

ASSIGNMENT :- GUIDANCE AND COUNSELLING

TOPIC → JOB ANALYSIS

SUBMITTED

To :-→

MR. GURPREET

SIR

SUBMITTED

By :-→

NANDINI

Roll No :-→

346

SESSION →

IV Sem. 2018-20

Q: → What is the purpose of Job Analysis?

Introduction

The Importance of the 'Right Man' in the 'Right Place'

"For organizations to remain competitive, they must accurately identify and forecast their human resources needs. They must assess past trends, evaluate their current situation and project the human resource they will need to meet the requirements of their strategic plans. Before informed decisions can be made about recruitment and development needs, compensation plans, training and career and development objectives, data must be collected and analysed. The techniques used to acquire the data necessary to make informed decisions is called job analysis.

CONCEPT

* A job analysis is a systematic process of collecting data for determining the knowledge, skills, abilities and other characteristics required to perform a job successfully

- Joan E. Pynes

* Job analysis involves a determination of the essential elements in the job and the qualification a worker should

have for its successfully performance. — Hackett, T.O.

* Job analysis is : → a) a systematic examination of the tasks performed in a job and the competencies required to perform them.

b) A study of what workers do on the job and the competencies required, what resources are used in doing it.
— U.S. Office of Personnel Management.

PURPOSES OF JOB ANALYSIS

It has been rightly said by an expert that "strategic job analyses are integral to strategic human resource management planning."

The following points specify the purposes of job analysis programme.

1. To identify the knowledge and skills, abilities and other characteristics required to perform a job successfully.
2. To make judgements about the nature of a specific job.
3. To identify the minimum education certification or other essential tasks and responsibilities of the job.
4. To assess the validity when an organization uses pre-employment tests for selection and promotion.

5. To provide a standardized procedure for systematically determining and other benefits across the organization. This purpose of job analysis is achieved when the employees gain the proper understanding of the values of a specific job.
6. To help employers design proper training and career development programmes by identifying the skills required for specific jobs.
7. To identify areas of accountability and develop evaluation standards in relation to an employee's performance on the job for which he/she was employed.
8. To specify job hazards which include health, safety and security issues.
9. No job is a straight jacket design. With the passage of time, every job undergoes external and internal changes. Employees have to keep pace with these changes. So, the purpose of job analysis is to identify and accommodate these changes.

Two Expert Views

A) View of Meine → According to Meine, job analysis fulfils the following four purposes in respect of specific jobs.

- i) To improve working methods and processes.
- ii) To protect health and safety of the employees
- iii) To devise & suggest training programme for the employees.
- iv) To devise and suggest employment facilities involving salary, transfers, promotions etc.

B) View of Harris → According to Harris, job analysis fulfils

the following purposes →

- i) Duration of training courses
- ii) Setting up of job specifications
- iii) Improvement of job efficiency
- iv) Setting up of personal specifications.

DESIGNING JOB ANALYSIS PROGRAMME

Job analysis programme will require the designer to pay attention to two important aspects →

* **Job Description** ⇒ It is a list of the elements that make up a particular job. It includes information about equipment used and working conditions under which a particular job is

carried out.

* **Job Specification** :-> It is a list of the qualifications required to perform a particular job. Job specification outlines specific skills, knowledge, abilities, physical and personal characteristics necessary for successfully performing a job. Job specification also includes basic duties and responsibilities attached to the job in question.

METHOD OF COLLECTING JOB ANALYSIS DATA

A variety of methods are used to collect job analysis information. None of the methods usually employed is perfect. The methods widely used :->

1 Observation

The analyst observes the worker performing the job. The job analyst should take care of certain points while observing the incumbents.

These are :-> i) Observing average workers during average conditions.

ii) Observing without getting directly involved in the job

iii) Making note of the specific job needs and not the behaviours specific to particular workers.

2 INTERVIEW →

Interview is a popular method used in a number of situations such as admissions, job performance, job selection and so on.

* Guidelines for Conducting Job Analysis Interviews →

- ⇒ Put the worker at ease, establish rapport
- ⇒ Make the purpose of the interview clear.
- ⇒ Encourage the worker to talk through empathy.
- ⇒ Ask the worker only one time a question.
- ⇒ Be patient and considerate to the worker.
- ⇒ Summarize the information obtained before closing the interview.
- ⇒ Close the interview promptly.

3 QUESTIONNAIRE METHOD →

The use of well prepared questionnaire is a widely used method by job analysis. The job workers are given a properly designed list of job related questions and the job workers are obliged to answer these questions so as to provide relevant information about the specific job. It was Lippmann who first used this method to obtain information about a number of jobs.

4 INDIVIDUAL PSYCHOGRAPHIC METHOD

Every job involves certain mental abilities, emotional traits and similar other individual characteristics. The

job analyst identifies these characteristics in the context of a specific job and transcribes them in the form of a graphic figure.

5 JOB PSYCHOGRAPHIC METHOD →

Job Psychographic method helps the job analyst to enlist the qualifications which job seekers must possess about at the time of selection.

- i) Accurate classification of mental and emotional qualities
- ii) Valid method of evaluation
- iii) Direct examination by trained and well qualified evaluators.

6 Diary or Log →

Employees are asked to keep track of and record their daily activities while they are busy with their duties during working hours, they must record the time spent on each activity.

7 CRITICAL INCIDENT TECHNIQUE →

Job experts generate a list of good and poor examples of performance that job incumbents exhibit. The purpose is to gather information regarding specific behaviours that have been observed.

CONCLUSION

Job analysis is a defined data collection and analysis procedure through which information about job tasks and job requirements are obtained. Experts agree that the choice of job analysis depends upon the purposes to be served by the data. There is no best way to conduct a job analysis; wherever possible, combination of relevant method should be adopted.