The problem with the stepwise view is twofold. First, the process usually isn’t really stepwise. For example, managers don’t just train employees (step 6) and then appraise how they’re doing (step 7). Instead (to use our example), the appraisal may well also loop back to shape the employee’s subsequent training. So, first, rather than view these eight HR activities as stepwise, it is best to view them holistically—because the steps interactively affect each other and work together. The second problem is that focusing just on each step may cause the manager to miss, as it were, the forest for the trees. It’s not just each step but the results you obtain by applying them together that’s important. So, second, it’s important to remember that each and every step should be focused on having the right people in the right jobs for some specific organizational result (such as, say, improving customer service).

Recognizing all this, the trend today is to view these eight activities not stepwise but as part of a coordinated talent management effort. In simplest terms, talent management aims to get the right workers (“talent”) on the right jobs at the right time. We will define talent management as the holistic, integrated, and results and goal-oriented process of planning, recruiting, selecting, developing, managing, and compensating employees. What does this involve in practice? The manager who takes a talent management approach tends to do the following:

1. He or she starts with the results and asks, “What recruiting, testing, training, or pay action should I take to produce the employee competencies we need to achieve our company’s goals?”
2. He or she treats HR activities such as recruiting and training as holistic and interrelated. For example, the manager knows that having employees with the right skills depends as much on recruiting and training as on applicant testing.
3. Because talent management is holistic and integrated, the manager will endeavor to use the same “profile” of required human skills, knowledge, and behaviors (“competencies”) for formulating a job’s recruitment plans as for making selection, training, appraisal, and compensation decisions for it.
4. And, the manager will take steps to coordinate/integrate talent management functions such as recruiting and training, for example, by making sure he or she is using the same skills profile to recruit as to select, train, and appraise employees for a particular job. Doing so often involves the use of special talent management software.

Improving Performance through HRIS
Talent Management Software Many employers use talent management software systems to coordinate their talent-related activities. For example, Oracle says its Talent Management suite helps the manager to hire the best talent, provide real-time evaluations of workforce performance, and “[a]lign and develop your workforce with your talent management goals.” SilkRoad Technology’s Talent Management Solution includes applicant tracking, onboarding, performance management, and compensation support. It helps the manager to “... recruit, manage, and retain your best employees.”

The Basics of Job Analysis
Talent management starts with understanding what jobs need to be filled and the human traits and competencies employees need to do those jobs effectively.

What Is Job Analysis?
Organizations consist of positions that have to be staffed. The organization chart (see Figure 4.1) shows the title of each supervisor’s position and, by means of connecting lines, who is accountable to whom, who has authority for each area, and who is
job analysis
The procedure for determining the duties and skill requirements of a job and the kind of person who should be hired for it.

job descriptions
A list of a job's duties, responsibilities, reporting relationships, working conditions, and supervisory responsibilities—one product of a job analysis.

job specifications
A list of a job's "human requirements," that is, the requisite education, skills, personality, and so on—another product of a job analysis.

expected to communicate with whom. Job analysis is the procedure through which you determine the duties of the company's positions and the characteristics of the people to hire for them. Job analysis produces information for writing job descriptions (a list of what the job entails) and job (or “person”) specifications (what kind of people to hire for the job). Virtually every personnel-related action—interviewing applicants, and training and appraising employees, for instance—requires knowing what the job entails and what human traits one needs to do the job well.

The supervisor or human resources specialist normally collects one or more of the following types of information via the job analysis:

- **Work activities.** Information about the job's actual work activities, such as cleaning, selling, teaching, or painting. This list may also include how, why, and when the worker performs each activity.
- **Human behaviors.** Information about human behaviors the job requires, like sensing, communicating, lifting weights, or walking long distances.
- **Machines, tools, equipment, and work aids.** For instance, tools used, materials processed, and knowledge applied (such as finance or law).
- **Performance standards.** Information about the job's performance standards (in terms of quantity or quality levels for each job duty, for instance).
- **Job context.** Information about such matters as physical working conditions, work schedule, incentives, and, for instance, the number of people with whom the employee would normally interact.
- **Human requirements.** Information such as knowledge or skills (education, training, work experience) and required personal attributes (aptitudes, personality, interests).

**Uses of Job Analysis Information**
Job analysis is essential. As summarized in Figure 4.2, the information produced by the job analysis is the basis for several HR activities that managers engage in almost every day. Specifically:

- **Recruitment and Selection:** The job analysis produces information about what duties the job entails and what human characteristics are required to perform
these activities, and thus helps managers decide what sort of people to recruit and hire.

**EEO Compliance:** For example, to comply with the Americans with Disabilities Act, employers should know each job's essential job functions—which in turn requires a job analysis.

**Training:** The job description lists the job's specific duties and requisite skills—thus pinpointing what training the job requires.

**Performance Appraisal:** A performance appraisal compares each employee's actual performance with his or her duties and performance standards. Managers use job analysis to learn what these duties and standards are.

**Compensation:** Compensation levels usually depend on the job's required skill and education level, safety hazards, degree of responsibility, and so on—all factors you assess through job analysis.

### Steps in Job Analysis

The typical job analysis involves six main steps:

**Step 1:** Identify the use to which the information will be put because this will determine how you collect the information. Some data collection techniques—like interviewing the employee—are good for writing job descriptions. Other techniques, like the position analysis questionnaire we describe later, provide numerical ratings you can use to compare jobs for compensation purposes.

**Step 2:** Review relevant background information about the job, such as organization charts and process charts. For example, the organization chart shows where the job fits in the organization. A process chart provides a detailed picture of the job's work flow. In the process chart in Figure 4.3, the quality control clerk should review components coming from suppliers, check components going to the plant managers, and give information regarding the components’ quality to these managers. Finally, an existing job description may provide a starting point for revising the job description. We'll look at work flow in more detail next.
Figure 4.3
Process Chart for Analyzing a Job's Workflow


**Workflow Analysis** Reviewing the organization chart, process chart, and job description helps the manager understand what a job’s duties and demands are now. However, it does not answer questions like “Does how this job relates to other jobs make sense?” or “Should this job even exist?” or “Should we redesign how this job is done?” To answer such questions, the manager may conduct a workflow analysis. **Workflow analysis** is a detailed study of the flow of work from job to job in one identifiable work process (such as processing a mortgage application). In turn, this analysis may lead to changing or “reengineering” the job. The accompanying HR as a Profit Center feature illustrates workflow analysis.

