

Chapter 3

- The Analysis and Design of Work

Outline of Chapter 3

- I. Opening Vignette: Teams & Levi's:
A Poor Fit?
- II .Work-Flow Analysis and Organizational
Structure
- III. Job Analysis
- IV. Management Skills Builder: On the spot
interview
- V. Job Design



Learning Objectives

- Analyzing a work-flow process.
- Understand the importance of job analysis in strategic and human resource management.
- Choose the right job analysis technique for a variety of human resources activities.
- Understand the different approaches to job design.

- **I. Opening Vignette:**

Teams & Levi's: A Poor Fit?

Teams & Levi's: A Poor Fit?

- Throughout the 1990s an increasing number of organizations moved to team-based organizational structures where work is organized and assigned to groups rather than individuals. One of the first companies to start this trend was Chrysler, which used "cross-functional platform teams" to cut production time cycles and improve quality and customer satisfaction. Having members of these units work together simultaneously rather than sequentially smoothed coordination patterns and spawned creativity.

- A number of organizations tried to mimic Chrysler's success by creating their own work teams, but the results have not always been so positive.
- For example, in the mid-1990s, Levi's directed its U.S. plants to abandon their individually structured production processes and replace them with team-oriented work designs. In the old piecework system, employees worked alone, performed a single, specialized task (e.g., attaching a zipper to a pair of jeans), and were paid to the amount of work produced (eg, zippers attached). In the new system, groups of 10 to 25 workers would share all the tasks that go into sewing together a pair of pants and then be paid according to the total number of trousers completed.

- By 1998, however, it was clear that these supposed benefits of team-based structures were not going to materialize at Levi's. In fact, if anything, this change in the nature of work had just the opposite effects. Instead of increased worker satisfaction, morale actually went down. The new system led to bitter fights between experienced, skilled workers who were formerly doing well with the individually based bonus system and slower, inexperienced workers who were holding the team back from its group goals.. Efficiency, as measured by the quantity of pants produced per hour worked, dropped to 77 percent of preteam levels, while labor and overhead costs increased by 25 percent.

CASE Implications

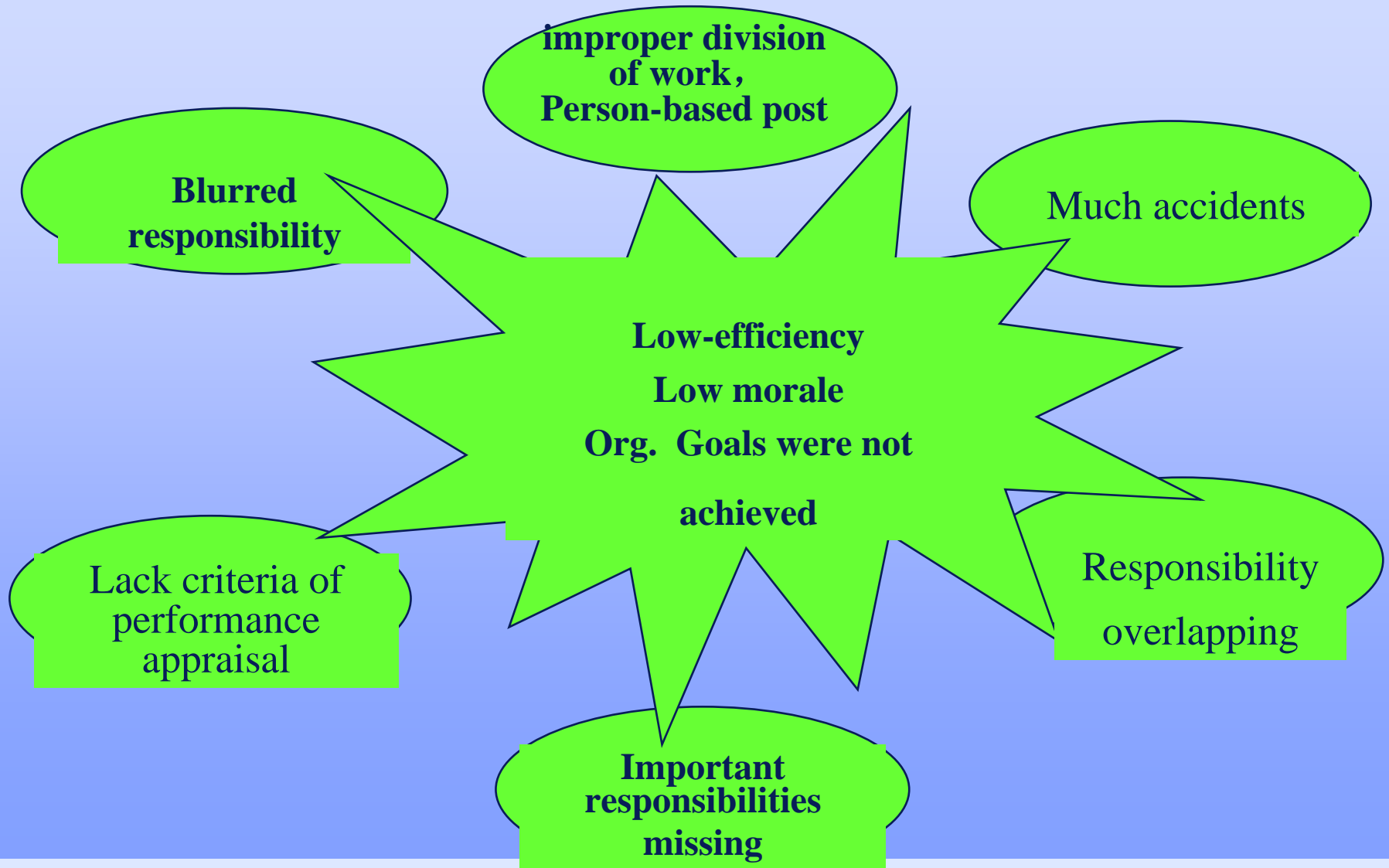
- Designing the work to be performed is one of the first tasks of strategy implementation.
- How to design the job to make the organization more competitive?

Questions:

WHY are Job Analysis and job Design Very important?

Without Job Analysis and proper job design, what would happen?

Problems we have in our daily work



企业转型期管理者的难题和挑战

- ▶ 组织优化和部门职能的再界定
- ▶ 岗位职责界定和澄清
- ▶ 设立绩效评估标准和绩效管理体系
- ▶ 调整员工薪酬体系和福利体系
- ▶ 员工激励机制的整合运用
- ▶ 如何推动部门和全公司高效运作

Competitive Strategy & Work Design

Low-cost strategy

- Maximize efficiency
- Breaking jobs down into small components
- Repetitive
- Low-wage, low skilled
- Job are structured into functional clusters
- Everyone in the cluster do the same
- Stable ,unchanging environment

Innovation strategy

- Maximize flexibility
- Aggregating work into larger ,holistic pieces
- Creative
- Higher-wage, higher-skilled
- Work in cross-functional clusters
- Work together to generate novel ideas
- Highly effective in dynamic and changing environment

- There is *no “one best way”* to design jobs and structure organizations. The organization needs to create a *fit* between its environment, its competitive strategy and philosophy on the one hand, with its job and organizational design on the other.
- Job analysis and job design are interrelated.

II. Work-Flow Analysis And Organizational Structure

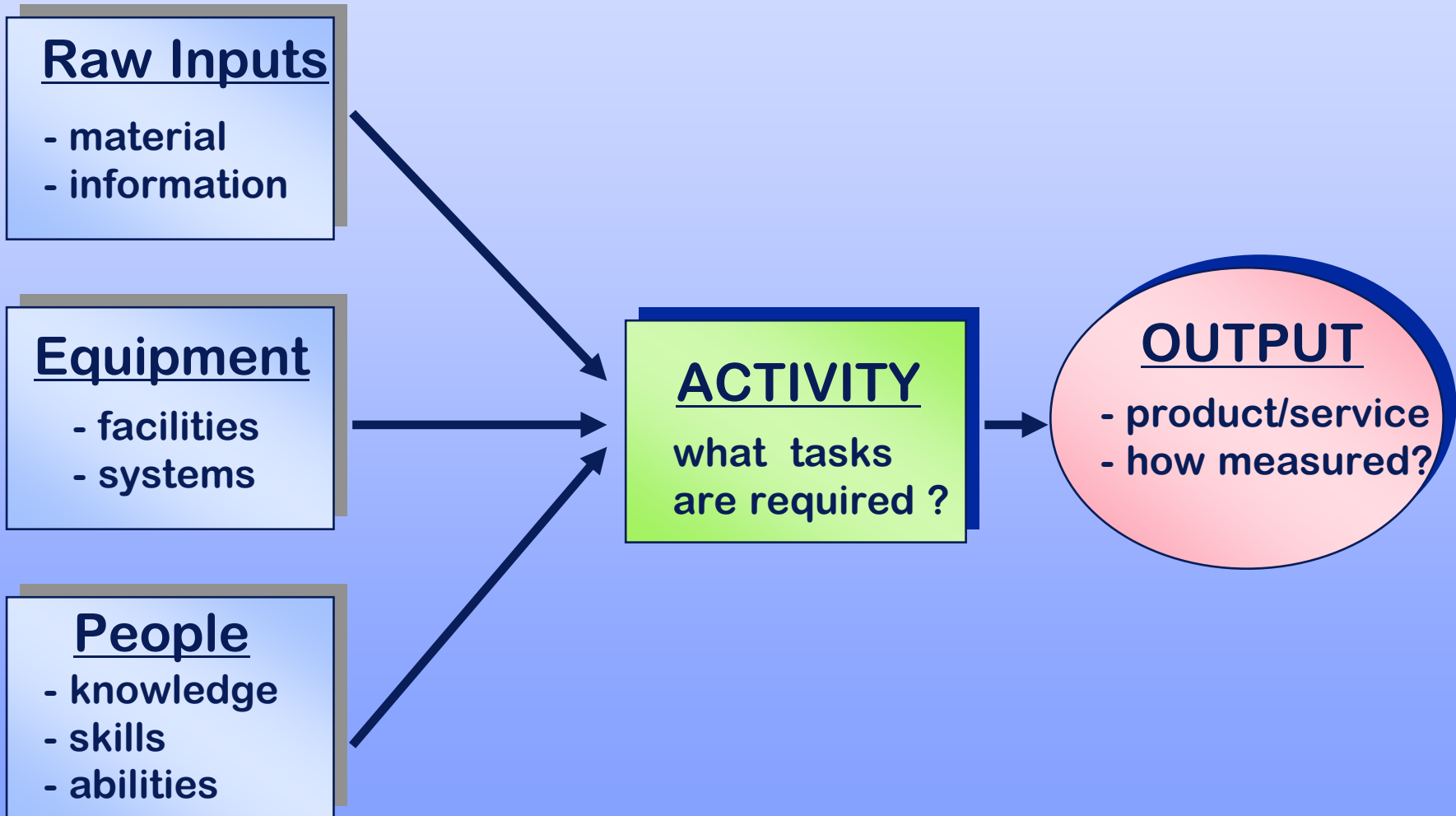
2.1 Work-Flow Analysis


2.2 Organizational Structure




- 2.1 Work Flow Analysis

Developing a Work-Unit Analysis



- 
- **Work outputs** are products of, or services provided by, a work unit.
 - Work processes are the activities that members of a work unit engage in to produce a given output.

