

JOB ANALYSIS AND THE TALENT MANAGEMENT PROCESS

Week 4

TALENT MANAGEMENT (1)

- The goal-oriented and integrated process of planning, recruiting, developing, managing and compensating employees
- The traditional way
 - Job analysis, personnel planning and forecasting
 - Recruitment (internal and/or external)
 - Application (forms and/or interviews)
 - Selection (tools: tests, interviews, background checks & physical exams)
 - Making an offer
 - Orientation, training and development
 - Appraisal
 - Reward and compensation

TALENT MANAGEMENT (2)

- Talent management perspective
 - Tasks are interrelated
 - Decisions are goal-directed
 - “Profile” of competencies, traits, knowledge and experience is used to make selection, training, appraisal and payment decisions
 - Employees are managed segmented and proactively
 - Functions are integrated or coordinated
 - As a team and/or IT supported

JOB ANALYSIS (1)

- A procedure through which you determine the duties of the positions and the characteristics of the people to hire them
 - Job analysis produces
 - Job description (what the job entails)
 - Job specifications (what kind of people to hire for the job)
 - Types of information gathered:
 - Work activities: how, why and when
 - Human behaviors: as required by the job
 - Machines, tools, equipment and work aids
 - Performance standards: quantity and/or quality
 - Job context
 - Human requirement: knowledge, skills, attributes

JOB ANALYSIS (2)

- Job analysis supports all human resource management activities
 - Recruitment and selection
 - EEO Compliance
 - Performance Appraisal
 - Compensation
 - Training

JOB ANALYSIS (3)

- (1) Decide how you'll use the information ← data collection techniques
- (2) Review relevant background information
 - Organization charts
 - Division of work
 - Where the job fits
 - Process charts
 - A workflow chart that shows the flow of inputs to and outputs from the job
 - Workflow analysis
 - A detailed study of the flow of work from job to job in a work process

JOB ANALYSIS (4)

- **Business Process Engineering**
 - Redesigning business process by combining steps

 - Identify a business process
 - Measure the performance of the existing process
 - Identify opportunities for improvement
 - Redesign and implement a new way of doing
 - Assign ownership

- **Job Redesign**
 - To avoid highly repetitive jobs ← “dehumanizing”
 - Job enlargement
 - Assigning workers additional same-level activities
 - Job rotation
 - Systematically moving workers from one job to another
 - Job enrichment
 - Empowering employees with skills and authority to experience feelings of responsibility, achievement, growth and recognition

JOB ANALYSIS (5)

- (3) Select representative positions
- (4) Analyze the job
 - Job activities, working conditions, human traits and abilities
- (5) Verify information with the worker & supervisor
- (6) Develop job description and job specification
 - Job description
 - activities and responsibilities and its important features
 - Job specification
 - personal qualities, traits, skills and background required
- Guidelines
 - A joint effort by a human resources manager, worker and supervisor
 - Questions and process → clear
 - Different job analysis tools

METHODS

- Interview
- Questionnaires
- Observation
- Participant Diary / Logs
- Quantitative Job Analysis Techniques
 - Position Analysis Questionnaire
 - Procedure
- Internet-Based Job Analysis

JOB DESCRIPTION

- Job identification
 - Job summary
 - Relationships
 - Responsibilities and Duties
 - Authority of incumbent
 - Standards of performance and Working Condition
 - Working conditions
 - Job specification
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- Insert figure 4.7 p 145

JOB SPECIFICATION

- Human traits and experience required to do the job effectively
 - Trained vs Untrained
 - Judgment
 - Common sense
 - Statistical Analysis
 - To determine the relationship between predictor and indicator / criterion of job effectiveness
 - Task Statements
 - What the worker does on one particular job task, how the worker does it and for what purpose
 - Identify knowledge, skills, abilities and other characteristics (KSAOs)
 - Group into main job duties
 - Compile all in Job Requirements Matrix

PROFILE IN TALENT MANAGEMENT (1)

■ Job profiles

- To create detailed descriptions of what is required for exceptional performance in a given role or job in terms of required
- The anchor for creating recruitment, selection, training and evaluation and development plans for each job
 - Competencies
 - Necessary behavior (observable and measurable)
 - Personal Attributes
 - Trait, personality, etc.
 - Knowledge
 - Technical and/or professional
 - Experience
 - Necessary educational and work achievement

PROFILE IN TALENT MANAGEMENT (2)

- **Competency-based job analysis**
 - Describing the job in terms of measurable, observable, behavioral competencies (knowledge, skills and/or behaviors) that an employee doing that job must exhibit
 - “In order to perform this job competently, the employee should be able to ... ?”
- **Traditional job analysis**
 - more job-focused (what are this job’s duties)
- **Competency-based analysis**
 - More work-focused (what must the employees be competent at to do this multi-skilled job?)

PROFILE IN TALENT MANAGEMENT (3)

- Cluster of competencies
 - General competencies
 - Leadership competencies
 - Technical competencies

- Insert Figure 4-11 p. 156