

Human Resources Recommendations

Job Analysis

Most businesses will experience various degrees of employee turnover during their histories. The economy plays a big factor in whether a company must either add to or subtract from its workforce. As the economy strengthens, most companies will experience the need to bring on additional employees to meet demands. This may entail hiring new employees or bringing back staff that was previously laid off. Regardless, it is imperative employers have a keen understanding of the positions they need filled and what each one of those positions will require of the employee. To accomplish this directive, an effective Job Analysis must be conducted. Taking the time to perform this important task will greatly improve an organization's recruiting and hiring practices and help ensure compliance with various federal laws, such as the Americans with Disabilities Act and state workers' compensation regulations.

A Job Analysis is simply a process used to collect information about the purpose, tasks, responsibilities, skills/education/certifications, physical requirement, cognitive requirements, tools/required equipment and environment of the job. Upon completion of a successful Job analysis, a detailed job description can be written.

Benefits of an Effective Job Analysis:

- Clearly defines purpose of the job and its contribution to the mission of the organization.
- Job functions, objectives, duties and how that job relates to other positions in the organization are clearly defined.
- Physical, cognitive, and other requirements are identified to aid in recruitment, hiring and future training needs of employees.
- Helps to ensure the right job candidate is matched to the right job by comparing what the job entails to what the potential employee's qualifications are.
- Helps reduce excessive lost-time claims for work related injuries by clearly defining the physical demands and essential job functions.
- Assists in returning employees back to work (Return-to-Work Program) by helping the healthcare provider to understand the requirements of the employee's job.
- Assists in compliance with legal requirements as outlined by the American with Disabilities Act.

Elements of a Job Analysis:

- General purpose – Provides a brief summary of the job's main function.
- Tasks – Description of the various tasks that the job involves. It is important to list both essential and menial tasks.
- Skills, Education or Certifications- Many jobs require specific skills or prior training to perform the job. Additionally, the job may require an individual to have a license or certification to hold that position.
- Physical Requirements – Many jobs demand that the employee be able to perform certain physical activities such as lifting, standing on their feet, keeping a certain pace, etc. All physical requirements should be identified and include examples (such as, must be able to lift up to 50 pounds).
- Cognitive Requirement – Description of intellectual requirements of the job. Requirements might include the ability to carry out certain mathematical functions, speak a certain language, interpret data, etc.
- Tools/Equipment – Most jobs require tools to complete the primary function. Often, these tools will be provided by the employer. This is a good opportunity to identify any Personal Protective Equipment (PPE) that may be required as part of the job (safety glasses, gloves, steel-toed shoes, hearing protection, hard hat, etc.)
- Job Environment – Not all jobs take place in a controlled environment, such as an office. Some require exposure to noise, high or low temperatures, heights, confined spaces, etc.

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Job Analysis (Continued)

What to do:

- Identify Jobs to be analyzed.
- Gather and review existing job descriptions.
- Obtain input from all key personnel (Human Resources, Supervisors, Employees, Risk Management, etc.).
- Create a template to use in completing the Job Analysis. Use the same format and template when completing them for all jobs.
- When analyzing a job, be sure to observe/interview more than one employee (if possible) performing the same job.
- Keep analysis concise and use language and terminology consistent with company vernacular.
- Ensure that your analysis is compliant with the American with Disabilities Act amendment.
- Develop a means to keep the Job analysis up to date.

Conducting a regular Job analysis and updating job descriptions on a regular basis is a key to effectively managing your workforce and making sure that you have the right people for the job. Before recruiting or hiring a new employee, take time to study the job description to make sure it accurately reflects the position your organization is trying to fill.