some industries, flextime allows more employees to be available at peak times when more customers and clients are present. The flexibility has aided in recruiting and retaining key staff members.[41]

Employees Working at Home As part of organizational job restructurings, economic conditions, and work-life considerations, a number of individuals work at their home locations. Estimates are that more than 15 million employees work from home either full-time or part-time. While some may be self-employed, others are full-time or part-time employees of firms. For instance, a senior HR professional for Hewlett-Packard leads a team of 40 professionals in compensation and benefits who support full-time employees in more than 50 countries. His approach requires regular teleworking and personal communications, as well as planning and communicating with executives and others primarily from home.[42]

Employer Policies on Flexible Work Schedules Flexible scheduling allows organizational and HR managers to choose when, where, and how workers will perform their jobs, while still covering workloads.[43] With work flexibility and home work, *electronic monitoring* of activities and performance may be necessary. For instance, at a call-service firm, home-based employees are monitored on their use of phones through electronic links and get unpaid time off for taking personal breaks. Restrictions such as these are designed to keep workers meeting employers' requirements.[44] Employers still must comply with federal and state compensation laws when using flexible schedules.

Work-Life Balancing For many employees throughout the world, balancing their work and personal lives is a significant concern. According to several surveys of workers and executives, work-life balance is one of the top ten concerns in most countries.[45] Another survey found that work-life balance is the second most important item for executives, with only compensation being more important. A lack of sufficient work-life balance was cited by more than 40% of surveyed employees, and almost half said they might quit their current employers in an effort to get better work-life balance.[46] Single parents, especially women, may face more work-life balancing issues than some other employees.[47]

Thousands of employees, both in large global firms like IBM and Hewlett-Packard and in many smaller firms, have flexible work schedules and/or use technology to work from locations away from the workplace as a way to help balance work and personal lives. Firms such as Xerox and J.M. Smucker give employees paid time off for community volunteer work. Numerous health care firms allow employees to adjust their work schedules in order to address personal, family, health, and other issues.[48]

Flextime Scheduling arrangement in which employees work a set number of hours a day but vary starting and ending times.

JOB ANALYSIS

While job design attempts to develop jobs that fit effectively into the flow of the organizational work, the more narrow focus of job analysis centers on using a formal system to gather data about what people do in their jobs. The basic

FIGURE 4-7   **Job Analysis in Perspective**

JOB ANALYSIS

Methods	Sources of Data	Conducted by
◆ Questionnaires	◆ Employees	◆ Job analyst (HR)
◆ Interviews	◆ Supervisors	◆ Outside consultant
◆ Observation	◆ Managers	◆ Supervisor/manager
◆ Logs/diaries	◆ Job analyst	

Used for

Job Descriptions   **Job Specifications**

Used for

- ◆ EEO/ADA
- ◆ HR planning
- ◆ Recruiting
- ◆ Selection
- ◆ Compensation
- ◆ Training
- ◆ Peformance management
- ◆ Health, safety, and security
- ◆ Employee/labor relations

building block of HR management, **job analysis**, is a systematic way of gathering and analyzing information about the content, context, and human requirements of jobs. Most other functions in HR are based on and affected by job analysis.

An overview of job analysis is shown in Figure 4-7. The value of job analysis begins as the information is compiled into *job descriptions* and *job specifications* for use in virtually all HR activities.

Purposes of Job Analysis

Job analysis has grown in importance as the workforce and jobs have changed. To be effective, HR planning, recruiting, and selection all should be based on job requirements and the capabilities of individuals identified by job analysis. In EEO matters, accurate details on job requirements are needed, as the credentials in job descriptions can affect court decisions.[49] Additionally, compensation, training, and employee performance appraisals all should be based on the specific identified needs of the jobs. Job analysis also is useful in identifying job factors and duties that may contribute to workplace health/safety and employee/labor relations issues. Information coming from job analyses that can be helpful in making the distinction among jobs includes the following:

Job analysis Systematic way of gathering and analyzing information about the content, context, and human requirements of jobs.

- Work activities and behaviors
- Interactions with others

- Performance standards
- Financial and budgeting impact
- Machines and equipment used
- Working conditions
- Supervision given and received
- Knowledge, skills, and abilities needed

Job Analysis Responsibilities

Job analysis requires a high degree of coordination and cooperation between the HR unit and operating managers. The assignment of responsibility for job analysis depends on who can best perform various parts of the process. In large companies, the HR unit supervises the process to maintain its integrity and writes the job descriptions and specifications for uniformity. The managers review the efforts of the HR unit to ensure accuracy and completeness. They also may request new job analyses when jobs change significantly. In small organizations, managers may perform all job analysis responsibilities. Figure 4-8 shows a typical division of responsibilities in organizations with an HR unit.

Different types of job analysis are used as part of HR efforts. The most traditionally and widely used method is task-based job analysis. But some have emphasized the need for competency-based job analysis. Both types of job analysis are discussed next. Task-based analysis is still the most widely used method.

Task-Based Job Analysis

Task Distinct, identifiable work activity composed of motions.