### HR as a Profit Center

**Boosting Productivity through Work Redesign**

The Atlantic American insurance company conducted a workflow analysis to identify inefficiencies in how it processes insurance claims. As the firm’s HR director said, “We followed the life of a claim to where it arrived in the mail and where it eventually ended up” in order to find ways to improve the process.

The workflow analysis prompted several performance-boosting redesigns of the insurance claim jobs. The firm reduced from four to one the number of people opening mail, replacing three people with a machine that does it automatically. A new date stamping machine lets staff stamp 20 pages at a time rather than 1. A new software program adds bar codes to each claim automatically, rather than manually. The new system lowered costs.

**Talk About It—1**

If your professor has chosen to assign this, go to www.pearson.com/mylab/management to discuss the following questions. Based on your experience, what would the workflow look like for the process a dry-cleaning store uses to accept and chronicle a new order of clothes from a customer? How might this process be improved?

To aid in conducting a workflow analysis, the manager may use a **flow process chart**; this lists each step of the process. The manager may convert this step-by-step flow process chart into a diagrammatic process chart. This shows, with arrows and circles, each step in the process.

**Business Process Reengineering** The workflow analysis at American Atlantic led to a reengineering of its claims processing operation. **Business process reengineering**
means redesigning business processes, usually by combining steps so that small multifunction teams using information technology do the jobs formerly done by a sequence of departments. The basic reengineering process is to:

1. identify a business process to be redesigned (such as processing an insurance claim);
2. measure the performance of the existing processes;
3. identify opportunities to improve these processes;
4. redesign and implement a new way of doing the work; and
5. assign ownership of sets of formerly separate tasks to an individual or a team who uses computers to support the new arrangement.

As at Atlantic American, reengineering usually requires redesigning individual jobs. For example, Atlantic's "date stamping" workers must now learn the new date-stamping machine. In turn, job redesign may lead to job enlargement, rotation, or enrichment.

**JOB REDESIGN** Early economists enthusiastically described why specialized jobs were more efficient (as in, "practice makes perfect"). Today, most agree that specialized jobs can backfire, for instance by sapping morale. Experts typically suggest three ways to redesign specialized jobs to make them more challenging.

**Job enlargement** means assigning workers additional same-level activities. Thus, the worker who previously only bolted the seat to the legs might attach the back too. **Job rotation** means systematically moving workers from one job to another.

Psychologist Frederick Herzberg argued that the best way to motivate workers is through job enrichment. **Job enrichment** means redesigning jobs in a way that increases the opportunities for the worker to experience feelings of responsibility, achievement, growth, and recognition—and therefore more motivation. At Atlantic American, managers enriched jobs by, for instance, putting a team in charge of processing an entire claim. This assumedly empowers the workers—for instance, by giving them the skills and authority to inspect the work, instead of having supervisors do that. Herzberg said empowered employees would do their jobs well because they wanted to, and quality and productivity would rise. That philosophy, in one form or another, is the theoretical basis for the team-based self-managing jobs in many companies around the world today. Now let's return to the main steps in job analysis.

**Step 3:** With a job to analyze, the manager then generally selects a sample of positions to focus on. For example, to analyze an assembler's job, it is probably unnecessary to analyze the jobs of all the firm's 200 assembly workers; instead, a sample of 10 jobs will do.

**Step 4:** Analyze the job. The manager then turns to actually analyzing the job, using one or more of the methods we describe in the next section.

**Step 5:** After actually analyzing the job, verify the information with the worker and with his or her immediate supervisor. The aims here are to confirm that the information (for instance, on the job's duties) is factually correct and complete, and to help gain the worker's and supervisor's acceptance.

**Step 6:** Develop a job description and job specification. The *job description* lists the duties, activities, and responsibilities of the job, as well as its important features, such as working conditions. The *job specification* summarizes the personal qualities, traits, skills, and background required for getting the job done.
Methods for Collecting Job Analysis Information

There are various methods (interviews or questionnaires, for instance) for actually collecting job information, and you should use those that best fit your purpose. For example, an interview might be best for creating a list of job duties, while the “position analysis questionnaire” is better for quantifying each job’s worth for pay purposes.

In larger firms, the job analysis should be a joint effort by the human resource manager, worker, and worker’s supervisor. The human resource manager might observe the worker doing the job and have both the supervisor and worker fill out job questionnaires. Then he or she lists the job’s duties and required human traits. The supervisor and worker then verify the HR manager’s list of job duties.

Actually collecting the job analysis information is straightforward: greet each worker; briefly explain the job analysis process and the participants’ roles in this process; spend about 15 minutes interviewing the employee to get agreement on a basic summary of the job; identify the job’s broad areas of responsibility, such as “calling on potential clients”; and then identify specific duties/tasks within each area using one of the following standard job analysis methods. Make sure the worker understands the questions and the process.

The Interview

Managers may conduct individual interviews with each employee, group interviews with groups of employees who have the same job, and/or supervisor interviews with one or more supervisors who know the job. Use group interviews when a large number of employees are performing similar or identical work because this can be a quick and inexpensive way to gather information. As a rule, the workers’ immediate supervisor attends the group session; if not, you can interview him or her separately.

The worker should understand the reason for the interview. There’s a tendency for workers to view such interviews as “efficiency evaluations” and to hesitate to describe their jobs accurately.

Typical Questions  Typical interview questions include the following:

- What is the job being performed?
- What exactly are the major duties of your position?
- What physical locations do you work in?
- What are the education, experience, skill, and (where applicable) certification and licensing requirements?
- What are the job’s responsibilities and duties?
- What are the basic accountabilities or performance standards that typify your work?
- What are your responsibilities?
- What are the environmental and working conditions involved?
- What are the job’s physical demands? The emotional and mental demands?
- Are you exposed to any hazards or unusual working conditions?

Structured Interviews  Many managers use questionnaires to structure and guide the interview, as in Figure 4.4. These include questions regarding matters like the general purpose of the job; supervisory responsibilities; job duties; and education, experience, and skills required.

