

Job Analysis

Introduction

- a. **Job Title:** Human Resource Manager
- b. **O*NET job title:** Human Resource Manager
- c. **O*NET description:** Plan, direct, or coordinate human resources activities and staff of an organization.
- d. We chose this job because we both want to pursue a career as a Human Resource manager when we graduate. The resources we used were the O*NET database and some prior knowledge from past interviews we had for HR positions.

Task-Oriented Job Analysis

Training Tasks:

1. Analyze training needs to design employee development (F=2, I=4)
2. Coordinate the training activities for the organization (F=2, I=5)
3. Conduct new employee orientation to foster positive attitude toward organizational objectives. (F=2, I=3)

Recruitment Tasks:

1. Identify staff vacancies (F=3, I=3)
2. Interview potential applicants (F=1, I=5)
3. Select new employees (F=1, I=5)
4. Administer applicant tests (F=1, I=4)

Job Performance Tasks:

1. Oversee the evaluation of job positions (F=1, I=4)
2. Analyze statistical data and reports to identify and determine causes of personnel problems (F=3, I=5)
3. Develop recommendations for improvement of organization's personnel practices (F=3, I=5)

Legal Tasks:

1. Analyze and modify compensation and benefits policies (F=1, I=5)
2. Represent organization at personnel-related hearings and investigations (F=1, I=5)
3. Investigate on industrial accidents for insurance carriers (F=2, I=5)
4. Report on industrial accidents for insurance carriers (F=2, I=5)
5. Ensure compensation and benefits policies comply with legal requirements (F=1, I=5)

Informing Employees of Policies Tasks:

1. Advise managers on organizational policy matters (F=2, I=4)
2. Provide current and prospective employees with information about job duties (F=3, I=3)

3. Provide current and prospective employees with information about working conditions (F=3, I=3)

Employee Relations Tasks:

1. Resolve work-related problems (F=3, I=5)
2. Serve as a link between management and employees by handling questions (F=4, I=5)
3. Develop special projects in areas such as pay equity, savings bond programs, day care, and employee awards (F=4, I=5)

Worker-Oriented Job Analysis

Knowledge of Administration and Management

1. Knowledge of principles involved in strategic planning (F=3, I=5)
2. Knowledge of leadership techniques (F=5, I=5)
3. Knowledge of how to coordinate people and resources (F=5, I=5)

Knowledge of Legal Standards

1. Knowledge of laws pertaining to Human Resources (F=4, I=5)
2. Knowledge of government regulations (F=4, I=5)
3. Knowledge of agency rules (F=5, I=5)

Conflict Resolution Skills/Abilities

1. Ability to resolve grievances and conflicts (F=5, I=5)
2. Skill in evaluating complex problems (F=5, I=5)
3. Skill in negotiation to reconcile differences (F=4, I=4)

Decision Making Skills/Abilities

1. Skill in considering benefits of potential actions (F=5, I=4)
2. Ability to apply general rules to specific problems to produce answers (F=5, I=5)
3. Ability to combine pieces of information to form conclusions (F=5, I=5)

Communication Skills/ Abilities`

1. Ability to communicate information and ideas in speaking (F=5, I=5)
2. Ability to communicate information in writing (F=5, I=5)
3. Skill in persuading others to change their minds or behavior (F=2, I=3)

Character and Value

1. Integrity (F=5, I=5)
2. Relationships (F=5, I=4)
3. Willingness to take initiative (F=3, I=3)

Job Description and Job Specification

Job description: HR Managers are responsible for the recruitment of the company, which includes identifying staff vacancies, interviewing, and selecting new hires. They will be coordinating the training activities for both prospective and current employees and tracking and evaluating the job performance of each employee. HR managers will be responsible for investigating and reporting industrial accidents and will be modifying compensation and benefits policies. They will be serving as a link between management and employees and advising the employees of policy matters.

Job specification: Effective HR Managers should have knowledge of administration and management, which includes strategic planning, leadership techniques and people management. HR Managers should be knowledgeable of laws, government regulations and agency rules. HR managers should have the ability and skills to resolve conflicts, to combine information and apply rules to decision making, and to exhibit both oral and written communication. HR managers value integrity, relationships, and are willing to take initiative.

Selection Interview Questions and Scoring System for Interview Questions

Situational Interview Questions:

1. KSAO Statement: Ability to resolve grievances and conflicts

Question: Suppose a female employee contacts you regarding an issue with her manager treating her, the only female, differently than the male counterparts. What steps or procedure would you take to resolve this conflict?