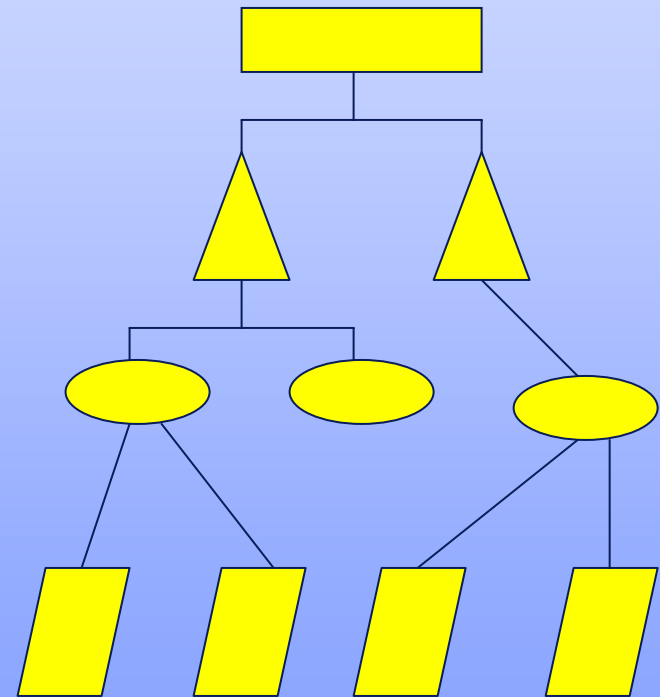
- 
- **Work inputs**
 - a. Raw materials
 - b. Equipment
 - c. Human skills



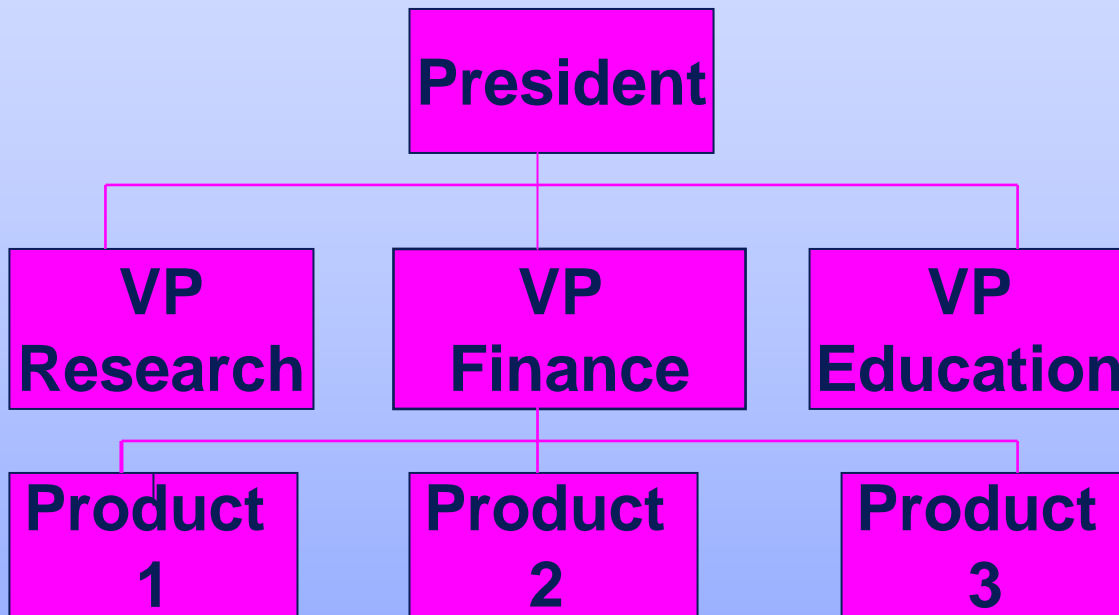
2.2 Organizational Structure

Organizational Structure: Types of Departmentalization

- Functional structure
- Divisional structure
- Hybrid structure
- Matrix structure

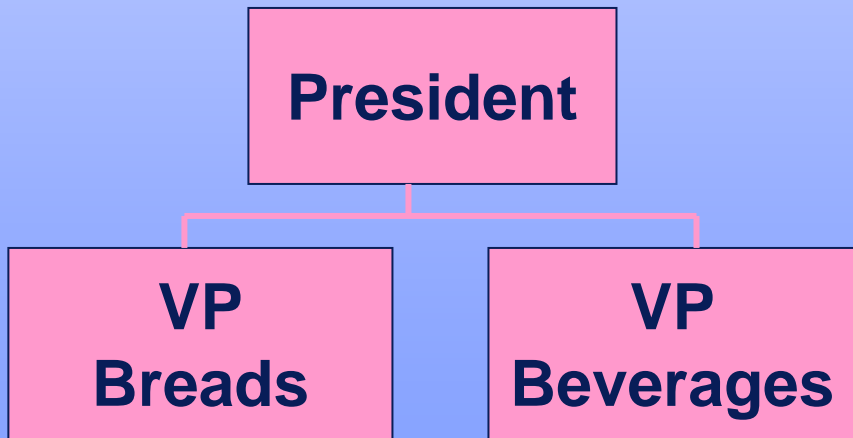
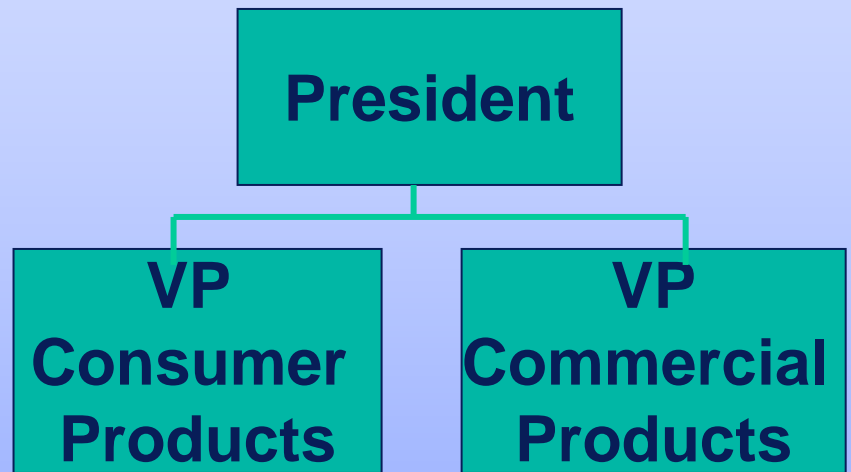
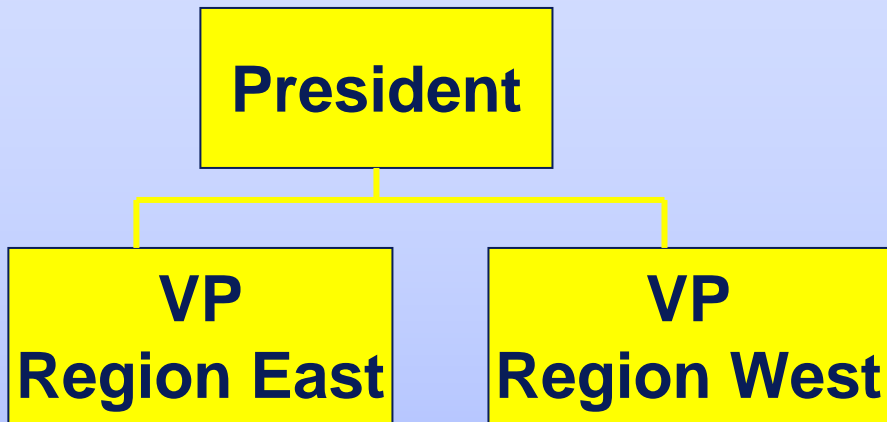