Duty Work segment composed of several tasks that are performed by an individual.
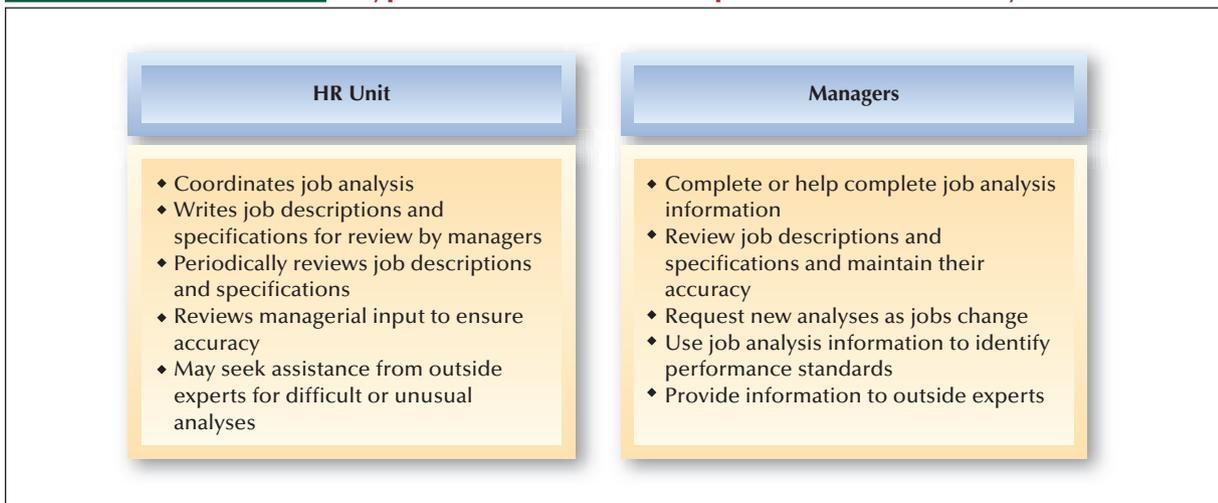
Task-based job analysis is the most common form and focuses on the tasks, duties, and responsibilities performed in a job. A **task** is a distinct, identifiable work activity composed of motions, whereas a **duty** is a larger work segment composed of several tasks that are performed by an individual. Because both tasks and duties describe activities, it is not always easy or necessary to distinguish between the two. For example, if one of the employment supervisor's

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FIGURE 4-8   **Typical Division of HR Responsibilities: Job Analysis**

HR Unit	Managers
• Coordinates job analysis • Writes job descriptions and specifications for review by managers • Periodically reviews job descriptions and specifications • Reviews managerial input to ensure accuracy • May seek assistance from outside experts for difficult or unusual analyses	• Complete or help complete job analysis information • Review job descriptions and specifications and maintain their accuracy • Request new analyses as jobs change • Use job analysis information to identify performance standards • Provide information to outside experts

duties is to interview applicants, one task associated with that duty would be asking job-related questions. **Responsibilities** are obligations to perform certain tasks and duties. Task-based job analysis seeks to identify all the tasks, duties, and responsibilities that are part of a job.

Competency-Based Job Analysis

Unlike the traditional task-based approach to analyzing jobs, the competency approach considers how knowledge and skills are used. **Competencies** are individual capabilities that can be linked to performance by individuals or teams.

The concept of competencies varies widely from organization to organization. The term *technical competencies* is often used to refer to specific knowledge and skills of employees. For example, the following have been identified as *behavioral competencies*:

- Customer focus
- Team orientation
- Technical expertise
- Results orientation
- Communication effectiveness
- Leadership
- Conflict resolution
- Innovation
- Adaptability
- Decisiveness

Responsibilities Obligations to perform certain tasks and duties.

Competencies Individual capabilities that can be linked to enhanced performance by individuals or teams.

The competency approach attempts to identify the competencies have been identified as driving employee performance.[50] For instance, many supervisors talk about employees' attitudes, but they have difficulty identifying exactly what they mean by "attitude." A variety of methodologies are used to help supervisors articulate examples of competencies and how those factors affect performance.[51]

Unlike the traditional task-based job analysis, one purpose of the competency approach is to influence individual and organizational behaviors in the future. The competency approach may be more broadly focused on behaviors, rather than just on tasks, duties, and responsibilities. Some of the more comprehensive competency-based job analysis components may extensively include knowledge, skills, abilities, and personality characteristics.[52]

Integrating Technology and Competency-Based Job Analysis As jobs continue to change, technology expands, and workers become more diverse, it may be that there will be a more integrated use of both job analysis approaches. Another factor that will contribute to the use of both types of job analysis is that strategic competencies are identified for some jobs, not just performing job tasks and duties. In the future, people doing jobs are more likely to need integrated job analysis means, rather than just one approach.[53] The decision about whether to use a task-based or competency-based approach to job analysis is affected by the nature of jobs and how work is changing. However, task-based analysis is likely to remain more widely used as it is the most defensible legally, and it is the primary focus of the remainder of this chapter.