Such structured lists are not just for interviews. Job analysts who collect information by personally observing the work or by using questionnaires—two methods explained later—can also use structured lists. The Skills feature elaborates.
Job analysts may conduct individual interviews with each employee, group interviews with groups of employees, and/or supervisor interviews with one or more supervisors who know the job.

Source: Antonio Diaz/123RF.

BUILDING YOUR MANAGEMENT SKILLS

Interviewing Guidelines

There are several things to keep in mind when conducting a job analysis interview. First, the job analyst and supervisor should work together. Identify workers who know the most about the job, and who might be expected to be the most objective in describing their duties and responsibilities.

Second, establish rapport quickly with the interviewee; know the person's name; speak in easily understood language; briefly review the purpose of the interview; and explain how the person was chosen for the interview. Distortion of information can be a problem. Job analysis often precedes changing a job's pay rate. Employees therefore may exaggerate some responsibilities.

Third, if possible, follow a structured guide or checklist, one that lists questions and provides space for answers. This ensures that you'll identify crucial questions ahead of time, and that all interviewers cover the same ground. However, also ask, "Was there anything we didn't cover with our questions?"

Fourth, when duties are not performed in a regular manner—for instance, when the worker doesn't perform the same job repeatedly—you should ask the worker to list his or her duties in order of importance and frequency of occurrence. This will ensure that crucial activities that occur infrequently—like a nurse's occasional emergency-room duties—aren't overlooked.

Finally, review and verify the data with the worker and his or her supervisor.

Questionnaires

Having employees fill out questionnaires to describe their job duties and responsibilities is another good way to obtain job analysis information.

Some questionnaires are structured checklists. Here each employee gets an inventory of perhaps hundreds of specific tasks (such as "change and splice wire"). He or she must indicate if he or she performs each task and, if so, how much time is spent on each. At the other extreme, the questionnaire may simply ask, "Describe the major duties of your job."
Figure 4.4
Job Analysis Questionnaire
for Developing Job Descriptions

Sources: Adapted from: www.tsu.edu/PDFFiles/Human%20Resources/HR%20Forms/JAQ%20FORM_rev%20100809%20a.pdf; www.delawarepersonnel.com/class/forms/iaq/iaq.shtml; www.uh.edu/human-resources/forms/JAQ.doc; www.tnstate.edu/hr/documents/...Job%20Analysis%20Questionnaire.doc. All accessed July 24, 2013. *Copyright Gary Dessler PhD.

JOB ANALYSIS QUESTIONNAIRE*

PURPOSE AND INSTRUCTIONS

Because no one knows the job as well as the person doing it, we are asking you to complete this form. The purpose is to obtain current information on your job based on a review of job duties and responsibilities. We are not asking you about your job performance; only what your job requires you to do.

EMPLOYEE DATA (PLEASE PRINT):

Your Name: ____________________________________________________________________________

Employee ID: __________________________________________________________________________

Location/Department: ____________________________________________________________________

Your Job Title: _________________________________________________________________________

Job Code: ____________________________________________________________________________

How long have you been in your current position: ________________

Work Telephone Number: __________________________________________________________________

Supervisor’s Name: _____________________________________________________________________

Supervisor’s Title: _____________________________________________________________________

SUMMARY OF DUTIES/RESPONSIBILITIES

Give a brief description of the main function/purpose of your job. This statement should be a brief summary of the responsibilities listed in the next section.

_____________________________________________________________________________________

_____________________________________________________________________________________

Listing of Job Duties

What do you do on your job? Please list your job’s specific duties/responsibilities in the space below. In doing so:

Please list the most important duties/responsibilities first. Write a separate statement for each duty/responsibility.

At the end of each statement, please indicate the approximate percent of your workday (25%, 7%, etc.) you spend on that duty.

Please place an asterisk (*) next to the duties that you consider to be absolutely essential to this job.

_____________________________________________________________________________________

_____________________________________________________________________________________

_____________________________________________________________________________________

_____________________________________________________________________________________

_____________________________________________________________________________________

(Add additional duties as necessary)

Are there duties you are now performing that are not now in your job description? If so, please list them on back of this page.

(Continued)
Minimum Level of Education (or Equivalent Experience) This Job Requires

What is the minimum level of education necessary to perform your job? Select only one please:
1. Elementary education
2. Some high school
3. A high school diploma or equivalent (G.E.D.)
4. A formal vocational training program (approximately one year), an apprenticeship, or some formal college education
5. An associate’s degree (AA, AS)
6. A bachelor’s degree (BA, BS)
7. A master’s degree (MA, MS, MBA, MPA)
8. A doctorate degree (Ph.D., MD, JD, EED)
9. Are you required to be licensed or certified to perform your work?
   [ ] Yes   [ ] No

List type ____________________________________________

Required Training on Job

What is the level of on-the-job or classroom training someone requires to do your job? Please select one choice below:
1. No additional training required.
2. A day or two
3. A week
4. A month
5. Several months
6. One year
7. Two years or more

SUPERVISORY RESPONSIBILITIES

Do you supervise others as part of your job? If so, please briefly describe the nature of your supervisory responsibilities.

PHYSICAL JOB DEMANDS


Working Conditions: Environmental and Safety Job Demands

Please list this job’s working conditions, such as: air-conditioned office work; outdoor or indoor extreme heat or cold; wet; noise; job hazards; working in elevated conditions; etc.

EMPLOYEE COMMENTS

Is there any other information that would be important in understanding your job? If so, please give us your comments below.

SUPERVISOR’S REVIEW

Based on your understanding of the job as it currently exists, please review the employee’s response and provide your own comments in the space below. Please do not change the employee’s responses.
In practice, the best questionnaires fall in between. As in Figure 4.4, a typical job analysis questionnaire might include several open-ended questions (such as “What do you do on your job?”) as well as structured questions (concerning, for instance, education required).

A questionnaire is a quick and efficient way to obtain information from a large number of employees; it’s less costly than interviewing hundreds of workers, for instance. However, developing the questionnaire and testing it (perhaps by making sure the workers understand the questions) can be time consuming. And, as with interviews, employees may distort their answers.