Functional Structure



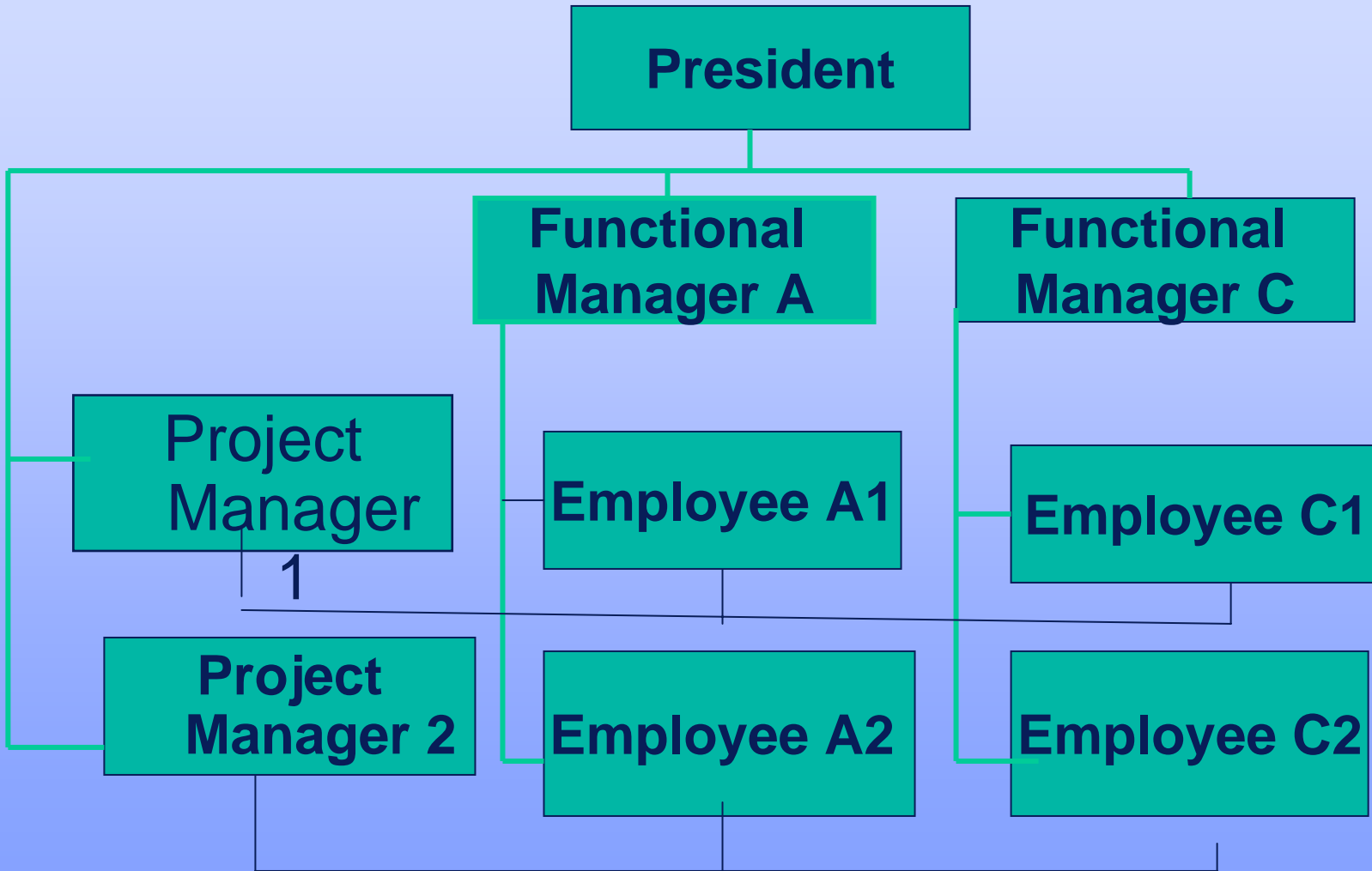
Jobs grouped into units based on expertise

Divisional Structure

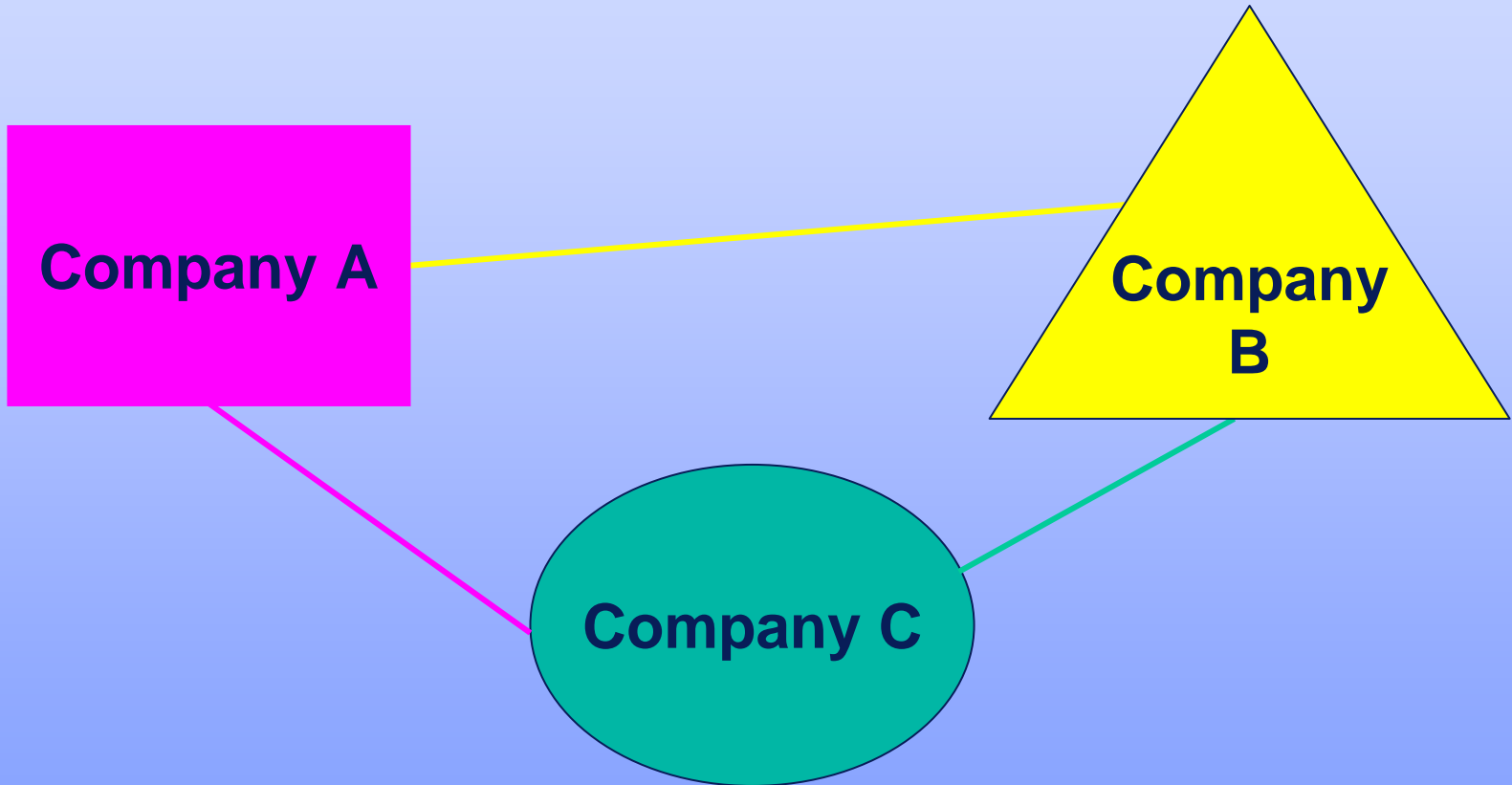


Group jobs by region or product type

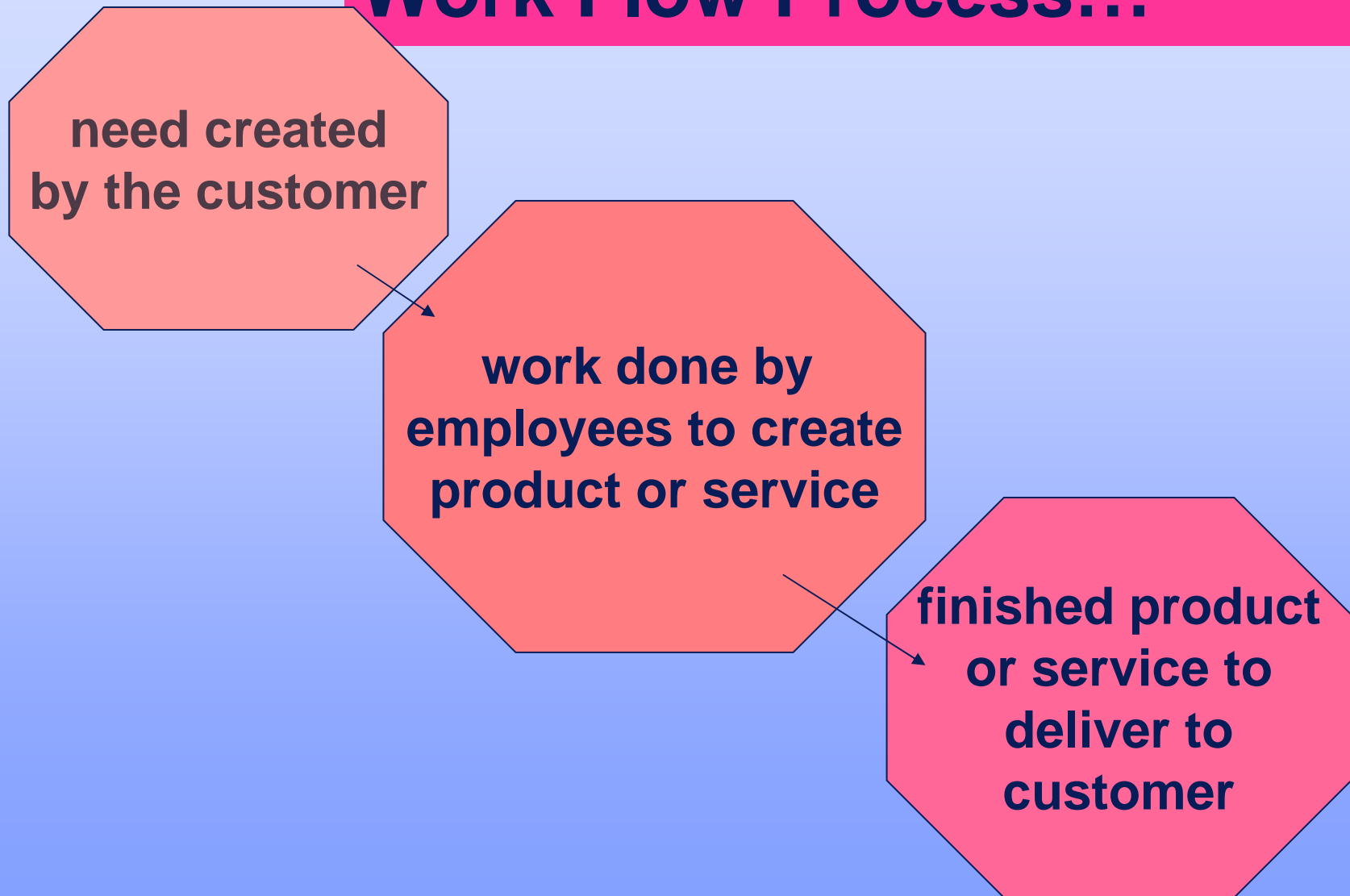
Matrix Structure



“No Boundaries” Structure

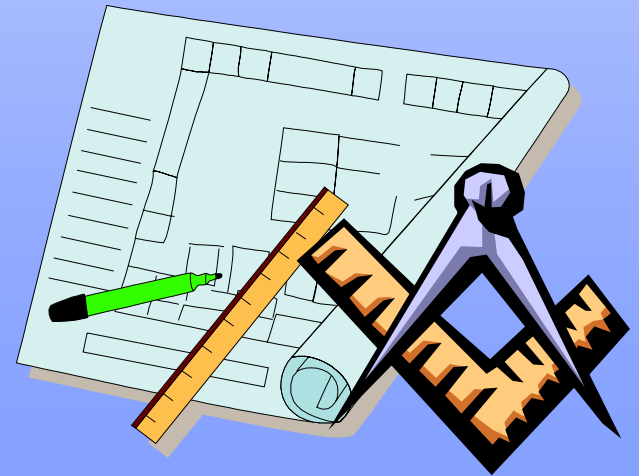


Work Flow Process...