LOGGING ON

Job Analysis.net
A resource for conducting a job analysis, including different types of methods, legal issues, questionnaires, and job descriptions, can be found at www.jobanalysis.net.
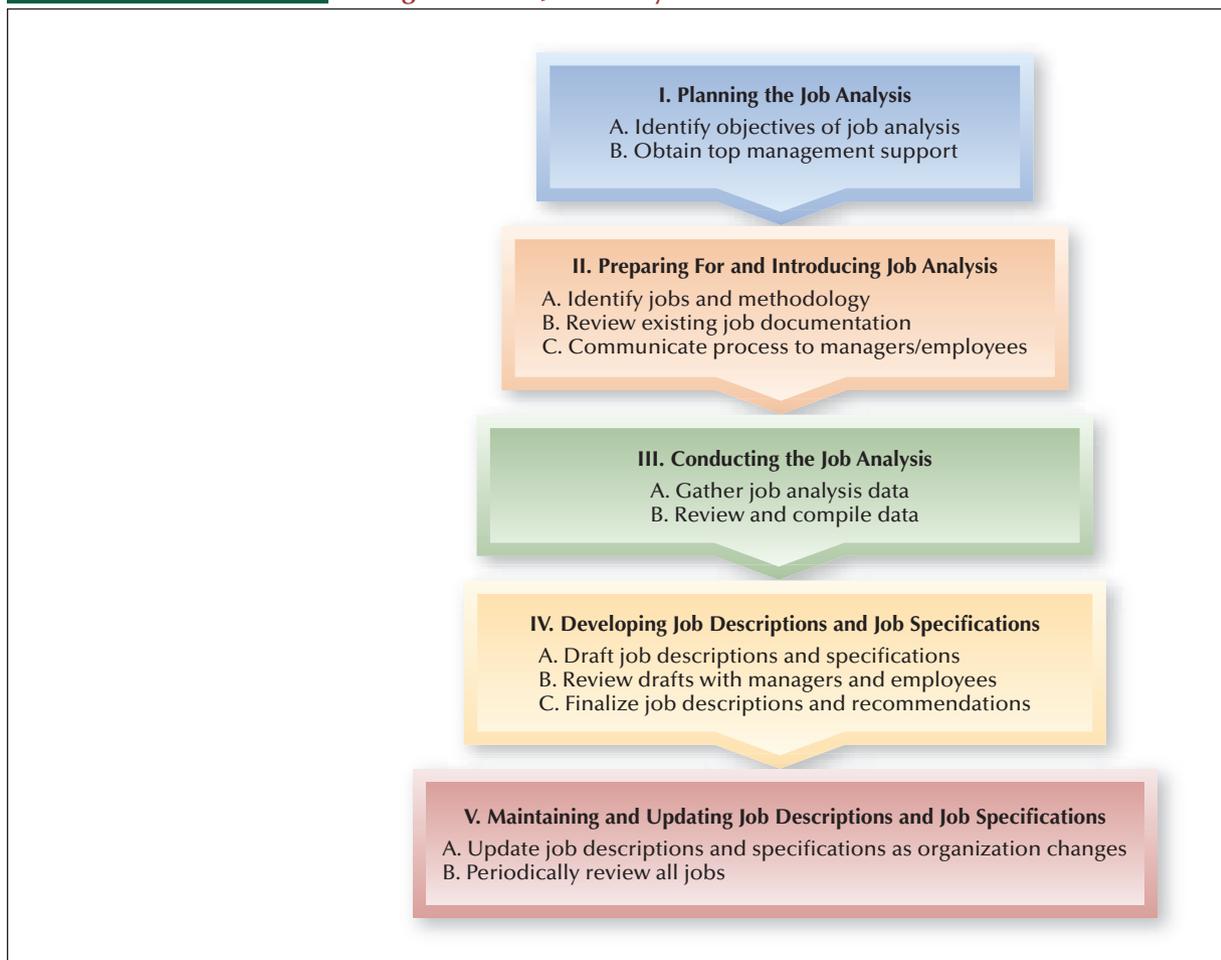
IMPLEMENTING JOB ANALYSIS

The process of job analysis must be conducted in a logical manner, following appropriate management and professional psychometric practices. Analysts usually follow a multistage process, regardless of the specific job analysis methods used. The stages for a typical job analysis, as outlined in Figure 4-9, may vary somewhat with the number of jobs included. Each of the phases is discussed next.

Planning the Job Analysis

Prior to the job analysis process itself is the planning done to gather data from managers and employees. Probably the most important consideration is to identify the objectives of the job analysis, which might be as simple as updating job descriptions or as comprehensive as revising the compensation programs in the organization. Whatever the purpose identified, the effort needs the support of top management.

FIGURE 4-9   **Stages in the Job Analysis Process**

I. Planning the Job Analysis
A. Identify objectives of job analysis
B. Obtain top management support

II. Preparing For and Introducing Job Analysis
A. Identify jobs and methodology
B. Review existing job documentation
C. Communicate process to managers/employees

III. Conducting the Job Analysis
A. Gather job analysis data
B. Review and compile data

IV. Developing Job Descriptions and Job Specifications
A. Draft job descriptions and specifications
B. Review drafts with managers and employees
C. Finalize job descriptions and recommendations

V. Maintaining and Updating Job Descriptions and Job Specifications
A. Update job descriptions and specifications as organization changes
B. Periodically review all jobs

Preparing for and Introducing the Job Analysis

Preparation for job analysis includes identification of the jobs to be analyzed. Next reviewing organization charts, existing job descriptions, previous job analysis information, and other resources is part of the planning. This phase also identifies those who will be involved in conducting the job analysis and the methods to be used. A key part is identifying and communicating the process to appropriate managers, affected employees, and others.

Conducting the Job Analysis

If questionnaires are used, it is often helpful to have employees return them to supervisors or managers for review before giving them back to those conducting the job analysis. Questionnaires should be accompanied by a letter explaining the process and instructions for completing and returning them. If interviews are used, they may occur after the return of the questionnaires, in order to clarify more details. Once data from job analyses are compiled, the information should be sorted by job, organizational unit, and job family.

