

Preparing for a Job Analysis

•Who will conduct the analysis?

- A job analysis is conducted by a trained individual in the human resources department, but it can also be conducted by job incumbents, supervisors, or outside consultants.
- The Uniform Guidelines state that a job analysis must be “professionally conducted,” and a job analyst certainly cannot be called a professional unless she has been trained.

•How often should a job description be updated?

- The typical answer is that a job description should be updated if a job changes significantly.
- Job Crafting – the informal changes that employees make in their jobs.
- It is common for employees to quietly expand the scope of their jobs to add tasks they want to perform and to remove tasks that they don't want to perform.

•Which employees should participate?

- For organizations with relatively few people in each job, it is advisable to have all employees participate in the job analysis,
- In organizations in which many people perform the same job, every person needs not to participate.
- “How many people need to be included in the job analysis?”
- The answer to this question to some extent depends on whether the job analysis will be committee based or field based:
 - In a committee-based job analysis, a group of subject matter experts meet to generate the tasks performed, the conditions under which they are performed, and the KASOs needed to perform them.
 - In a field-based job analysis, the job analysts individually interviews/observes a number of incumbents out in the field.

• Job Competence

- Sanchez, Frager, Wilson, & Vivesvajan (1998) and Mullins & Kimbrough (1998) that high-performing employee generated different job analysis outcomes than did low-performing employees.
- Ansoorian & Shultz (1997) found moderate differences in physical effort made by employees with varying levels of expertise.
- Landy & Vasey; (1991) and Prien, Prien & Wooten (2003) found that more experienced employees rated tasks differently than less experienced employees.
- Mailhot (1996) did not find any differences in job analysis ratings made by employees of different performance levels.