Scoring key:

- Excellent (3 points): I would acknowledge the females concerns, confront the manager, and mandate an observational review of the manager for the next two weeks. Also, I would document her complaint as a write up for the manager.
- Adequate (2 points): I would acknowledge the females concerns and email the manager about his actions.
- Poor (1 point): I would tell the female employee that she is overreacting and that her manager has been working with the company with no issues thus far.

2. KSAO Statement: Ability to communicate information in writing

Question: Suppose a new mandate was sent to our company about CDC guidelines we will now have to follow. How would you communicate this effectively to our employees?

Scoring key:

- Excellent (3 points): I would host a meeting with the top managers about the new mandate, so they are informed. I would send out an email to all the

employees so that everyone received something in writing and would post flyers around the office about the mandate.

- Adequate (2 points): I would send out an email to all the employees about the new update so that they had something in writing.
- Poor (1 point): I would host a meeting with the top managers about the new update so that they can relay the information down to the employees underneath them.

3. KSAO Statement: Ability to apply general rules to specific problems to produce answers

Question: You are required to update the safety procedures for the company. What suggestions do you have to ensure safety measures are met and employees are satisfied?

Scoring key:

- Excellent (3 points): I would host a meeting with the lower-level managers and send a survey to all the employees asking them for recommendations on what safety procedures could be improved. Then, I would take the recommendations and apply them to updated safety guidelines. Finally, I would send out a message to the employees outlining the updates.
- Adequate (2 points): I would host a meeting with the lower-level managers to ask for recommendations on how to improve safety procedures. Then I would update the safety guidelines for the company.
- Poor (1 point): I would read through the required updates and enforce them exactly the way they are. Then I would notify the employees that the rules are strict and non-wavering.

4. KSAO Statement: Knowledge of how to coordinate people and resources

Question: Suppose you have these three tasks: (1) Conducting an orientation for 10 new hires, (2) contacting maintenance about 2 of the computers in your office that are down, (3) developing special projects to promote employee engagement. What order would you complete these tasks in order to maximize your time?

Scoring key:

- Excellent (3 points): I would contact maintenance first so that they can get started on the repair. Then I would conduct the orientation for the new hires, so we can get them started right away. Last, I would devote the rest of my time on the special project for employee engagement. (Provides logic behind order)
- Adequate (2 points): I would contact maintenance, conduct the orientation, and then develop the special project.
- Poor (1 point): I would do the most time-consuming task first and then complete the other task when I am not as busy.

5. KSAO Statement: Relationships

Question: What do you do when your manager is wrong about something important and you are sure about it? How would you ensure that the relationship stays intact?

Scoring key:

- Excellent (3 points): I would gather all the relevant information to support my reasoning, so when I approached my manager, I could back my claims up. Then I would schedule a meeting with my manager where I would respectfully bring up the problem. (Creating a structured environment and being respectful will ensure the relationship stays intact)
- Adequate (2 points): I would schedule a meeting with my manager and respectfully discuss the problem.
- Poor (1 point): In order to preserve the relationship between my manager and I, I would not say anything.

Behavior Description Interview Questions:

1. KSAO Statement: Skill in persuading others to change their minds or behavior

Question: Please tell me about a time when you had to enforce a HR policy or decision that was not favorable for employees. What was your approach and how was this message received?

Scoring key:

- Excellent (3 points): The answer clearly describes a HR policy that is not favorable and explains the approach used. The approach used considered the employees attitudes and ensured the message was received well. The approach used was the best one for the situation described.
- Adequate (2 points): The answer describes a HR policy that is not favorable and explains the approach used. The approach used does not consider the employees attitudes, however, the message was received well. The approach used was the next best approach for the situation described.
- Poor (1 point): The approach taken to address the HR policy was not described well and did not follow a logical approach. The message was not received well.

2. KSAO Statement: Knowledge of leadership technique

Question: Please tell me of a time when you demonstrated leadership techniques. What technique did you use and how effective was it?

Scoring key:

- Excellent (3 points): The answer clearly describes a time when they demonstrated a leadership technique. The technique used was effective and displayed strong leadership skills.
- Adequate (2 points): The answer describes a time when they demonstrated a leadership technique. The technique used displayed leadership, however, was not as effective as it could be.

- Poor (1 point): The technique described did not display leadership and was not an effective option.

3. KSAO Statement: Willingness to take initiative

Question: Describe a situation in which you recognized a potential problem as an opportunity. What initiative did you take and what was the result? Do you wish you had done anything differently?