**Observation**

Direct observation is especially useful when jobs consist mainly of observable physical activities—assembly-line worker and accounting clerk are examples. However, observation is usually not appropriate when the job entails a lot of mental activity (lawyer, design engineer). Nor is it useful if the employee only occasionally engages in important activities, such as a nurse who handles emergencies. Reactivity—the worker changing what he or she normally does because you are watching—is another problem.

Managers often use direct observation and interviewing together. One approach is to observe the worker on the job during a complete work cycle. (The cycle is the time it takes to complete the job; it could be a minute for an assembly-line worker or an hour, a day, or longer for complex jobs.) Here you take notes of all the job activities. Then, ask the person to clarify open points and to explain any unobserved activities he or she performs.

**Participant Diary/Logs**

Another method is to ask workers to keep a diary/log; here, for every activity engaged in, the employee records the activity (along with the time) in a log.

Some firms give employees pocket dictating machines and pagers. Then randomly during the day they page the workers, who dictate what they are doing at that time.

**Quantitative Job Analysis Techniques: The Position Analysis Questionnaire (PAQ)**

Qualitative methods like interviews and questionnaires are not always suitable. For example, if your aim is to compare jobs for pay purposes, a mere listing of duties may not suffice. You may need to say that, in effect, “Job A is twice as challenging as Job B, and so is worth twice the pay.” For this, quantitative job ratings are useful.

The **position analysis questionnaire (PAQ)** is one popular quantitative job analysis tool, consisting of a questionnaire containing 194 items. The 194 items each belong to one of five PAQ basic activities: (1) having decision-making/communication/social responsibilities, (2) performing skilled activities, (3) being physically active, (4) operating vehicles/equipment, and (5) processing information. For example, two items an employee may (or may not) use within the basic activity “processing information” would be “written materials,” and “pictorial material.” The job analyst decides if each of the 194 items plays a role in the person’s job, and, if so, to what extent. For example, he or she might rate “written materials” a 4. Because the scale ranges from 1 to 5, a 4 suggests that written materials (such as books and reports) do play a significant role in this job. The job’s final PAQ “score” shows the job’s rating on each of the five basic activities on a 1 (very infrequent use) to 5 (very substantial use) scale. The analyst can use an online version of the PAQ (see www.paq.com) for each job he or she is analyzing.
The PAQ is particularly useful for assigning jobs to job classes for pay purposes. With ratings for each job’s decision making, skilled activity, physical activity, vehicle/equipment operation, and information-processing characteristics, you can quantitatively compare jobs relative to one another, and then classify jobs for pay purposes.

**Electronic Job Analysis Methods**

Employers increasingly rely on electronic or online job analysis methods. For example, rather than collecting information about a job through direct interviews or questionnaires, the analyst uses online systems to send job questionnaires to job experts (often job incumbents) in remote company locations. The job analyst may also convene, perhaps via Facetime or Skype, the job experts to discuss and finalize the knowledge, skills, abilities, and other characteristics required for doing the job and its tasks.

Conducting the job analysis this way is often an obvious choice. Most simply, the human resource department can distribute standardized job analysis questionnaires to geographically disbursed employees digitally, with instructions to complete the forms and return them by a particular date. Ensure the instructions are clear, and first test the process.

⭐ Watch It

If the professor has chosen to assign this, go to [www.pearson.com/mylab/management](http://www.pearson.com/mylab/management) to see how an actual company uses job analysis, and to watch the video Weather Channel Talent Management and then answer the questions to show what you’d do in this situation.

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**LEARNING OBJECTIVE 4**

Explain how you would write a job description.

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**Writing Job Descriptions**

The most important product of job analysis is the job description. A job description is a written statement of what the worker actually does, how he or she does it, and what the job’s working conditions are. This information is in turn used to write a job specification; this lists the knowledge, abilities, and skills required to perform the job satisfactorily.

There is no standard format for writing a job description. However, most descriptions contain sections that cover:

1. Job identification
2. Job summary
3. Responsibilities and duties
4. Authority of incumbent
5. Standards of performance
6. Working conditions
7. Job specification

Figures 4.5 and 4.6 (on pages 100–101, 104) present two sample forms of job descriptions.

**Job Identification**

As in Figure 4.5, the job identification section (on top) contains several types of information. The job title specifies the name of the job, such as “supervisor of data processing operations,” or “inventory control clerk.” The Fair Labor
Standards Act (FLSA) status section identifies the job as exempt or nonexempt. (The FLSA exempts certain positions from the act’s overtime and minimum wage provisions.) Date is the date the job description was actually approved.

There may also be a space to indicate who approved the description and for the immediate supervisor’s title, and perhaps one showing the job’s location (facility/

<table>
<thead>
<tr>
<th>JOB TITLE: Telesales Representative</th>
<th>JOB CODE: 100001</th>
</tr>
</thead>
<tbody>
<tr>
<td>RECOMMENDED SALARY GRADE: Sales</td>
<td>EXEMPT/NONEXEMPT STATUS: Nonexempt</td>
</tr>
<tr>
<td>JOB FAMILY: Sales</td>
<td>EEOC: Sales Workers</td>
</tr>
<tr>
<td>DIVISION: Higher Education</td>
<td>REPORTS TO: District Sales Manager</td>
</tr>
<tr>
<td>DEPARTMENT: In-House Sales</td>
<td>LOCATION: Boston</td>
</tr>
<tr>
<td>DATE: May 18, 2017</td>
<td></td>
</tr>
</tbody>
</table>

**SUMMARY** (Write a brief summary of job.)

The person in this position is responsible for selling college textbooks, software, and multimedia products to professors, via incoming and outgoing telephone calls, and to carry out selling strategies to meet sales goals in assigned territories of smaller colleges and universities. In addition, the individual in this position will be responsible for generating a designated amount of editorial leads and communicating to the publishing groups product feedback and market trends observed in the assigned territory.

**SCOPE AND IMPACT OF JOB**

Dollar responsibilities (budget and/or revenue)

The person in this position is responsible for generating approximately $2 million in revenue, for meeting operating expense budget of approximately $4000, and a sampling budget of approximately 10,000 units.

Supervisory responsibilities (direct and indirect)

None

Other

**REQUIRED KNOWLEDGE AND EXPERIENCE** (Knowledge and experience necessary to do job)

Related work experience

Prior sales or publishing experience preferred. One year of company experience in a customer service or marketing function with broad knowledge of company products and services is desirable.