Business Process Reengineering (BPR)

Rethink and redesign business processes to achieve improvements in cost, quality, service and efficiency.



海尔的业务流程再造

员工是企业的源头，源头的活力是企业的活力之源。从源头上寻求企业发展的活力，一个必然的选择就是把市场的压力和企业发展的重任转化为每一个员工的动力和责任，使每一个员工的积极性和创造性发挥出来，从而聚集出企业的整体活力，“业务流程再造”正是这样一种创新机制。

以海尔文化和OEC管理模式为基础，海尔的“市场链”把市场中的利益调节机制引入企业内部，

在集团的宏观调控下，把企业内部的上下流程、上下工序和岗位之间的业务关系由原来的单纯行政机制转变成平等的买卖关系、服务关系和契约关系，通过这些关系把外部市场订单转变成一系列内部的市场订单，形成以订单为中心、上下工序和岗位之间相互咬和、自行调节运行的业务链。每个流程、每个工序、每个人的收入来自于自己服务的顾客(市场)。服务有效，按合同可以索酬；服务的效果不好，对方可以索赔。从而形成每一个人(流程)都有自己的顾客、每一个人(流程)都与市场零距离、每一个人(流程)的收入都有市场来支付的管理运营模式。

III. Job Analysis

3.1 What is Job Analysis?

3.2 Methods of Job Analysis


3.3 Job Description

3.4 Job Analysis

--- a Practical Approach



3. 1 What is Job Analysis?

- 
- **Job analysis** is the process of determining the *duties* and skill *requirements* of a job and the kind of person who should be hired for it.

Nature of Information

- **Job Description-** a list of tasks, duties, and responsibilities (TDR's)
- **Job Specification-** a list of knowledge, skills, abilities, and other characteristics (KSAO's)

Job Specifications

The **job specification** answers the question, “What human traits and experience are required to do this job well?”

What Information do I Collect?

- Work activities
- Human behaviors
- Machines, tools, equipment and work aids
- Performance standards
- Job context
- Human requirements

Work activities

- Cleaning
- Selling
- Teaching
- Painting
- How, why and when the activities are performed



Human behaviors

- Sensing
- Communicating
- Deciding
- Writing
- Job demands
 - ◆ Lifting
 - ◆ Walking
 - ◆ Jumping jacks?



Machines, Tools, Equipment, Work Aids

- Products made
- Materials processed
- Knowledge
- Services



Job Context

- Working conditions
- Schedule
- Organizational context
- Social context

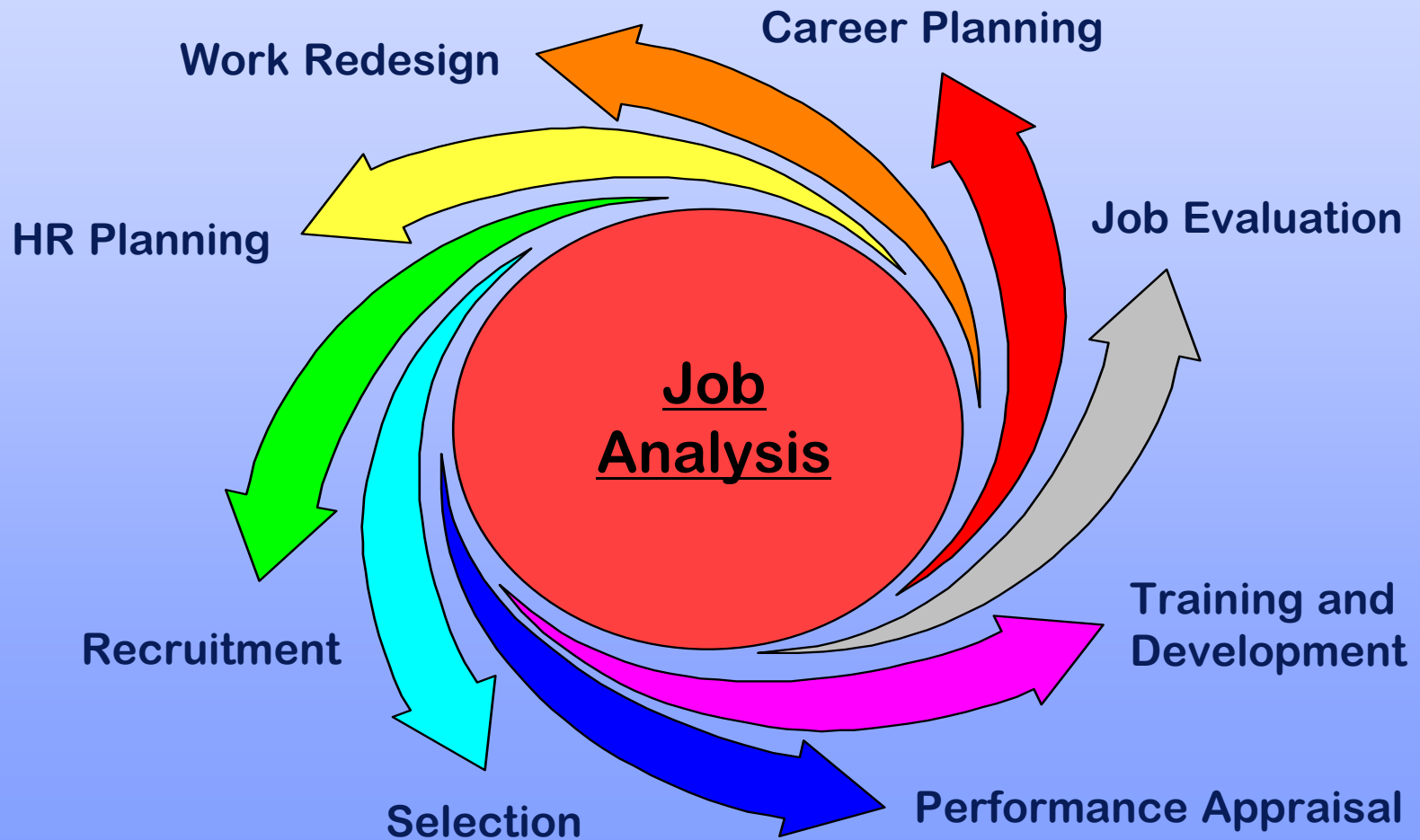


Human Requirements

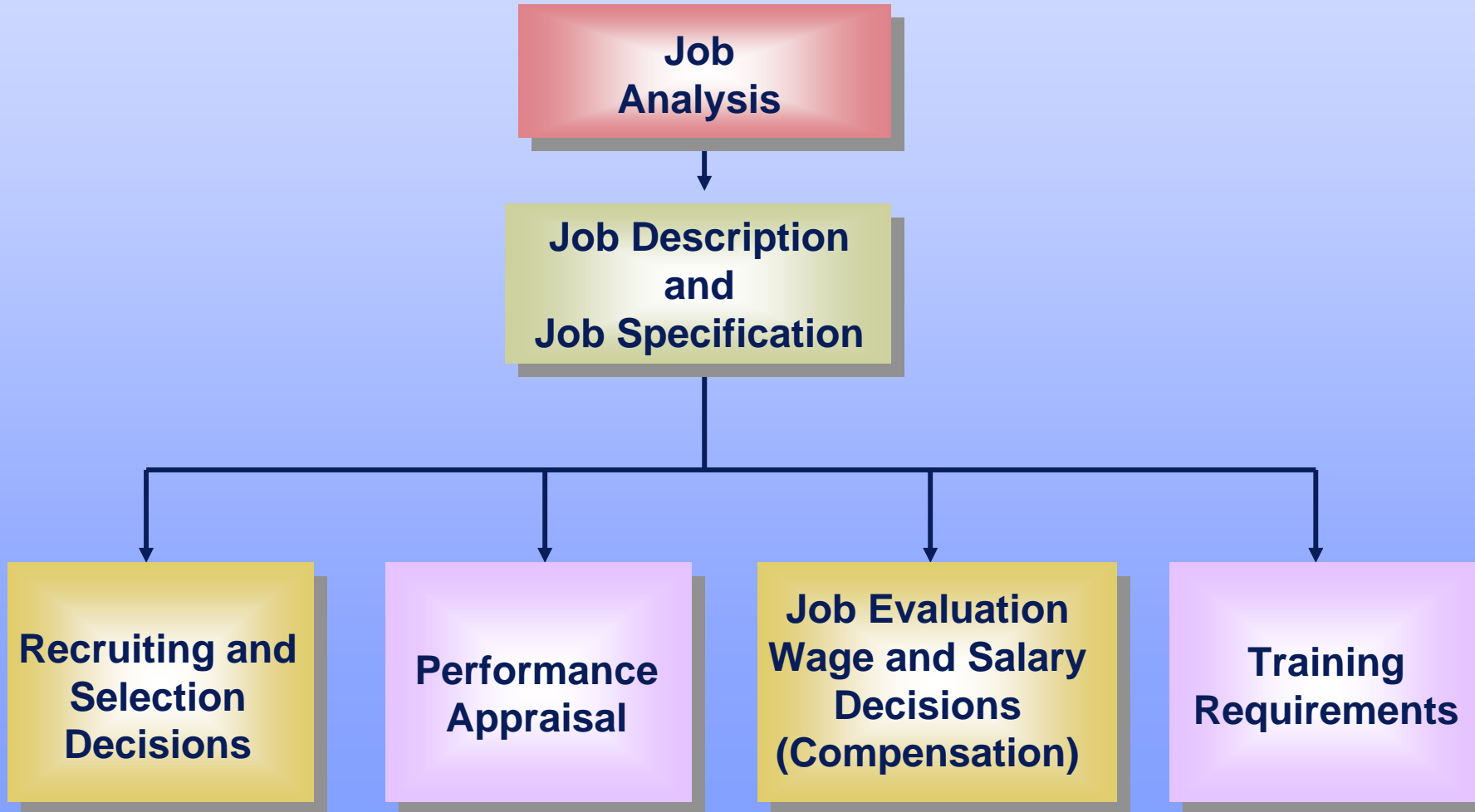
- Job-related knowledge and skills
 - ◆ Education
 - ◆ Training
 - ◆ Work experience
- Personal attributes
 - ◆ Aptitudes
 - ◆ Physical characteristics
 - ◆ Personality
 - ◆ Interests