Developing Job Descriptions and Job Specifications

At the fourth stage, the job analysts draft job descriptions and job specifications. Generally, organizations find that having managers and employees write job descriptions is not recommended for several reasons. First, it reduces consistency in format and details, both of which are important given the legal consequences of job descriptions. Second, managers and employees vary in their writing skills so they may write the job descriptions and job specifications to reflect what they do and what their personal qualifications are, not what the job requires. However, completed drafts should be reviewed with managers and supervisors, and then employees, before they are finalized.

Maintaining and Updating Job Descriptions and Job Specifications

Once job descriptions and specifications have been completed and reviewed by all appropriate individuals, a system must be developed for keeping them current and posted on a firm's intranet source. One effective way to ensure that appropriate reviews occur is to use current job descriptions and job specifications as part of other HR activities. For example, each time a vacancy occurs, the job description and specifications should be reviewed and revised as necessary *before* recruiting and selection efforts begin. Similarly, in some organizations, managers and employees review job descriptions during performance appraisal interviews.

JOB ANALYSIS METHODS

Another consideration is the *method to be used*. Job analysis information about what people are doing in their jobs can be gathered in a variety of ways. Traditionally the most common methods have been observation, interviewing, and questionnaires. However, the expansion of technology has led to computerization and Web-based job analysis information resources. The use of

a combination of these approaches depends on the situation and the organization.[54] Each of these methods is discussed next.

Observation

With the observation method, a manager, job analyst, or industrial engineer observes the individual performing the job and takes notes to describe the tasks and duties performed. Use of the observation method is limited because many jobs do not have complete and easily observed job duties or job cycles. Thus, observation may be more useful for repetitive jobs and in conjunction with other methods.

Work Sampling One type of observation, work sampling, does not require attention to each detailed action throughout an entire work cycle. This method allows a manager to determine the content and pace of a typical workday through statistical sampling of certain actions rather than through continuous observation and timing of all actions. Work sampling is particularly useful for routine and repetitive jobs.

Employee Diary/Log Another observation method requires employees to "observe" their own performances by keeping a diary/log of their job duties, noting how frequently those duties are performed and the time required for each one. Although this approach sometimes generates useful information, it may be burdensome for employees to compile an accurate log. The logging approach can be technology-based, reducing some of the problems.

Interviewing

The interview method requires a manager or an HR specialist to talk with the employees performing each job. A standardized interview form is used most often to record the information. Both the employee and the employee's supervisor must be interviewed to obtain complete details on the job.

Sometimes, group or panel interviews are used. A team of subject matter experts (SMEs) who have varying insights about a group of jobs is assembled to provide job analysis information. This option may be particularly useful for highly technical or complex jobs. For instance, the competency approach may use interviewing to identify dimensions that are more than task-based. Because the interview method can be quite time consuming, combining it with one of the other methods is common.

Questionnaires

The questionnaire is a widely used method of gathering data on jobs. A survey instrument is developed and given to employees and managers to complete. The typical job questionnaire often covers the areas shown in Figure 4-10.

The questionnaire method offers a major advantage in that information on a large number of jobs can be collected inexpensively in a relatively short period of time. However, the questionnaire method assumes that employees can accurately analyze and communicate information about their jobs. Using interviewing and observation in combination with the questionnaire method allows analysts to clarify and verify the information gathered in questionnaires.

Position Analysis Questionnaire (PAQ) The Position Analysis Questionnaire is a specialized instrument that incorporates checklists. Each

FIGURE 4-10   Typical Areas Covered in a Job Analysis Questionnaire

Duties and Percentage of Time Spent on Each	Contact with Other People
• Regular duties • Special duties performed less frequently	• Internal contacts • External contacts
Supervision	**Physical Dimensions**
• Supervision given to others • Supervision received from others	• Physical demands • Working conditions
Decisions Made	**Jobholder Characteristics**
• Records and reports prepared • Materials and equipment used • Financial/budget responsibilities	• Knowledge • Skills • Abilities • Training needed

job is analyzed on 27 dimensions composed of 187 "elements." The PAQ has a number of divisions, each containing numerous job elements.

The PAQ focuses on "worker-oriented" elements that describe behaviors necessary to do the job rather than on "job-oriented" elements that describe the technical aspects of the work. Although its complexity may deter potential users, the PAQ can be used to conduct validity studies on selection tests. It also may contribute to internal pay fairness because it considers the varying demands of different jobs.

Managerial Job Analysis Questionnaire Because managerial jobs often differ from jobs with clearly observable routines and procedures, some specialized job analysis methods exist. One well-known method is the Management Position Description Questionnaire (MPDQ). Composed of more than 200 statements, the MPDQ examines a variety of managerial dimensions, including decision making and supervising.

Computerized Job Analysis Systems

With the expansion of information technology and Web-based resources, computerized job analysis systems have been developed. An important feature of technological job analysis is the specificity of data that can be gathered and compiled into a job analysis database. As a result, a technology-based job analysis system can often reduce the time and effort involved in writing job descriptions. These systems often store banks of job duty statements that relate to each of the task and scope statements of the questionnaires. The use of computerized methods will likely continue to grow because of the advantages offered (see the later section on O*Net).