Formal education or equivalent

Bachelor’s degree with strong academic performance or work equivalent experience.

Skills

Must have strong organizational and persuasive skills. Must have excellent verbal and written communications skills and must be PC proficient.

Other

Limited travel required (approx 5%)

(Continued)

---

**Figure 4.5**

Sample Job Description, Pearson Education

PRIMARY RESPONSIBILITIES (List in order of importance and list amount of time spent on task.)

Driving Sales (60%)
- Achieve quantitative sales goal for assigned territory of smaller colleges and universities.
- Determine sales priorities and strategies for territory and develop a plan for implementing those strategies.
- Conduct 15–20 professor interviews per day during the academic sales year that accomplishes those priorities.
- Conduct product presentations (including texts, software, and Web site); effectively articulate author’s central vision of key titles; conduct sales interviews using the PSS model; conduct walk-through of books and technology.
- Employ telephone selling techniques and strategies.
- Sample products to appropriate faculty, making strategic use of assigned sampling budgets.
- Close class test adoptions for first edition products.
- Negotiate custom publishing and special packaging agreements within company guidelines.
- Initiate and conduct in-person faculty presentations and selling trips as appropriate to maximize sales with the strategic use of travel budget. Also use internal resources to support the territory sales goals.
- Plan and execute in-territory special selling events and book-fairs.
- Develop and implement in-territory promotional campaigns and targeted email campaigns.

Publishing (editorial/marketing) 25%
- Report, track, and sign editorial projects.
- Gather and communicate significant market feedback and information to publishing groups.

Territory Management 15%
- Track and report all pending and closed business in assigned database.
- Maintain records of customer sales interviews and adoption situations in assigned database.
- Manage operating budget strategically.
- Submit territory itineraries, sales plans, and sales forecasts as assigned.
- Provide superior customer service and maintain professional bookstore relations in assigned territory.

Decision-Making Responsibilities for This Position:
Determine the strategic use of assigned sampling budget to most effectively generate sales revenue to exceed sales goals.
Determine the priority of customer and account contacts to achieve maximum sales potential.
Determine where in-person presentations and special selling events would be most effective to generate the most sales.

<table>
<thead>
<tr>
<th>Submitted By: Jim Smith, District Sales Manager</th>
<th>Date: May 18, 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval:</td>
<td>Date:</td>
</tr>
<tr>
<td>Human Resources:</td>
<td>Date:</td>
</tr>
<tr>
<td>Corporate Compensation:</td>
<td>Date:</td>
</tr>
</tbody>
</table>

Figure 4.5
(Continued)

division and department). There might also be spaces here for the job’s grade/level (programmer II, programmer III, and so on,) and for information on salary and/or pay scale.

What’s in a Name (or in a Job Title)? Some of the job titles you’ll find on social media are quite creative. For example, Pinterest calls its designers Pixel Pushers, and its interns Pinterns.20
At first glance such titles might seem frivolous, but they may in fact be useful. Researchers conducted several studies (including one in a hospital) to determine if job titles affected employee morale. They asked workers to rewrite their job titles (thus someone specializing in infectious diseases became a “germ slayer”). The researchers concluded that employees who are involved with retitling their jobs and who have more descriptive job titles tend to be more satisfied and to feel more recognized.

The U.S. Navy recently discovered that the hard way. Probably from the beginnings of the Navy, each sailor traditionally had a descriptive job title, such as “electrician’s mate first class.” In part to strip its job titles of gender specific labels containing “man” or “men,” the Navy decided to simply group all sailors with the same pay rate together, with the same (bland) job title, such as “petty officer first class.” An uproar ensued. A petition with over 100,000 signatures got to the White House. The Navy soon returned to its traditional job titles.

**Job Summary**

The job summary should summarize the essence of the job and include only its major functions or activities. Thus (in Figure 4.5), the telesales rep “... is responsible for selling college textbooks...” For the job of mailroom supervisor, “the mailroom supervisor receives, sorts, and delivers all incoming mail properly, and he or she handles all outgoing mail including the accurate and timely posting of such mail.”

Some experts state unequivocally that “one item frequently found that should never be included in a job description is a ‘cop-out clause’ like ‘other duties, as assigned,’ ” because this leaves open the nature of the job. State in the summary that the employee is expected to carry out his or her duties efficiently, attentively, and conscientiously.

**Relationships**

There may be a “relationships” statement (not in Figure 4.5) that shows the jobholder’s relationships with others. For example, a human resource manager’s statement might say:

- **Reports to:** Vice president of employee relations
- **Supervises:** Human resource clerk, test administrator, labor relations director, and one secretary
- **Works with:** All department managers and executive management
- **Outside the company:** Employment agencies, executive recruiting firms, union representatives, state and federal employment offices, and various vendors

**Responsibilities and Duties**

This is the heart of the job description. It should present a list of the job’s significant responsibilities and duties. As in Figure 4.5, list each of the job’s major duties separately, and describe it in a few sentences. In the figure, for instance, the job’s duties include “achieve quantitative sales goal...” and “determine sales priorities...” Typical duties for other jobs might include making accurate postings to accounts payable, maintaining favorable purchase price variances, and repairing production-line tools and equipment. This section may also define the jobholder’s authority limits, such as to approve purchase requests up to $5,000.
BUILDING YOUR MANAGEMENT SKILLS
Determining the Job’s Duties

Of course the crucial question here is, “How do I determine what the job’s duties are and should be?” The answer first is, from the job analysis; this should reveal what the employees on each job are doing now.

Second, there are governmental sources of standardized job description information. For example, the U.S. Department of Labor did much of the early work developing job analysis. It compiled its results in what was for many years the bible of job descriptions, the Dictionary of Occupational Titles. This mammoth book contained detailed information on virtually every job in America. We’ll see that Internet-based tools such as O*NET online have largely replaced the Dictionary. (We present an example later in this section.) Another option is the government’s Standard Occupational Classification (SOC; www.bls.gov/soc/socguide.htm). This classifies all workers into one of 23 major groups of jobs, such as “Management Occupations” and “Healthcare Occupations.” These in turn contain 96 minor groups of jobs, which in turn include 821 detailed occupations, such as the marketing manager description in Figure 4.6 (on page 104). The manager may also use proprietary online sources of job description information, such as www.jobdescription.com.