The Importance of Job Analysis to HR Managers



Uses of Job Analysis Information



The Importance of Job Analysis to Line Managers

Understand work-flow



The Importance of Job Analysis to Line Managers

Understand work-flow

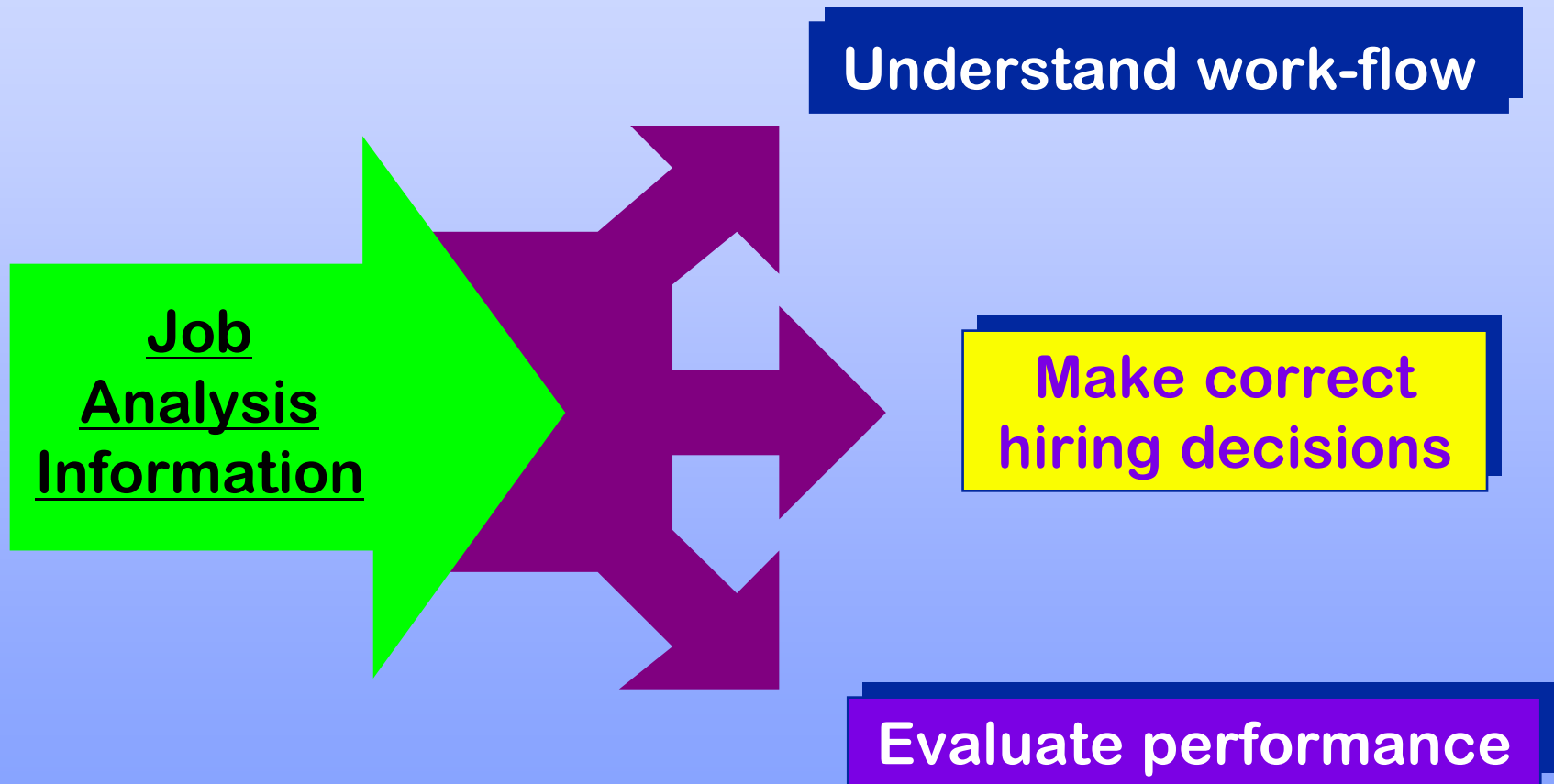
Job
Analysis
Information



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graph LR; A[Job Analysis Information] --> B[Understand work-flow]; B --> C[Make correct hiring decisions]
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Make correct
hiring decisions

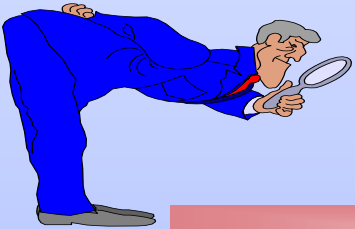
The Importance of Job Analysis to Line Managers





3.2 Methods of Job Analysis

Methods of Collecting Job Analysis Information



The Interview

Questionnaires

Observation

Participant Diary/Logs

Steps in Job Analysis

1. Decide how to use the information
2. Review relevant background information
3. Select representative positions
4. Conduct the analysis
5. Verify with the worker and supervisor
6. Develop a job description and job specification

Widely Used: The Interview

- Individual interviews with each employee
- Group interviews with groups of employees who have the same job
- Supervisor interviews with one or more supervisors who know the job.





Management Skills Builder: Discussion 1



Discussion

-
- Suppose you are going to collect job analysis information , what are some of the questions that should be asked?
- Please work with your group partners and list at least five questions which you think are important.

The Interview as a Method of Collecting Job Analysis Information

Some typical interview questions include:

- ◆ **What is the job being performed?**
- ◆ **What are the major duties of your position?**
- ◆ **What physical locations do you work in?**
- ◆ **What are the education, experience, skill, and (where applicable) certification requirements?**
- ◆ **What activities do you participate in?**

Some typical interview questions include

- ◆ What are the job's responsibilities and duties?
- ◆ **What are the basic accountabilities or performance standards that typify your work?**
- ◆ What are the environmental and working conditions involved?
- ◆ **What are the job's physical demands? The emotional and mental demands?**
- ◆ What are the health and safety conditions?
- ◆ **Are you exposed to any hazards or unusual working conditions?**

The Techniques of Job Analysis

Technique	Employee Group Focused On	Data-Collection Method	Analysis Results	Description
1. Task Inventory Analysis	Any —large number of workers needed	Questionnaire	Rating of tasks	Tasks are rated by job incumbent,* supervisor, or job analyst. Ratings may be characteristics such as importance of task and time spent doing it.
2. Critical Incident Technique	Any	Interview	Behavioral description	Behavioral incidents representing poor through excellent performance are generated for each dimension of the job.

* The term *job incumbent* refers to the person currently filling a particular job.

The Techniques of Job Analysis (cont.)

Technique	Employee Group Focused On	Data-Collection Method	Analysis Results	Description
3. Position Analysis Questionnaire (PAQ)	Any	Questionnaire	Rating of 194 job elements	Elements are rated on six scales (for example, extent of use, importance to job). Ratings are analyzed by computer.
4. Functional Job Analysis (FAQ)	Any	Group interview/ Questionnaire	Rating of how job incumbent relates to people, data, and things	Task statements are Generated and then presented to job incumbents to rate on such dimensions as frequency and importance.

Task Inventory Analysis

Task inventory analysis is actually a collection of methods. The technique is used to determine the knowledge, skills, and abilities (**KSAs**) needed to perform a job successfully.

The critical incident technique (CIT)

The **critical incident technique (CIT)** is used to develop behavioral descriptions of a job. In CIT, supervisors and workers generate behavioral incidents of job performance.

The technique involves the following four steps:

- (1) generate dimensions,**
- (2) generate incidents,**
- (3) retranslate,** and
- (4) assign effectiveness values.**

Position Analysis Questionnaire (PAQ)

The PAQ is a standardized job-analysis questionnaire containing 194 items.

- The 194 items are organized into six sections. A computer program generates a job report based on the ratings.
- Problems : requires the reading level of a college graduate to complete the questionnaire.

Dimensions covered by the Position Analysis Questionnaire

- 1. information input
- 2. mental processes
 - 3. work output
- 4. relationships with others
 - 5. job context
- 6. other characteristics

How to Conduct a Questionnaire Session

- Use a specific questionnaire
- Establish rapport
- Follow a structured approach
- List duties in order of importance or frequency of occurrence
- Review and verify the data





SAMPLE OF A QUESTIONNAIRE

PORTLAND STATE UNIVERSITY POSITION DESCRIPTION

- * PLEASE READ INSTRUCTIONS BEFORE COMPLETING THIS FORM * *
- () New () Revised

SECTION 1. POSITION INFORMATION

- | | |
|---------------------------------|-------------------|
| a. Class Title: | b. Class No.: |
| c. Effective Date: | d. Position No.: |
| e. Working Title: | f. Work Unit: |
| g. Agency No.: | h. Employee Name: |
| i. Work Location (City-County): | |
-
- j. Position: () Permanent () Seasonal () Limited Duration () Academic Year
() Full Time () Part Time () Intermittent () Job Share
-
- k. FLSA: () Exempt () Non-Exempt l. Eligible for Overtime: () Yes () No
-

SECTION 2. PROGRAM/POSITION INFORMATION

- a. Describe the program in which this job exists. Include program purpose, who's affected, size, and scope. Include relationship to agency mission.

- b. Describe the purpose of this position, and how it functions within this program, by completing this statement:
The purpose of this job/position is to . . .

SECTION 3. DESCRIPTION OF DUTIES

List major duties. Note percentage of time duties are performed. If this is an existing position, mark "N" for new duties or "R" for revised duties.

% of
Time N/R DUTIES

SECTION 4. WORKING CONDITIONS

Describe special working conditions, if any, that are a regular part of this job. Include frequency of exposure to these conditions.

SECTION 5. GUIDELINES

a. List any established guidelines used to do this job, such as state or federal laws or regulations, policies, manuals or desk procedures.

b. How are these guidelines used to perform the job?

SECTION 6. WORK CONTACTS

With whom outside of co-workers in this work unit must this position regularly come in contact?

Who Contacted How Purpose How Often?

SECTION 7. JOB-RELATED DECISION MAKING

Describe the kinds of decisions likely to be made by this position. Indicate affect of these decisions where possible.

SECTION 8. REVIEW OF WORK

Who reviews the work of this position? (List classification title and position number.) How? How often? Purpose of the review?