Combination Methods

A number of different ways to obtain and analyze information about a job exist. Each method has strengths and weaknesses, and a combination of methods

O*Net Resources for Employers

Since the recent expansion of the O*Net databases for employers, this resource contains data on more than 800 occupations, classified by industry. Included in the occupational categories are the following:

- Task statements or importance, relevance, and frequency
- Abilities (work activities, knowledge, skills, and work content)
- Training, work experiences, and education
- Interests and work values, work styles, and job zones

O*Net can be used in different ways. For example, one way is to see what abilities will be needed in certain jobs. More than 50 abilities are listed, including arm-hand steadiness, fluency of ideas, time sharing, visualization, written and oral comprehension, and speech clarity. Employers can use the abilities and the other components to generate data for some parts of job analysis and for developing job descriptions.

O*Net also now contains the *Dictionary of Occupational Titles (DOT)* and has hundreds of jobs descriptions. For example, on HR jobs, the DOT and O*Net have listed details on occupations such as Employee Relations Specialist and Human Resource Advisor. For these and all other types of jobs, an extensive list of tasks and detailed work activities is provided. A Spanish version database is available to aid with diverse workers and jobs. The details provided give supervisors, managers, and HR professionals a valuable resource as they develop or revise job descriptions, compare recruiting advertisements, develop training components, and perform other HR activities. In summary, O*Net is a database of worker attributes and job characteristics to describe jobs and the skills workers will need to perform them. It can be accessed at www.onetcenter.org.[55]

generally may be more appropriate than one method alone. Regardless of the methods used, job analysis provides the information necessary to develop job descriptions and job specifications.

Job Analysis and O*Net

A variety of resources related to job analysis are available from the U.S. Department of Labor (DOL). The resources have been developed and used over many years by various entities. *Functional job analysis* uses a competency approach to job analysis. A functional definition of what is done in a job can be generated by examining the three components of *data*, *people*, and *things*. The levels of these components traditionally have been used to identify and compare important elements of more than 120 jobs in the *Dictionary of Occupational Titles (DOT)*. But O*Net is now the main DOL resource available and provides employers with a wide range of useful items, as noted in the HR Online description.

Although not specifically a job analysis, O*Net is a database compiled by the U.S. Department of Labor to provide basic occupational data that covers

more than 800 occupations based on the Standard Occupational Classification (SOC) developed by the government. O*Net also provides extensive links to additional resources on workplace issues.

BEHAVIORAL AND LEGAL ASPECTS OF JOB ANALYSIS

Job analysis involves determining what the "core" job is. A detailed examination of jobs, although necessary, sometimes can be a demanding and disruptive experience for both managers and employees, in part because job analysis can identify the difference between what currently is being performed in a job and what *should* be done. This is a major issue about job analysis for some people, but it is not the only concern. Thus, some behavioral factors that can affect job analysis are discussed next.

Current Incumbent Emphasis

A job analysis and the resulting job description and job specifications should not describe just what the person currently doing the job does and that person's qualifications. The incumbent may have unique capabilities and the ability to expand the scope of the job to assume more responsibilities, and the employer might have difficulty finding someone exactly like that individual if the person left. Consequently, it is useful to focus on *core duties* and *necessary knowledge, skills, and abilities* by determining what the job would be if the incumbent were to quit or be moved to a different job.

"Inflation" of Jobs and Job Titles

People have a tendency to inflate the importance and significance of their jobs. Because job analysis information is used for compensation purposes, both managers and employees hope that "puffing up" jobs will result in higher pay levels, greater "status" for résumés, and more promotional opportunities.

Inflated job titles also can be used to enhance employees' images without making major job changes or pay adjustments.[56] For instance, banking and financial institutions often use officer designations to enhance status. In one small Midwestern bank, an employee who had three years' experience as a teller was "promoted" with no pay increase to Second Vice President of Customer Service. In effect, she became the lead teller when her supervisor was out of the bank, and now could sign more customer account forms, but her duties and compensation were basically the same.

An additional concern is the use of offbeat titles. For example, what is a "group idea management director," "chief transformation officer," or "marketing evangelist"? What does a "human character manager" really do? These examples illustrate how job titles may be misleading, both inside and outside the place of employment. Titles should convey a clear view of what a job involves.

Employee and Managerial Anxieties

Both employees and managers have concerns about job analysis. Through job analysis, the job description is supposed to identify what is done in a

job. However, it is difficult to capture all facets of a job in which employees perform a variety of duties and operate with a high degree of independence.

Employee Fears One fear that employees may have concerns the purpose of a detailed investigation of their jobs. Some employees fear that an analysis of their jobs will put a straitjacket on them, limiting their creativity and flexibility by formalizing their duties. However, having accurate, well-communicated job descriptions can assist employees by clarifying their roles and the expectations within those roles. One effective way to handle anxieties is to involve the employees in the revision process.

Often the content of a job may reflect the desires and skills of the incumbent employee. For example, in one firm, an employee promoted to customer service supervisor continued to spend considerable time answering customer calls, rather than supervising employees taking the calls. As part of job analysis discussions, the operations manager discussed the need for the supervisor to train the employees on handling special customer requests and to delegate more routine duties to others.

Managerial Straitjacket One primary concern of managers and supervisors is that the job analysis and job descriptions will unrealistically limit managerial flexibility. Because workloads and demands change rapidly, managers and supervisors want to be able to move duties to other employees, cross-train employees, and have more dynamic, flexible means available to accomplish work. If job descriptions are written or used restrictively, some employees may use an omission to limit managerial flexibility. In some organizations with unionized workforces, very restrictive job descriptions exist.

