



Job Analysis and Skills Inventory

The Learning Key® Approach

A well-done job analysis is the foundation of a strong human resource development system. Job analyses provide a proactive basis for human resource decision making to develop responses to changing workforce needs as well as to meet legal challenges and reduce the risk of litigation. Since performance evaluations are critical to an employer's ability to defend a wide variety of employment decisions including promotion and demotion, pay increase, discipline, and discharge, it is vitally important for every employer to develop an evaluation program based upon the analysis and understanding of all essential job requirements.

Benefits and Outcomes

- Design, redesign, and evaluate jobs
- Generate useful job descriptions
- Develop employment and placement procedures
- Establish staffing needs
- Determine training requirements
- Provide a foundation for a training curriculum
- Evaluate employee job performance
- Identify overlap between jobs
- Enhance efficiency
- Maximize job effectiveness after reorganization

A job analysis is an objective method of identifying specific management or professional/technical skills and abilities required for satisfactory performance at a given level. It also provides objective information on the behaviors associated with such skills and abilities. Once the skills required for a given job are known precisely, it is possible to match those skills with the skills of each individual. If a skills gap exists it can then be closed by training or other development activity.

Job analyses provide the basis for evaluating and structuring a total human resource development and productivity improvement system with sufficient flexibility to allow all employees the opportunity to develop those skills and abilities necessary for their position in the organization. Such a system permits an organization to optimize promotions for qualified personnel and to structure succession plans.

Many organizational trends today impact traditional methods of job analysis. Changing workforce needs, organizational restructuring, demands for

increased productivity, rapidly changing jobs, and legal challenges—all impact the use and relevance of job analyses and require more information about current jobs and changes in the work performed. Generalizations in descriptions from whole-job approaches tend to obscure needed detail. Breaking the job into detailed functional job components and required skills produces unique position profiles which are also more easily updated by adding or deleting components as jobs change.

Job analysis, a systematic process for gathering, documenting, and analyzing information, covers several basic aspects of a job: job content, job requirements, job context, and job flow. Of all job aspects, job flow is probably the least considered. Content identifies and describes job activities, requirements are the credentials assumed to be necessary for job success (education, experience, certifications, etc.), and job context includes factors such as purpose, degree of accountability or responsibility, extent of supervision received, and the physical demands and working conditions of the job. Job flow, on the other hand, deals with how the job fits into its environment and with other jobs within the organization. As organizations today try to improve processes, shorten product development cycles, and increase efficiency, they need to address the impact of job flow. In some cases a consideration of flow indicates that certain elements of a job need to be eliminated or altered. Thus flow can have a major impact on job design.

In this respect, job analysis can help in assessing not only what but also how work gets done. Is the structure appropriate? Do tasks assigned to different roles or units create conflicts? Do all positions actually contribute? Could any units be combined or eliminated without adverse impact? Can business outcomes be delivered more effectively and efficiently? How flexible are the roles? To what extent is flexibility built in to accommodate work changes? Can jobs be made more meaningful? Addressing such issues clearly adds to the impact and benefit of careful job analyses.

For more information, contact us at 215-493-9641 or www.thelearningkey.com.