SECTION 9. SUPERVISORY DUTIES TO BE COMPLETED **ONLY** FOR POSITIONS IN MANAGEMENT SERVICE

a. How many employees are directly supervised by this position? _____ Through Subordinate Supervisors?

b. Which of the following supervisory/management activities does this job perform?

- Plans Work
- Responds to Grievances
- Hires/Fires (or Effectively Recommends)
- Assigns Work
- Disciplines/Rewards
- Prepares and Signs Performance Appraisals
- Approves Work

SECTION 10. ADDITIONAL JOB-RELATED INFORMATION

Any other comments that would add to an understanding of this position:

SPECIAL REQUIREMENTS: List any special mandatory recruiting requirements for this position:

BUDGET AUTHORITY: If this position has authority to commit agency operating money, indicate in what area, how much (biennially) and type of funds:

SECTION 11. ORGANIZATIONAL CHART

Attach a current organizational chart. See instructions for detail to be included on the chart.

Employee Signature

Date

Supervisor Signature

Date

Appointing Authority Signature

Date

Observation



- Observation may be combined with interviewing
- Take complete notes
 - ◆ Talk with the person being observed – explain what is happening and why
 - ◆ Ask questions

3.3 Job Description

Job Description

A written document that identifies, describes, and defines a job in terms of its duties, responsibilities, working conditions, and specifications.

Items Commonly Found in a Written Job Description

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

Job Description Guidelines

Be clear

Indicate scope of authority

Be specific

Be brief

Recheck

Sample Job Description

Title: Maintenance Mechanic

General Description of Job Duties: General maintenance and repair of all equipment used in a particular district.

1. *Essential Duty (40%) : Maintenance of Equipment*

Tasks: Keep a log of all maintenance performed on equipment. Replace parts and fluids according to maintenance schedule. - -

2. *Essential Duty (40%): Repair of Equipment*

Tasks: Requires inspection of equipment and a recommendation that a piece be scrapped or repaired. If equipment is repaired - -

3. *Essential Duty (10%): Testing and Approval*

Tasks: Ensure that all required maintenance and repair has been done according to manufacturer specs. - -

4. *Essential Duty(10%): Maintain Stock*

Tasks: Maintain inventory of parts needed for maintenance and repair of equipment. Responsible for ordering parts at lowest cost. - -

***Nonessential Functions:* Other duties as assigned.**



3.4 Job Analysis

---- a Practical Approach

3.4 Job Analysis ---- a Practical Approach

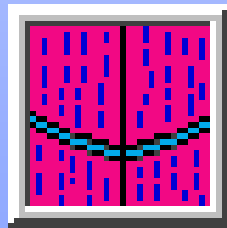
1. Decide on a plan
2. Develop an organization chart
3. Use a job analysis questionnaire
4. Obtain lists of job duties from [O*NET](#)
5. Compile the job's human elements
6. Complete your job description

Step 1: Decide on a Plan


- Broad outline
- What do you expect your sales revenue to be next year?
- What products will you emphasize?
- Internally, what will expand, reduce, consolidate or grow
- What new positions will you need?

Step 2: Develop an Organization Chart

Click here to take you to a tutorial on creating an organization chart.




Step 3: Use a Job Analysis Questionnaire

JOB ANALYSIS			
Job Title: Description of the Job:			
Tasks	Tools Used	Standards for Performance	Conditions for Performance

Step 3: Continued

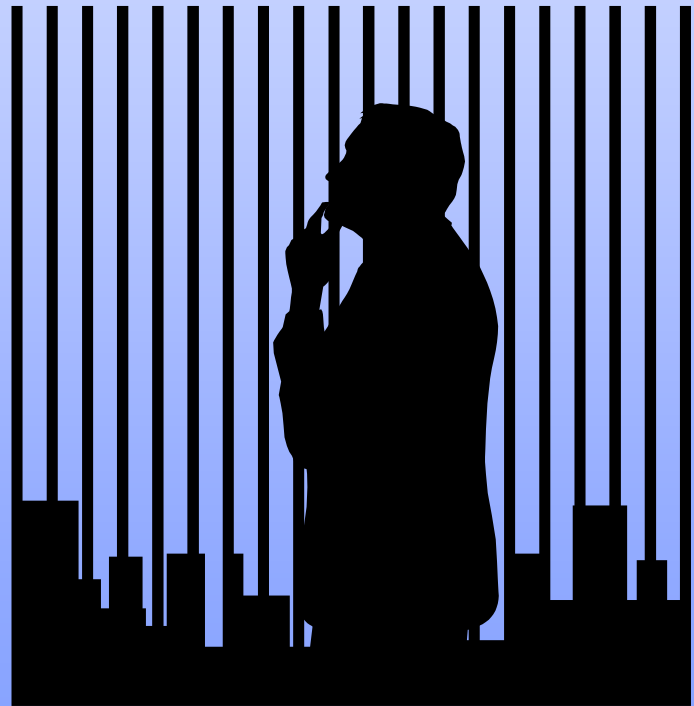
CONTENT ANALYSIS			
Subject Area Title: Content Description and Relevant Definitions:			
Tasks	Tools Used	Standards for Performance	Conditions for Performance

Step 4: Obtain Lists of Job Duties

- Check out O*.NET 
- Find the description of a retail salesperson
- Then, complete **Step 5: *Compiling the job's human requirements*** and **Step 6: *Completing your job description.***

Part 5: Job Analysis in a “Jobless” World

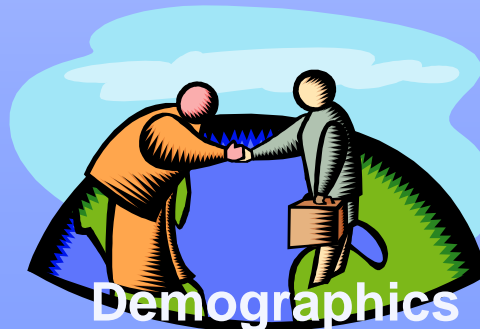
- From specialized to enlarged jobs
- Why managers are “de-jobbing” their companies



Trends and De-Jobbing

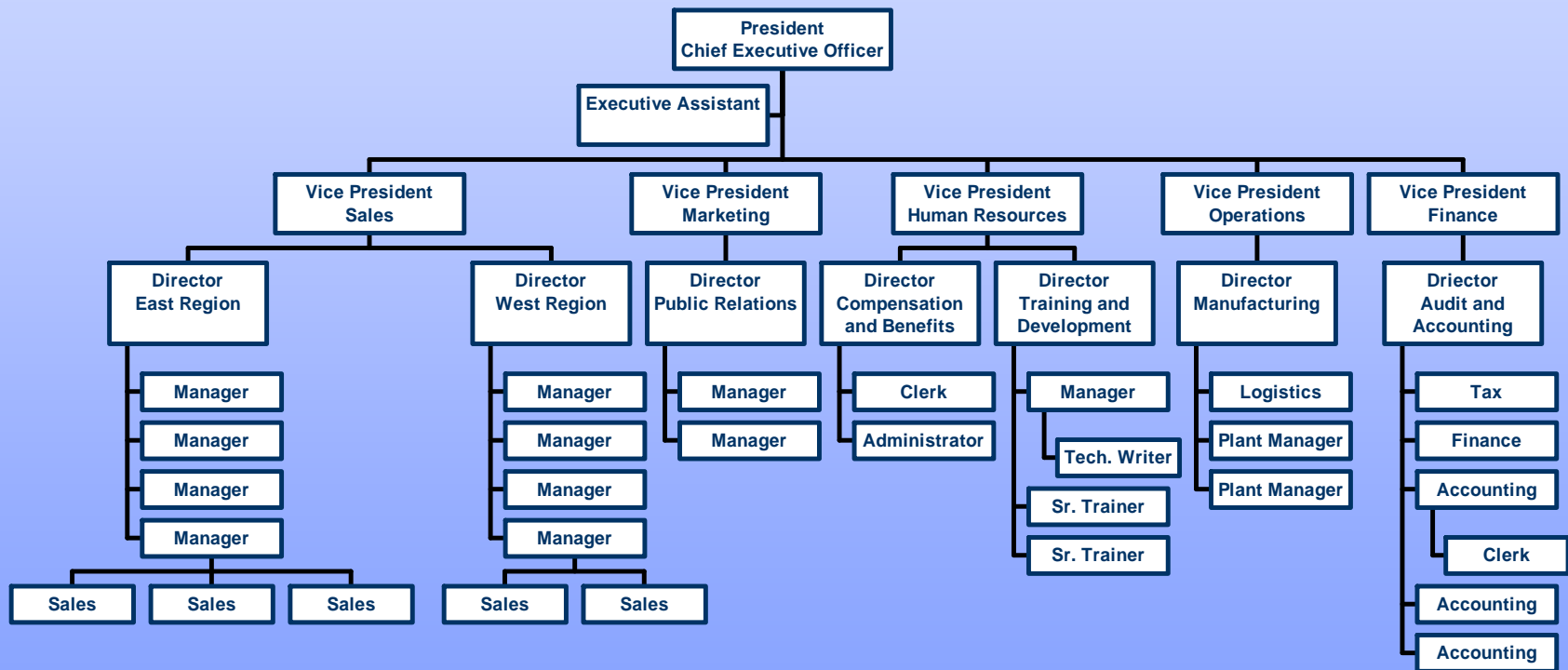
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Rapid product
and technological
changes



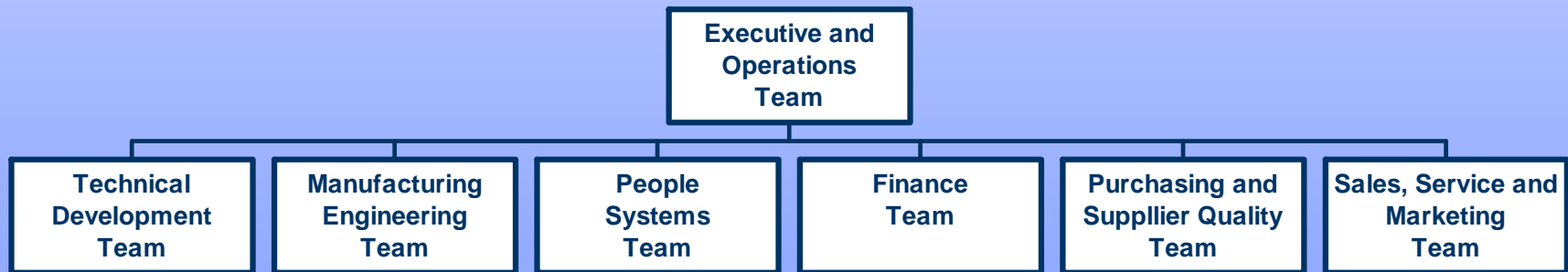
SERVICE

Traditional Organization Chart



Flatter Organizations

SATURN



How Organizations are Responding

- The boundaryless organization
- Re-engineering
- “Broadbanding” job descriptions
- Empowered employees
- Skills matrices

Flat and Boundaryless Organizations



WAL★MART

Procter & Gamble

I K E A

The Skills Matrix for One Job at British Petroleum

H	H	H	H	H	H	H
G	G	G	G	G	G	G
F	F	F	F	F	F	F
E	E	E	E	E	E	E
D	D	D	D	D	D	D
C	C	C	C	C	C	C
B	B	B	B	B	B	B
A	A	A	A	A	A	A
Technical Expertise	Business Awareness	Communication & Interpersonal	Decision Making & Initiative	Leadership & Guidance	Planning & Organizational Ability	Problem Solving

The highlighted boxes indicate the minimum level of skill required for the job.