Because of such difficulties, the final statement in many job descriptions is a miscellaneous clause that consists of a phrase similar to "Performs other duties as needed upon request by immediate supervisor." This statement covers unusual situations in an employee's job. However, duties covered by this phrase cannot be considered essential functions under legal provisions including the Americans with Disabilities Act, as discussed next.

Legal Aspects of Job Analysis

Chapter 3 on equal employment laws, regulations, and court cases emphasized that legal compliance must focus on the jobs that individuals perform. The Uniform Guidelines on Employee Selection Procedures make it clear that HR requirements must be tied to specific job-related factors if employers are to defend their actions as a business necessity. This approach has direct impact on job descriptions and persons with disabilities who may apply for those jobs.

Job Analysis and the Americans with Disabilities Act (ADA) One result of the ADA is increased emphasis by employers on conducting job analyses, as well as developing and maintaining current and accurate job descriptions and job specifications.

The ADA requires that organizations identify the *essential job functions*, which are the fundamental duties of a job. These do not include the marginal

functions of the positions. **Marginal job functions** are duties that are part of a job but are incidental or ancillary to the purpose and nature of the job. Job analysts, HR staff members, and operating managers must evaluate and make decisions when information on three considerations is not clear. The three major considerations used in determining essential functions and marginal functions are as follows:

- Percentage of time spent on tasks
- Frequency of tasks done
- Importance of tasks performed

Job analysis also should identify the *physical demands* of jobs. For example, the important physical skills and capabilities used on the job of nursing representative could include being able to hear well enough to aid clients and doctors. However, hearing might be less essential for a heavy equipment operator in a quarry.

An important part of job analysis is obtaining information about what duties are being performed and what percentage of time is devoted to each duty. As the ADA suggests, the percentage of time spent on a duty generally indicates its relative importance. Another consideration is the ease or difficulty of assigning a duty to be performed by someone else, or in a different job.

Job Analysis and Wage/Hour Regulations Typically, job analysis identifies the percentage of time spent on each duty in a job. This information helps determine whether someone should be classified as exempt or nonexempt under the wage/hour laws.

As will be noted in Chapter 11, the federal Fair Labor Standards Act (FLSA) and most state wage/hour laws indicate that the percentage of time employees spend on manual, routine, or clerical duties affects whether they must be paid overtime for hours worked in excess of 40 hours a week. To be exempt from overtime, the employees must perform their *primary duties* as executive, administrative, professional, or outside sales employees. *Primary* has been interpreted to mean occurring at least 50% of the time

Other legal-compliance efforts, such as those involving workplace safety and health, can also be aided through the data provided by job analysis. In summary, it is difficult for an employer to have a legal staffing system without performing job analysis. Truly, job analysis is the most basic HR activity and the foundation for most other HR activities.

JOB DESCRIPTIONS AND JOB SPECIFICATIONS

Marginal job functions
Duties that are part of a job but are incidental or ancillary to the purpose and nature of the job.

The output from analysis of a job is used to develop a job description and its job specifications. Together, these two documents summarize job analysis information in a readable format and provide the basis for defensible job-related actions. They also identify individual jobs for employees by providing documentation from management.

Writing Job Descriptions

Although not the most exciting part of HR management, developing and maintaining current job descriptions is important. Some key suggestions for writing a job description that includes the essential functions and duties of a job follow:

- *Compose specific duty statements that contain most of the following elements:*
  - A precise action verb and its object
  - The frequency of the duties and the expected outcomes
  - The tools, equipment, aids, and processes to be used
- *Be logical:* If the job is repetitive, describe the tasks as they occur in the work cycle. For varied jobs, list the major tasks first and follow those with the less frequent and/or less important tasks in order.
- *Use proper details:* Make sure the description covers all the meaningful duties of the job, but avoids too many details.

- *Be specific:* For example, instead of saying "Lifts heavy packages," say "Frequently lifts heavy packages weighing up to 50 pounds."
- *Use the active voice:* Start each statement with a functional verb in the present tense (third-person singular)—for instance, "Compiles," "Approves," or "Analyzes." Avoid terms like *handles, maintains,* and *processes.*
- *Describe, do not prescribe:* Say "Operates electronic imaging machine," not "Must know how to operate electronic image machine." (The latter is a job specification, not a job description.)
- *Be consistent:* Define terms like *may, occasionally,* and *periodically.*
- *Prepare a miscellaneous clause:* This clause provides flexibility and may be phrased as follows: "Performs other related duties as assigned by supervisory personnel."

Job Descriptions

In most cases, the job description and job specifications are combined into one document that contains several sections. A **job description** identifies the tasks, duties, and responsibilities of a job. It describes what is done, why it is done, where it is done, and, briefly, how it is done. The HR On-the-Job shows suggestions for writing job descriptions.

Job description
Identification of the tasks, duties, and responsibilities of a job.

Job Specifications

While the job description describes activities to be done, the **job specifications** list the knowledge, skills, and abilities (KSAs) an individual needs to perform a job satisfactorily. KSAs include education, experience, work skill requirements, personal abilities, and mental and physical requirements. Accurate job specifications identify what KSAs a person needs to do the job, not necessarily the current employee's qualifications.