Another simple solution is just to Google the job description you want, to see online what others are doing. Thus, someone writing job descriptions for jobs such as marketing manager would readily find relevant online descriptions as follows:

Go to http://hiring.monster.com. Then click Resource Center, then Recruiting and Hiring Advice, then Job descriptions, then Sample job descriptions. Then scroll down to Marketing and Sales Manager Sample Job Description.

Or go to http://www.careerplanner.com/. Then click Job Descriptions, then scroll down to the job description you’re interested in.

As an example, Meg, the accounting supervisor from the chapter opener, couldn’t see how her payroll clerk could have missed reconciling the actual payroll with the payroll report she sent to the IRS. What duty was missing? How might she make use of online descriptions such as:

Go to http://www.americasjobexchange.com/. Then click resources, then Browse Job Description. Then go to Clerical & Administrative, then to Payroll & Timekeeping Clerk. (Or she could try similar descriptions at careerbuilder.com.) LinkedIn is another option, as in the following Trends feature.

TRENDS SHAPING HR: Digital and Social Media

USING LINKEDIN Sometimes the easiest way to unearth job titles and duties is just to use social media like LinkedIn. For example, to paraphrase what someone who recruits for open positions in his company posted on LinkedIn: I hope some of you IT recruiters out there can help me to better understand what I need to put into the job descriptions that I’m writing for the developers and development managers I’m recruiting for. The first of many replies listed 12 tasks including: (1) Do technical skills match the desired job? (2) What technical problems were solved by the job seeker? and (3) Did job seeker know about Cloud Deployment?
In any case, writing clear job duties is crucial. For a nurse, for example, one duty might be:\textsuperscript{32}

**Incorrect:** Ensures that patients receive medical attention when needed.

**Comment:** What the nurse does is ambiguous, and the expected results of the nurse’s actions aren’t clear.

**Correct:** Administers minor medical treatments or medication (taking temperatures, treating minor cuts and bruises, giving aspirin or cough syrup) to correct or treat residents’ minor health problems using common first aid supplies and using own discretion to determine need following established institutional medical department procedures.

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**KNOW YOUR EMPLOYMENT LAW**

**Writing Job Descriptions that Comply with the ADA**

The list of job duties is crucial to employers’ efforts to comply with the Americans with Disabilities Act (ADA). Under the ADA, the individual must have the requisite skills, educational background, and experience to perform the job’s essential functions. The EEOC says, “Essential functions are the basic job duties that an employee must be able to perform, with or without reasonable accommodation.”\textsuperscript{33}

Factors to consider include:

- Whether the position exists to perform that function
- The number of other employees available to perform the function
- The degree of expertise or skill required to perform the function
- Whether employees in the position are actually required to perform the function\textsuperscript{34}
- What the degree of expertise or skill required to perform the function is\textsuperscript{35}

As an example, answering calls and directing visitors to the proper offices might be essential functions for a receptionist’s job. The EEOC says it will consider the employer’s judgment about which functions are essential and a written job description prepared before advertising or interviewing for a job as evidence of essential functions. Other evidence includes the actual work experience of present or past employees in the job, the time spent performing a function, and the consequences of not requiring that an employee perform a function. Although the EEOC does not require employers to have job descriptions, it is obviously useful here to have one.
If the disabled individual can’t perform the job as currently structured, the employer is required to make a “reasonable accommodation,” unless doing so would present an “undue hardship.” According to the EEOC, reasonable accommodation may include:

- acquiring or modifying equipment or devices;
- job restructuring;
- part-time or modified work schedules;
- reassignment to a vacant position;
- adjusting or modifying examinations, training materials, or policies;
- providing readers and interpreters; and
- making the workplace readily accessible to and usable by people with disabilities.

**Standards of Performance and Working Conditions**

A “standards of performance” section lists the standards the company expects the employee to achieve for each of the job description’s main duties and responsibilities. One way to set standards is to finish the statement, “I will be completely satisfied with your work when...” This sentence, if completed for each listed duty, should result in a usable set of performance standards. For example:

**Duty: Accurately Posting Accounts Payable**

1. Post all invoices received within the same working day.
2. Route all invoices to the proper department managers for approval no later than the day following receipt.
3. Commit an average of no more than three posting errors per month.

The job description may also list the job’s working conditions, such as noise level, hazardous conditions, or heat. The following HR Tools feature shows how to use the Internet to create a job description.
HR Tools for Line Managers and Small Businesses

Using O*NET

Without their own job analysts or even HR managers, many small business owners face two hurdles when doing job analyses. First, most need a more streamlined approach than those provided by job analysis questionnaires like that in Figure 4.4. Second is the concern that, in writing their job descriptions, they’ll overlook duties that subordinates should be assigned. What they need is an encyclopedia listing all the possible positions they might encounter, including a list of the duties normally assigned to these positions.

The small business owner has at least three options. The Standard Occupational Classification, mentioned earlier, provides detailed descriptions of thousands of jobs and their human requirements. Websites like www.jobdescription.com provide customizable descriptions by title and industry. And the Department of Labor’s O*NET is a third alternative. We’ll focus here on how to write a job description using O*NET (www.onetonline.org).36

O*NET

The U.S. Department of Labor’s online occupational information network, called O*NET, is a popular tool. It enables users (not just managers, but workers and job seekers) to see the most important characteristics of various occupations, as well as the experience, education, and knowledge required to do each job well. Both the Standard Occupational Classification and O*NET list the specific duties associated with numerous occupations. O*NET also lists skills, including basic skills such as reading and writing, process skills such as critical thinking, and transferable skills such as persuasion and negotiation.37 An O*NET job listing also includes information on worker requirements (required knowledge, for instance), occupation requirements (such as compiling, coding, and categorizing data, for instance), and experience requirements (including education and job training). Employers and career planners also use O*NET to check the job’s labor market characteristics, such as employment projections and earnings data.38

The steps in using O*Net to facilitate writing a job description follow.

**Step 1:** Decide on a Plan. Ideally, the jobs you need should flow from your departmental or company plans. Do you plan to enter or exit businesses? What do you expect your sales to be in the next few years? What departments will have to be expanded or reduced? What new positions will you need?