IV. Management Skills

Builder: On the spot interview

Management Skills Builder:


----- On the spot interview

- Find a partner, choose one job he/she has ever done before, select only one of the job's responsibilities and make a job Analysis.
- What are some of the potential difficulties an interviewer may have? How to overcome them?

V. Job Design


Job Design Approaches

- 5.1 Motivation Approach
- 5.2 The mechanistic approach
- 5.3 Biological Approach
- 5.4 Perceptual/Motor Approach

- 
- Job design is the process of defining the way work will be performed and the tasks that will be required in a given job.
 - Job redesign refers to changing the tasks or the way work is performed in an existing job. Jobs can also be characterized on different dimensions of job design

5.1 Motivation Approach

The motivational approach to job design focuses on the job characteristics that affect the psychological meaning and motivational potential and it views attitudinal variables as the most important outcomes of job design.



An example of the motivational approach is Herzberg's Two-Factor theory.

A more complete model of how job design affects employee reactions is the Job Characteristics Model.

Job Characteristic Model

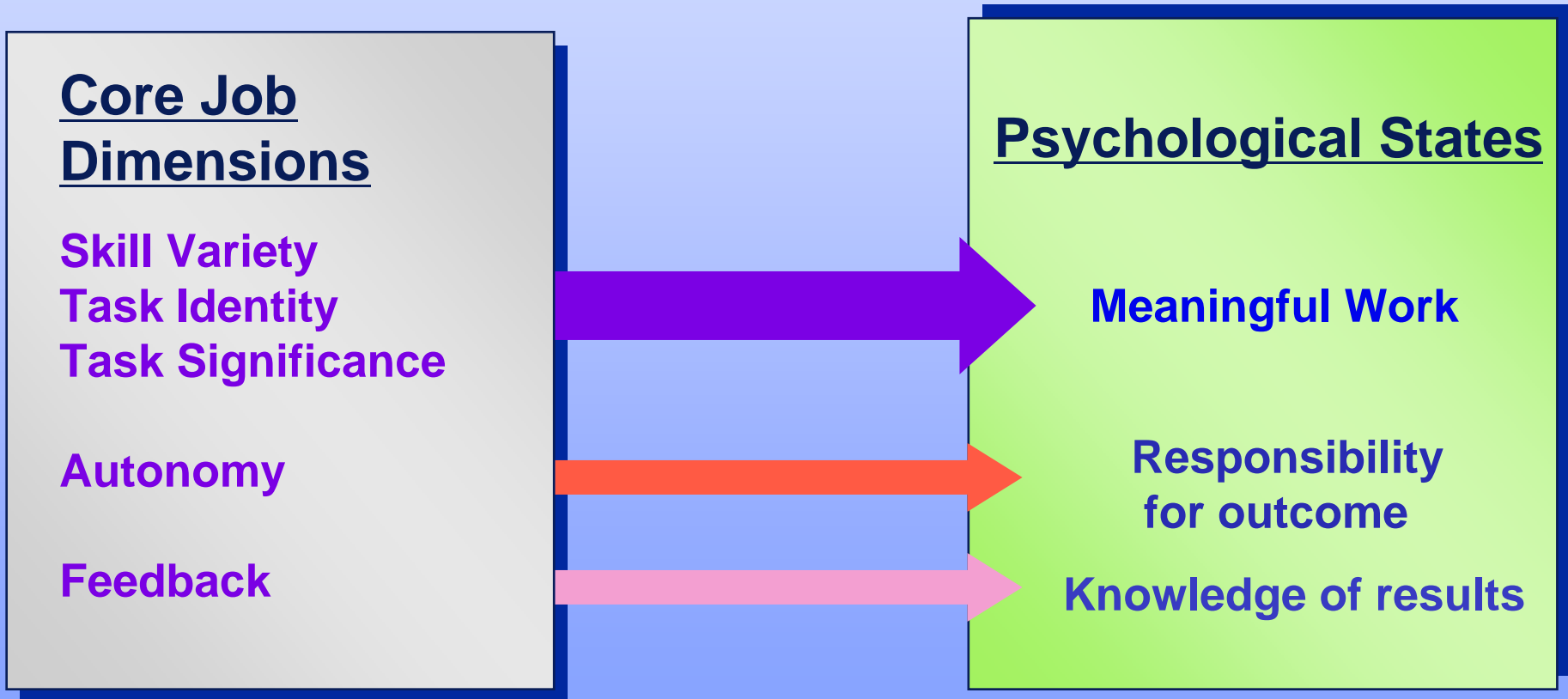
Core Job Dimensions

Skill Variety
Task Identity
Task Significance

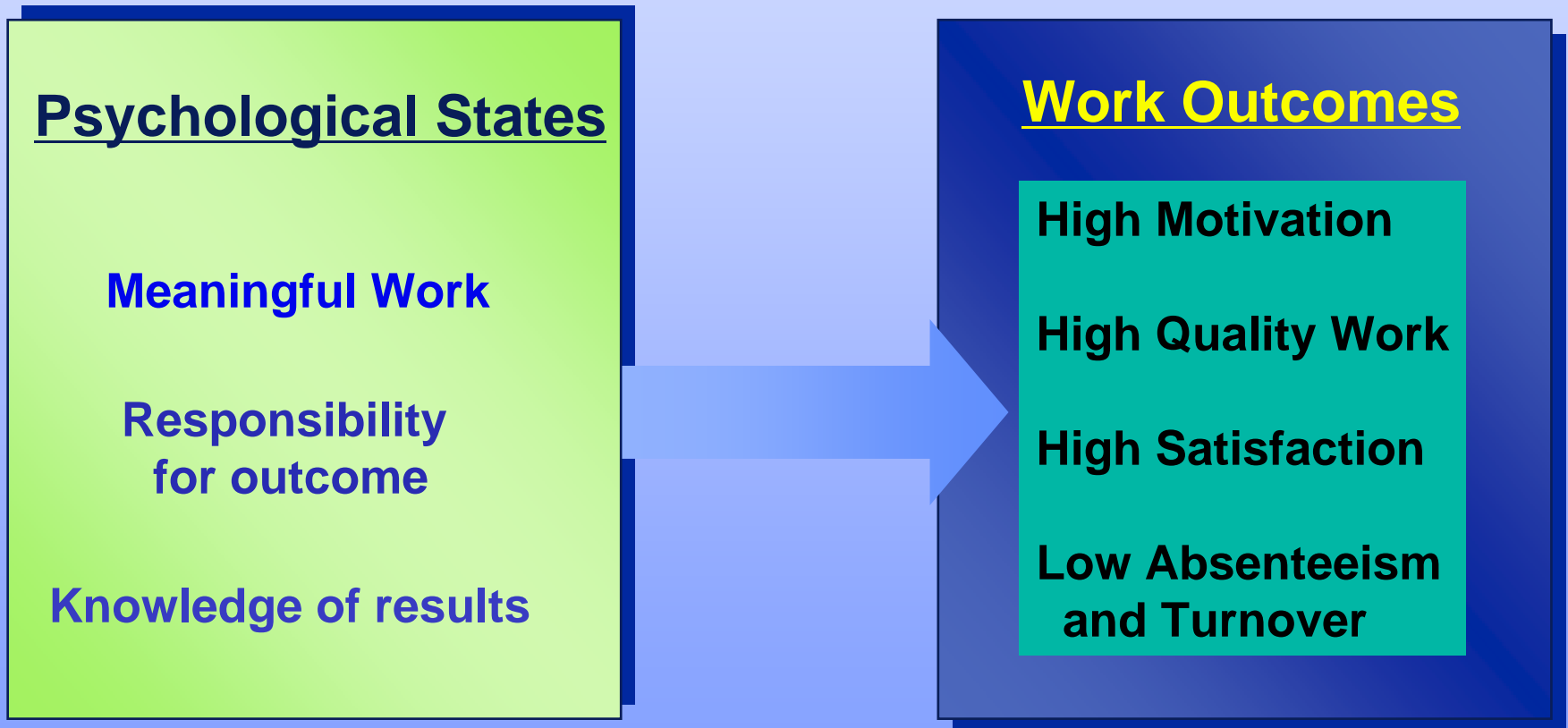
Autonomy

Feedback

Job Characteristic Model



Job Characteristic Model



The Job Characteristics Theory of Work Motivation

Core Job Characteristics

Skill Varieties
Task Identity
Task Significance

Autonomy

Feedback

Critical Psychological States

Experienced Meaningfulness of the Work

Experienced Responsibility for Work Outcomes

Knowledge of Results from Work Activities

Strength of Relationships is Determined by Intensity of Employee Growth Need

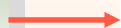
Personal and Work Outcomes

High Internal Work Motivation

High-Quality Work Performance

High Satisfaction With the Work

Low Turnover and Absenteeism





Management Skills Builder: Discussion 2

Discussion

Consider the job of salesperson at a moderately priced clothing store. How would you redesign the job to increase the positive outcomes associated with the motivational approach to job design?

Suggested Keys

Increase customer contact—let individuals work the sale from the beginning to cashing out (skill variety and task identity), give salespeople freedom to sell however they want (autonomy), provide sales figures for feedback (feedback), stress the importance of customers' needs to have clothes that make them look good (task significance).