Job specifications The knowledge, skills, and abilities (KSAs) an individual needs to perform a job satisfactorily.

Performance Standards

Performance standards flow directly from a job description and indicate what the job accomplishes and how performance is measured in key areas of the

Performance standards
Indicators of what the job accomplishes and how performance is measured in key areas of the job description.

job description. If employees know what is expected and how performance is to be measured, they have a much better chance of performing satisfactorily. Unfortunately, performance standards are often not developed as supplemental items from job descriptions. Even if performance standards have been identified and matched to job descriptions, they must be communicated to employees if the job descriptions are to be effective HR tools.

Job Description Components

A typical job description contains several major parts. The following content presents an overview of the most common components.

Identification The first part of the job description is the identification section, in which the job title, department, reporting relationships, location, and date of analysis may be given. Usually, it is advisable to note other information that is useful in tracking jobs and employees through HR systems. Additional items commonly noted in the identification section are job code, pay grade, exempt/nonexempt status under the Fair Labor Standards Act (FLSA), and the EEOC classification (from the EEO-1 form).

General Summary The second part, the general summary, is a concise statement of the general responsibilities and components that make the job different from others. One HR specialist has characterized the general summary statement as follows: "In thirty words or less, describe the essence of the job." Often, the summary is written after all other sections are completed so that a more complete overview is prepared.

Essential Job Functions and Duties The third part of the typical job description lists the essential functions and duties, generally in order of importance. It contains clear, precise statements on the major tasks, duties, and responsibilities performed. Writing this section is the most time-consuming aspect of preparing job descriptions.

Job Specifications The next portion of the job description gives the qualifications needed to perform the job satisfactorily. The job specifications typically are stated as: (1) knowledge, skills, and abilities; (2) education and experience; and (3) physical requirements and/or working conditions. The components of the job specifications provide information necessary to determine what accommodations might and might not be possible under the Americans with Disabilities Act.

Disclaimers and Approvals The final section on many job descriptions contains approval signatures by appropriate managers and a legal disclaimer. This disclaimer allows employers to change employees' job duties or to request employees to perform duties not listed, so that the job description is not viewed as a contract between the employer and the employee. Figure 4-11 contains a sample job description and job specifications for a Customer Service Supervisor. Also, Appendix G has sample HR-related job descriptions.

FIGURE 4-11	Sample Job Description

Identification Section
Position Title: Customer Service Supervisor
Department: Marketing/Customer Service   EEOC Class: O/M
Reports To: Marketing Director   FLSA Status: Exempt

General Summary

Supervises, coordinates, and assigns work of employees to ensure customer
service department goals and customer needs are met.

Essential Job Functions
1. Supervises the work of Customer Service Representatives to enhance performance by
    coordinating duties, advising on issues or problems, and checking work. (55%)
2. Provides Customer Service training for company employees in all departments. (15%)
3. Creates and reviews reports for service orders for new and existing customers. (10%)
4. Performs employee performance evaluations, training, and discipline. (10%)
5. Follows up with customer complaints and issues and provides resolutions. (10%)
6. Conducts other duties as needed by guided by Marketing Director and executives.

Knowledge, Skills, and Abilities
- Knowledge of company products, services, policies, and procedures.
- Knowledge of marketing and customer programs, data, and results.
- Knowledge of supervisory requirements and practices.
- Skill in completing multiple tasks at once.
- Skill in identifying and resolving customer problems.
- Skill in oral and written communication, including Spanish communications.
- Skill in coaching, training, and performance evaluating employees.
- Skill in operating office and technological equipment and software.
- Ability to communicate professionally with coworkers, customers and vendors.
- Ability to work independently and meet managerial goals.
- Ability to follow oral and written instructions.
- Ability to organize daily activities of self and others and to work as a team player.

Education and Experience

Bachelor's degree in business or marketing, plus 3–5 years of industry experience. Supervisory, marketing,
and customer service experience helpful.

Physical Requirements	Percentage of Work Time Spent on Activity			
	0–24%	25–49%	50–74%	75–100%
Seeing: Must be able to see well enough to read reports.				X
Hearing: Must be able to hear well enough to communicate with customers, vendors and employees.				X
Standing/Walking: Must be able to move about department.			X	
Climbing/Stooping/Kneeling: Must be able to stoop or kneel to pick up paper products or directories.	X			
Lifting/Pulling/Pushing: Must be able to lift up to 50 pounds.	X			
Fingering/Grasping/Feeling: Must be able to type and use technical sources.				X

Working Conditions: Normal working conditions absent extreme factors.

Note: *The statements herein are intended to describe the general nature and level of work being performed, but are
not to be seen as a complete list of responsibilities, duties, and skills required of personnel so classified. Also, they do
not establish a contract for employment and are subject to change at the discretion of the employer.*

SUMMARY

- Diversity management focuses on organizational efforts to ensure that all people are valued regardless of their differences.
- The "business case" for diversity is built on its ability to allow new talent and ideas, aid in employee attraction and retention, allow for an increase in market share, and lead to lower costs.
- The workforce composition is becoming more diverse based on race/ethnicity, age, gender, and other life components.
- Work is organized into jobs for people to do. Work flow analysis and business process reengineering are both approaches used to check how well this has been done.
- Job design involves developing jobs that people like to do. It may include simplification, enlargement, enrichment, rotation, or sharing.
- Designing jobs so that they incorporate skill variety, task identity and significance, autonomy, and feedback is important for both employers and employees.
- The use of work teams and virtual teams is growing in organizations throughout the United States and globally.
- Work-related teams are aiding organizational and managerial productivity and growth, despite some problems that may occur.

