Use this as a resource for employees to effectively participate in, conduct, or use a job analysis.

Why and how would you want to conduct a job analysis? With the high velocity of change in organizations, jobs and employee responsibilities are evolving more quickly than before. Understanding the impact of change on job responsibilities as it pertains to talent management and overall human capital strategy is at the heart of job analysis. You are trying to find out the what, the how, and the why of the job.

Did you know... 
Most employees, managers and HR Practitioners are always reviewing how job responsibilities change to align with business needs. Formally or informally, this type of review is a job analysis.
Uses of Job Analysis

- Job evaluation for job grade and pay range assignment
- Hiring & selection requirements clearly delineated
- Job design or redesign based on transformational change in the organization
- Performance appraisal of individuals
- Training & development needs are job families

Conducting a Job Analysis

The amount of effort and resources needed for a job analysis depends upon the current information available on the job/job family as well as the nature of the change impacting the job responsibilities. Is the change transformational that will require a position re-design? Is the impact on the job more related to the scope or span of responsibilities?
The Interview

One of the most important steps in a job analysis is conducting an interview with the best source of information: job incumbents. A good job analysis instrument will have a set of structured interview questions designed to elicit specific information that will assist in rating the components of the job. Generally the interview will cover topics such as:

1. What do you do? What activities do you perform on a daily basis? On a less-than-daily basis? (Try to group these together to find the job’s 2 - 5 primary tasks.)

2. How do you do these activities? (Try to find out the physical, observational and mental aspects of the tasks.)

3. What’s the result or purpose of your work? (Find this out for each of the tasks.)

4. With whom do you come in contact when performing your job? What’s the purpose of the contact? Or, what do you do during the contact? How long does it last? How often? (Relate these contacts to the tasks.)

5. What kinds of equipment or machines do you use in your work? What do you do with them?

6. What knowledge, abilities, and/or skills are required to do your job?

7. What policies and procedures do you follow in performing your job? Are there any other guidelines you use in your work?

8. How does your supervisor assign work? How does your supervisor review the work you’ve done?

9. Where do the things come from that you work on? What happens to the things you work on after you finish?
The Questionnaire

A critical aspect of any good job analysis is the questionnaire and subsequent ratings. A job analyst will synthesize all gathered information and rate each job accordingly using the job analysis questionnaire typically covering:

1. Identification information: organization name, location, industry, and job title
2. Working conditions and physical requirements
3. Environmental conditions (such as whether work takes place outside, in dirty or noisy conditions, whether explosions or chemicals are present, etc.)
4. Education, background, experience, and training (speaking, writing, mathematical, reasoning, and decision-making requirements of the job)
5. The extent to which the job deals with data, information, and ideas
6. How the job requires the incumbent to deal with people. (Examples: Does the incumbent act as a supervisor? How does he/she receive instructions?)
7. The job’s use of machines, equipments and materials
8. How the job incumbent’s temperament would impact his/her ability to perform the job

Sharing the Results

Depending on the use of the job analysis results, the employees and their respective performance managers will need to receive communications on the changes to the jobs explaining the impact on their job responsibilities, performance appraisal, job grade and pay range, job requirements and specifications, and any training or development needs. Most jobs that exist today in organizations are hybrid jobs which combine responsibilities from two or more jobs into one role. ERI helps organizations easily benchmark hybrid jobs with our Salary Assessor® software.
ABOUT ERI ECONOMIC RESEARCH INSTITUTE

ERI Economic Research Institute has been trusted for decades to provide compensation survey data. We compile the most robust salary survey, cost-of-living, executive compensation, and job competency data available. Thousands of corporate subscribers, including the majority of the Fortune 500®, rely on ERI analytics to streamline the compensation planning process, develop compensation packages that attract and retain top performers, and provide defensible data that holds up during litigation and audit.

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