5.2 The mechanistic approach

The mechanistic approach to job design has its roots in classical industrial engineering and focuses on designing jobs around the concepts of task specialization, skill simplification, and repetition to *maximize efficiency.*

Focused Dimensions of Job Design

1. Job specialization: Is the job highly specialized in terms of purpose and/or activity?
- 2 Specialization of tools and procedures: Are the tools, procedures, materials, etc., used on this job highly specialized in terms of purpose?
- 3 Task simplification: Are the tasks simple and uncomplicated?

Focused Dimensions of Job Design

- 4 Single activities: Does the job require the incumbent to do only one task at a time? Does it not require the incumbent to do multiple activities at one time or in very close succession?
- 5 Job simplification: Does the job require relatively little skill and training time?

Focused Dimensions of Job Design

- 6 Repetition: Does the job require performing the same activity or activities repeatedly?
- 7 Spare time: Is there very little spare time between activities on this job?
- 8 Automation: Are many of the activities of this job automated or assisted by automation?

5.3 Biological Approach

- The biological approach to job design comes primarily from the sciences of biomechanics (the study of body movements) .
- The goal of this approach is to minimize the physical strain on the worker by structuring the physical work environment around the way the body works.

Focused Dimensions of Job Design

- 1. Strength: Does the job require fairly little muscular strength?
- 2. Lifting: Does the job require fairly little lifting, and/or is the lifting of very light weights?
- 3. Endurance: Does the job require fairly little muscular endurance?

Focused Dimensions of Job Design

- 4. Seating: Are the seating arrangements on the job adequate (with ample opportunities to sit, comfortable chairs, good postural support, etc.)?
- 5. Size difference: Does the workplace allow for all size differences between people in terms of clearance, reach, eye height, leg room, etc.?

Focused Dimensions of Job Design

- 6 Wrist movement: Does the job allow the wrists to remain straight, without excessive movement?
- 7.Noise: Is the workplace free from excessive noise?
- 8.Climate: Is the climate at the workplace comfortable in terms of temperature and humidity, and is it free of excessive dust and fumes?

Focused Dimensions of Job Design

- 9. Work breaks: Is there adequate time for work breaks given the demands of the job?
- 10. Shift work: Does the job not require shift work or excessive overtime?

5.4 Perceptual/Motor Approach

The **perceptual/motor approach** is to design jobs in a way that ensures they do not exceed people's mental capabilities.

This approach generally designs jobs in a way that *reduces the information-processing requirements* of the job.

Focused Dimensions of Job Design

1. Lighting: Is the lighting in the workplace adequate and free from glare?
2. Displays: Are the displays, gauges, meters, and computerized equipment used on this job easy to read and understand?
3. Programs: Are the programs in the computerized equipment for this job easy to learn and use?

Focused Dimensions of Job Design

4. Other equipment: Is the other equipment (all types) used on this job easy to learn and use?
5. Printed job materials: Are the printed materials used on this job easy to read and interpret?
6. Workplace layout: Is the workplace laid out so that the employee can see and hear well enough to perform the job?

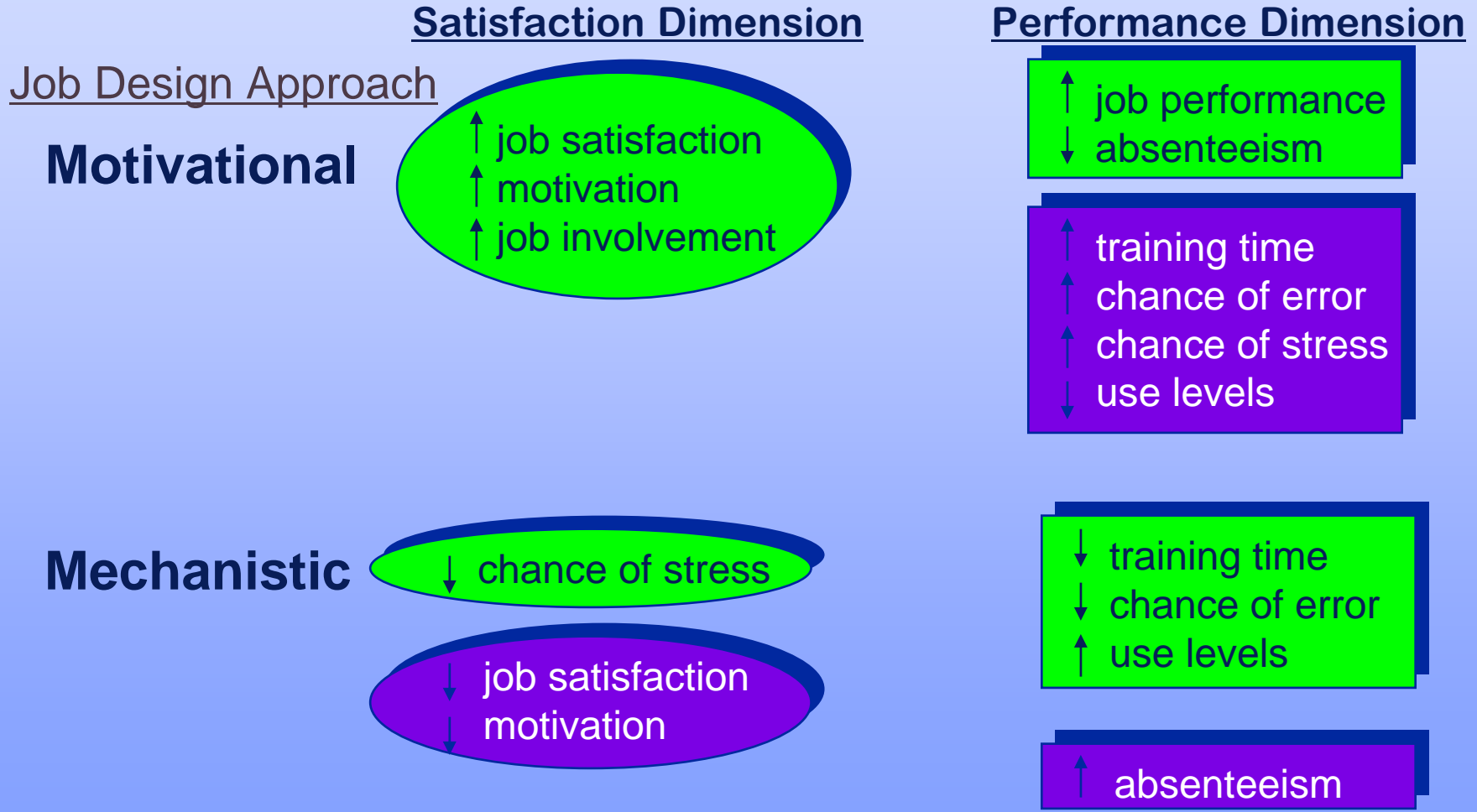
Focused Dimensions of Job Design

- 7 Information input requirements: Is the amount of attention needed to perform this job fairly minimal?
- 8 Information-output requirements: Is the amount of information that the employee must output on this job, in terms of both action and communication, fairly minimal?

Focused Dimensions of Job Design

- 9 Information-processing requirements: Is the amount of information that must be processed, in terms of thinking and problem solving, fairly minimal?
- 10 Memory requirements: Is the amount of information that must be remembered on this job fairly minimal?
- 11 Stress: Is there relatively little stress on this job?
- 12 Boredom: Are the chances of boredom on this job fairly small?

5.5 Summary of Job Design Approaches



Legend: = positive = negative

5.5 Summary of Job Design Approaches

Job Design Approach

Satisfaction Dimension

Performance Dimension

Biological

↑ job satisfaction

↓ physical effort
↓ fatigue
↓ absenteeism
↓ medical incidents

↑ financial costs

**Perceptual
/motor**

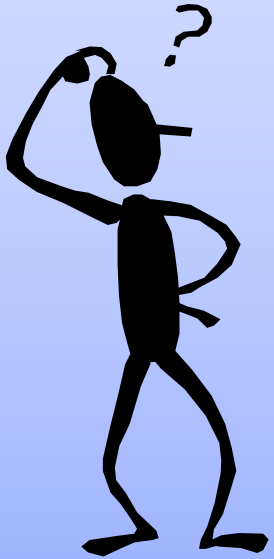
↓ chance of stress

↓ job satisfaction
↓ motivation

↓ training time
↓ chance of error
↑ use levels

Legend:  = positive

 = negative



Management Skills Builder: Discussion 3



Discussion

Based on a workflow analysis, describe the major differences between how tasks are grouped into jobs at a fast food restaurant and those at a five-star restaurant. Which job design approach do you see predominating in each?



Suggested Keys


- 1. *Fast* food—each job is very specialized with few tasks, each of which is specified through standard operational procedures. This is based on a mechanistic approach to job design.
- 2. Five-star—each job has broader task requirements, and an individual has greater responsibility for completing a whole piece of work. This is closer to a motivational approach to job design.



Management Skills Builder: Case Analysis


Case Summary: Hurricane Bonnie

In August 1998 Hurricane Bonnie hit North Carolina and the Optima Air Filter Company. Many employees' homes were devastated and the firm found that it had to hire almost three completely new crews, one for each of its shifts. The problem was that the "old timers" had known their jobs so well that no one had ever bothered to



draw up job descriptions for them. When about 30 new employees began taking their posts, there was general confusion about what they should do and how they should do it.

The hurricane quickly became old news to the firm's out-of-state customers who wanted filters, not excuses. Phil Mann, the firm's president, was at his wits' end. He had about 30 new employees--10



old-timers, and his original factory supervisor, Maybelline. He decided to meet with Linda Lowe, a consultant from the local university's business school, who immediately had the old-timers fill out a job questionnaire that listed all their duties. Arguments ensued almost at once because both Phil and Maybelline thought the old-timers were exaggerating to make themselves look more important, and the old-timers insisted that the list faithfully reflected their duties. Meanwhile, the customers clamored for their filters.



Questions:

1. Should Phil and Linda ignore the old-timers' protests and write up the job descriptions as they see fit?
Why? Why not? How would you go about resolving the differences?
2. How would you have conducted the job analysis?

Suggested Keys

There are several of them, and the agreement among their descriptions may be an good indicator. Another way to resolve the differences would be to examine the specific items that Phil and Maybelline feel the old-timers are padding their jobs with. Ask for evidence from the old-timers that they did these functions, and ask for evidence from Phil and Maybelline that someone else carried out those tasks.



End of Chapter Question



- We discussed several methods for collecting job analysis data—questionnaires, the position analysis questionnaire, and so on. Compare and contrast these methods, explaining what each is useful for and listing the pros and cons of each.