- Telework, whereby employees work with technology, is leading to more work flexibility.
- Work scheduling through flextime allows employees to work more at home, which enhances their work-life balancing activities.
- Job analysis is a systematic investigation of the content, context, and human requirements of a job.
- Task-based job analysis focuses on the tasks, duties, and responsibilities associated with jobs.
- Competency-based job analysis focuses on basic characteristics that can be linked to enhanced performance, such as technical and behavioral competencies.
- The job analysis process has five stages, beginning with planning and ending with maintaining and updating job descriptions and job specifications.
- A number of methods of job analysis are used, with interviews and questionnaires being the most popular.
- Both the behavioral reactions of employees and managers and legal-compliance issues must be considered as part of job analysis.
- The end products of job analysis are job descriptions, which identify the tasks, duties, and responsibilities of jobs, and job specifications, which list the knowledge, skills, and abilities needed to perform a job satisfactorily.

CRITICAL THINKING ACTIVITIES

1. Describe how diversity of workers has been impacting organizations, including organizations for which you have worked recently.

2. For many individuals, the nature of work and jobs is changing. Describe these changes, some reasons for them, and how they are affecting both HR management and individuals.

3. Explain how you would conduct a job analysis in a company that has never had job

descriptions. Utilize the O*Net as a resource for your information.

4. You need to convince upper management of the usefulness of a companywide diversity program. How will you define *diversity,* and what arguments can be made for so defining it? Use the website www.diversityinc.com and other sources to gather the necessary information.

HR EXPERIENTIAL PROBLEM SOLVING

You have recently assumed the role of HR Manager in your company. In reviewing the company records, you note that the job descriptions were last updated 5 years ago. The Company President has taken the

position that there is no need to update the job descriptions. However, you also note that the company has grown by 50% during the last 5 years, resulting in many changes, including some in job

functions. You want to build a business case to convince the Company President of the need to update the job descriptions. To help you build your case, use the information on the purpose of job descriptions at www.hrtools.com.

1. How can job descriptions be used as a management tool?

2. What role do job descriptions have in helping companies comply with various legal issues?

C A S E

ROWE and Flexible Work and Success at Best Buy

Best Buy is a large national retailer with many full-time and part-time employees in more than 1,000 stores. Beginning several years ago, Best Buy has made major changes in its work schedules. Rather than emphasizing fixed hours, Best Buy increased use of flexible work hours in its corporate headquarters and stores. Based on the success of an initial experimental program with 300 employees in some departments, the changes have evolved into a more broadly used program labeled ROWE—Results Only Work Environment.

At the heart of ROWE is the philosophy of focusing on employees getting their work done, not just meeting clock hours. To implement ROWE, managers and employees have had to identify performance result expectations and measures for all jobs. The focus of ROWE has been on how people make judgments on work to be done and the time at work to do it. The core focus of ROWE is employee performance meeting expectations, not just being at work.

The HR payoff of ROWE has been significant. According to metrics, voluntary employee turnover has declined in some divisions by as much as 75% to 90% over several years. Average worker productivity in the same period increased over one-third. Some other key results of the ROWE plan have been:

- Increased customer satisfaction because of the work-results focus of Best Buy employees
- Higher employee morale and engagement because of the ability to place work and life demands in balance
- Higher managerial performance because of the attention to results, not just on training schedules and regulations

For some employees and managers with family responsibilities and personal interests, one of the greatest advantages of the ROWE program is the ability for them to achieve better work-life balance. From mothers of school-aged children to single males involved in hobbies and sports, employees can adjust schedules to meet their personal and professional needs. For instance, one employee left often in early afternoon in order to participate in entertainment activities. Other employees have finished work and gone hunting or golfing during the "normal workweek" because they had completed their work requirements. Obviously, these persons can make expansive use of technology for doing their work anywhere, such as getting messages while at family or sporting events, responding quickly to job-related questions, and providing immediate work-related information.

The ROWE program now has been expanded to include retail store managers and workers. Doing so has meant making some modifications to ensure that sufficient salespersons are available to serve customers at a wide range of days and times. But with Best Buy retail stores previously experiencing a turnover rate of 60% plus, adapting to ROWE has been important. It has helped with recruiting store employees, retaining them so that turnover has decreased, and enhancing customer service.

In summary, the change in the culture at Best Buy to focus on results, employee success, and greater work flexibility has made Best Buy one of the best places for many people to shop and work. How this program will expand and modify as economic, workforce diversity, and jobs change will be interesting to observe.[57]

QUESTIONS

1. Discuss how a ROWE-type program would fit in organizations where you have worked. Explain why it would or would not work.

2. Identify factors in the ROWE program that might make using it for retail employees more difficult than using it for managers and employees in corporate offices, technical centers, and nonretail jobs and locations.

S U P P L E M E N T A L   C A S E S

The Reluctant Receptionist

This case illustrates how incomplete job analysis and job descriptions create both managerial and employee problems. (For the case, go to www.cengage.com/management/mathis.)

Jobs and Work at R.R. Donnelley

This case describes how a printing firm had to increase productivity and redesign jobs. (For the case, go to www.cengage.com/management/mathis.)

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