**Step 2:** Develop an Organization Chart. Start with the organization as it is now. Then produce a chart showing how you want it to look in a year or two. Microsoft Office and others offer free tools.39

**Step 3:** Use a Job Analysis Questionnaire. Next, gather information about each job’s duties. (You can use job analysis questionnaires, such as those shown in Figure 4.4 and Figure 4.7).

**Step 4:** Obtain Job Duties from O*NET. The list of job duties you uncovered through the job analysis in step 3 may or may not be complete. We’ll therefore use O*NET to compile a more complete list. (Refer to the A, B, and C examples pictured.)

Start by going to www.onetonline.org40 (A). Here, click on Find Occupations. Assume you want to create job descriptions for a retail salesperson. Key Retail Sales in the Industry Keyword drop-down box. This brings you to the Occupations matching “retail sales” page (B).41

Clicking on the Retail Salespersons summary produces the job summary and specific occupational duties for retail salespersons (C).42 For a small store, you might want to combine the duties of the “retail
Step 5: List the Job's Human Requirements from O*NET. Next, return to the summary for Retail Salespersons (C). Here, click, for example, Knowledge, Skills, and Abilities. Use this information to help develop a job specification for your job. Use this information for recruiting, selecting, and training your employees.

Source: Reprinted by permission of O*NET OnLine.
Step 6: Finalize the Job Description. Finally, perhaps using Figure 4.5 as a guide, write an appropriate job summary for the job. Then use the information obtained previously in steps 4 and 5 to create a complete listing of the tasks, duties, and human requirements of each of the jobs you will need to fill.

Writing Job Specifications

The job specification takes the job description and answers the question, “What human traits and experience are required to do this job effectively?” It shows what kind of person to recruit and for what qualities you should test that person. It may be a section of the job description, or a separate document. Often—as in Figure 4.5 on pages 100–101—it is part of the job description.43
Specifications for Trained versus Untrained Personnel

Writing job specifications for trained and experienced employees is relatively straightforward. Here job specifications tend to focus on factors such as length of previous service, quality of relevant training, and previous job performance.

The problems are more complex when you’re filling jobs with untrained people (with the intention of training them on the job). Here you must specify qualities such as physical traits, personality, interests, or sensory skills that imply some potential for performing the job or for trainability. Thus, for a job that requires detailed manipulation, you might want someone with excellent finger dexterity. Employers identify the job’s human requirements either through a subjective, judgmental approach or through statistical analysis (or both).

Specifications Based on Judgment

Most job specifications simply reflect the educated guesses of people like supervisors and human resource managers. The basic procedure here is to ask, “What does it take in terms of education, intelligence, training, and the like to do this job well?”

How does one make such “educated guesses”? You could simply review the job’s duties and deduce from those what human traits and skills the job requires. You can also choose human traits and skills from the competencies listed in online job descriptions like those at www.jobdescription.com. (For example, a typical job description there lists competencies like “Generates creative solutions” and “Manages difficult or emotional customer situations.”) O*NET online is another option. Job listings there include lists of required education and other experience and skills.

In any case, use common sense. Don’t ignore the behaviors that may apply to almost any job but that might not normally surface through a job analysis. Indulgence is an example. Who wants an employee who doesn’t work hard? One researcher collected supervisor ratings and other information from 18,000 employees in 42 different hourly entry-level jobs. “Generic” work behaviors that he found to be important to all jobs included thoroughness, attendance, unresponsiveness (lack of), and schedule flexibility (accepts schedule changes when necessary; offers to stay late when the store is extremely busy).

HR and the Gig Economy

Do Gig Workers Need Job Specifications?

Hiring gig workers doesn’t mean the employer doesn’t need job descriptions and job specifications. With respect to job descriptions, the prudent employer will still want to list at least the main duties it expects the worker to do. And job specifications are surely required, because the employer must ensure that the people doing its work at least fit certain minimum requirements.

For example, both Lyft and Uber list “driver requirements,” which are essentially job specifications. Although driver requirements vary somewhat by location, both Uber and Lyft require drivers to be at least 21, have a Social Security number and in-state driver’s license (at least one year old), have in-state insurance, and undergo both DMV and national and county-wide background checks. For Uber, the background check also means for the past 7 years no DUI or drug-related offenses, or incidents of driving without insurance or license, or fatal accidents, or history of reckless driving, and no criminal history. And there are other requirements, including that your car pass muster. As a partial list, it must be a four-door sedan, seat four or more (excluding driver), be 2001 or newer, have in-state plates and be currently registered, and pass Uber’s vehicle inspection.

Talk About It– 2

If your professor has chosen to assign this, go to www.pearson.com/mylab/management to discuss the following questions. Based on your experience, what other human requirements would you say there are to be a good Uber or Lyft driver? Should the companies add these as requirements? Why?
The job analyst may well distinguish between human characteristics that are essential to doing the job and those that are desirable. The recruiter may then translate these into recruiting ads listing required job qualifications (such as a medical degree) and desirable qualifications (such as experience working abroad.) Similarly, some job analysts classify a job’s human requirements in terms of “KSAOs,” namely Knowledge (i.e., how to use Excel), Skills (programming), Abilities (mathematical), and Other (conscientiousness).

Job Specifications Based on Statistical Analysis

Basing job specifications on statistical analysis rather than only judgment is the more defensible approach, but it’s also more difficult. The aim is to determine statistically the relationship between (1) some predictor (human trait such as height, intelligence, or finger dexterity), and (2) some indicator or criterion of job effectiveness, such as performance as rated by the supervisor.

This procedure has five steps: (1) Analyze the job, and decide how to measure job performance; (2) select personal traits like finger dexterity that you believe should predict performance; (3) test candidates for these traits; (4) measure these candidates’ subsequent job performance; and (5) statistically analyze the relationship between the human trait (finger dexterity) and job performance. Your aim is to determine whether the trait predicts performance.

This is more defensible than the judgmental approach. First, if the trait does not predict performance, why use it? Second, equal rights laws prohibit using traits that you can’t prove distinguish between high and low job performers. Hiring standards that discriminate based on sex, race, religion, national origin, or age may have to be shown to predict job performance, as with the five-step approach just listed. Yet in practice, most employers rely on judgmental approaches.

The Job-Requirements Matrix

Although most employers use job descriptions and specifications to summarize what their jobs entail, the job-requirements matrix is also popular. A typical matrix lists the following information, in five columns:

Column 1: Each of the job’s four or five main job duties
Column 2: The task statements for the main tasks associated with each main job duty
Column 3: The relative importance of each main job duty
Column 4: The time spent on each main job duty
Column 5: The knowledge, skills, ability, and other human characteristics (KSAO) related to each main job duty

The main step in creating a job requirements matrix involves writing the task statements. Each task statement shows what the worker does on each of a job duty’s separate job tasks and how the worker does it.

Employee Engagement Guide for Managers

Job Specifications and Employee Engagement

As noted earlier, the manager should not ignore, while writing the job specification, desirable on-the-job behaviors that apply to almost any job but that might not normally surface through a job analysis. Employee engagement is one such behavior.

In terms of the job specification, the human resource consulting company Development Dimensions International conducted a study of 3,800 employees, and identified several personal characteristics that seemed to predict the likelihood someone would be engaged. These traits included adaptability, passion for work, emotional maturity, positive disposition, self-advocacy, and achievement orientation.
A sensible suggestion is to seek out people who already have track records of being engaged employees. Because past behavior is often the best predictor of future behavior, one good suggestion is that if you want to hire people who are more likely to become engaged employees, “...look for examples of engagement in other areas of life.” For example, seek out candidates with a demonstrated commitment to serve others, such as nurses and veterans, and voluntary first responders.

The Employee Engagement Manager’s Job Description

With the growing importance of employee engagement, many employers are appointing special employee engagement managers. The accompanying composite job description (Figure 4.8), created from actual Employee Engagement Manager job descriptions, illustrates such a manager’s typical duties and responsibilities. A careful reading of the composite job description highlights the fact that while employee engagement programs may vary from company to company, they share several basic elements. Employee engagement program activities include improving supervisory skills through training, providing appraisal-based employee training plans and training, changing HR policies and procedures to coordinate them with the engagement effort’s goals, and improving organizational involvement, communications, and recognition programs.

Figure 4.8
Employee Engagement Manager Job Description


**JOB DESCRIPTION**
Employee Engagement Manager

**Position Summary**

The Employee Engagement Manager will work with the Director of Human Resources and with our company’s other managers to create a companywide employee engagement strategy to support the company’s strategic plan. The engagement manager will lead the development and implementation of communication strategies, recognition programs, and other programs with the aim of supporting and improving employee engagement. The employee engagement manager will also work with the company’s training managers and others responsible for supervisor training to integrate engagement concepts into existing and future supervisor training to make strong supervision a primary means of increasing engagement. The employment engagement manager will also be responsible for identifying and implementing metrics to measure employee engagement and for developing action plans and objectives to continuously improve employee engagement. The employee engagement manager will also be responsible for developing an employee survey process that enables the company to monitor employee engagement and for working with other managers to ensure effective administration of the survey.

**Key Responsibilities**

- Create a comprehensive and sustainable employee engagement strategy.
- Work with senior leaders and teams to develop engagement strategies and goals as well as demonstrable links between engagement and their strategic goals.
- Develop a survey process and metrics that will enable the company to track employee engagement programs at a companywide and division level.
- Conduct employee focus groups to complement engagement surveys.
- Serve as subject matter expert on the survey results and create reports to monitor progress to devise action plans to drive positive employee engagement.
- Develop a train the trainer program to enable all units to analyze their own employee engagement data and build employee engagement training plans.
- Oversee the overall production of internal communications, including events, newsletters, e-blast, Facebook, etc., for the purpose of communicating critical information to employees.
- Develop employee recognition strategies to include reviewing, evaluating, and making recommendations for departmental recognition programs.
• Develop employee involvement programs, for instance in the form of employee participation programs and forums.
• Monitor employee retention and retention strategies.
• Develop, evaluate, and implement new processes to ensure employees are informed of company and all the relevant initiatives, programs, and announcements.
• Work with the other managers to make sure the company’s performance appraisal process provides an opportunity for the appraisal to be used as a basis for developing training plans for employees.
• With the company’s HR and top managers, review all HR policies and procedures and make recommendations for modifying any if required to better support the engagement program.
• Help all managers understand the links between engagement and outcomes such as turnover, health care cost, grievances, and customer service.

Required Education and Experience

• Masters’ degree in business, psychology, or other related subject.
• Minimum of five years in direct human resource work or in a closely related field.
• Minimum two years’ experience managing a staff.
• Demonstrated ability to move an agenda or initiative forward.

Preferred Experience

• PHR or SHRM-CP certification.
• Experience interacting with all levels of management and across organizational levels.
• Experience implementing high-impact HR initiatives to support organizational objectives.
• Experience working with detailed information and numerical data.
• Experience in change management to improve efficiency and effectiveness.
• Experience reflecting a demonstrated commitment to serving others.

Using Competencies Models

Many people still think of a “job” as a set of specific duties someone carries out for pay, but the concept of job is changing. Companies today are flattening their hierarchies, squeezing out managers, and leaving the remaining workers with more jobs to do. Changes like these tend to blur where one job starts and another ends. In situations like these, relying on a list of job duties that itemizes specific things you expect the worker to do is often impractical.51

Many employers are therefore using a newer job analysis approach. Instead of listing the job’s duties, they are listing, in competency models (or profiles), the knowledge, skills, and experience someone needs to do the job. Such models or profiles (see Figure 4.9) list the competencies employees must be able to exhibit to get their jobs done.52 For example, in creating its competency model for HR managers, the Society for Human Resource Management describes a competency as a “cluster of highly interrelated attributes” (such as research design knowledge, critical thinking skills, and deductive reasoning abilities) that give rise to the behaviors (such as critical evaluation) someone would need to perform a given job (in this case, HR manager) effectively.53

The competency model or profile then becomes the guidepost for recruiting, selecting, training, evaluating, and developing employees for each job.54 For instance, the manager hires new employees using tests that measure the profile’s list of competencies, trains employees with courses that develop these competencies, and appraises performance by assessing the worker’s competencies. The accompanying HR Practices Around the Globe feature illustrates this.