Scoring key:

- Excellent (3 points): The answer clearly describes a time when they took the initiative in exploring an opportunity. The actions taken resulted in a new opportunity. They acknowledged improvements that could have been made in the process.
- Adequate (2 points): The answer describes a time when they took the initiative in exploring an opportunity. The actions taken resulted in a new opportunity. However, they did not acknowledge improvements that could have been made in the process.
- Poor (1 point): The answer describes a time when they thought about exploring an opportunity. However, they did not go further than recognizing the opportunity.

4. KSAO Statement: Knowledge of laws pertaining to Human Resources

Question: As a human resource professional, which laws have impacted your techniques and ability to be successful? Are there any specific laws that you found to be more effective than others?

Scoring key:

- Excellent (3 points): The answer clearly describes a law that impacted them as an HR professional. The law described explained the impact on the success and ability of the candidate. They gave a logical explanation on why a specific law was more effective than others.
- Adequate (2 points): The answer describes a law that impacted them as an HR professional. They gave a specific law that was more effective than others but did not explain why it was more effective.
- Poor (1 point): They did not connect the law to their success and ability. The law they described was not proven to be more effective than other laws.

5. KSAO Statement: Skill in negotiation to reconcile differences

Question: Please tell me of a time you had to deal with a disagreement between an employee and a manager? What negotiation skills did you use to achieve a common ground?

Scoring key:

- Excellent (3 points): The answer clearly describes a time they had to deal with a disagreement between an employee and a manager. The negotiation skills were clearly described. The negotiation skills used were effective and resolved the problem.
- Adequate (2 points): The answer describes a time they had to deal with a disagreement between an employee and a manager. The negotiation skills were described. The negotiation skills used were the second-best option to resolve the problem.
- Poor (1 point): The answer describes a time they had to deal with a disagreement between an employee and a manager. The negotiation skills described were not rational.

Scoring System for Interview Questions (Part 2)

All of the interview questions will be weighted equally. An excellent score is 3 points, an adequate score is 2 points, and a poor score is 1. In order to yield a total score, you would simply add up all the points given. The applicant with the highest number of points would be the first selection as a new hire.

Performance Management System

Summary: Develop a performance management system for a Human Resource Manager

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- a. **Job Title:** Human Resource Manager
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Sources of information

- a. The rating will be completed by the subordinates and the self
- b. Subordinates report directly to the Human Resource Manager thus they will be able to provide insight on improvements the Human Resource Manager can make. This will allow the Human Resource Manager to perform more effectively. We chose subordinate as a rater because they interact with the Human Resource Manager daily.
We chose the self as a rater because it will allow the Human Resource Manager to reflect on their accomplishments and mistakes from the past. It will also give them a basis for planning goals and objectives for the future.

Frequency of appraisal

- a. Subordinate ratings should be given monthly
Self-ratings should be given quarterly
- b. Subordinates will give monthly appraisals because frequent appraisals are more useful for the manager. This will allow the Human Resource Manager to correct performance issues in a timely manner.
Self-appraisals should be taken quarterly because it gives the Human Resource Manager time to reflect on the past. This still allows the Human Resource Manager to have appraisals throughout the year and gives them the time they need to reflect.

Behaviorally Anchored Rating Scales (BARS)

Task: Select new employees

Rater: Self

3 = Outstanding

- Chooses the best possible candidate for the position
- Sets specific qualifications that exceed the requirements to create a more competitive pool of applicants

- Reads through potential candidate's application packet in detail and looks for attributes that differentiates the qualified applicants

2 = Acceptable

- Chooses a good candidate for the position
- Sets the required qualifications to look for in new employees
- Reads through potential candidate's application packet

1= Unacceptable

- Fails to choose a qualified candidate for the position
- Fails to set guidelines that new employees should have
- Skims through potential candidate's application packet

Task: Coordinate the training activities for the organization

Rater: Subordinates

3 = Outstanding Performance

- Plans an effective and engaging training activities that fully prepares new employees
- Communicates all the objectives of the training activities to new employees
- Communicates with employees frequently, ensuring they have a clear understanding prior to the training activities

2 = Acceptable Performance

- Plans standard training activities for new employees
- Communicates some of the objectives of the training activities
- Communicates with employees, ensuring they have somewhat of an understanding prior to the training activities

1= Unacceptable Performance

- Plans ineffective training activities for new employees
- Fails to communicate the objectives of the training activities
- Fails to communicate with employees prior to training activities

Task: Resolve work-related problems

Rater: Subordinates and Self

3 = Outstanding Performance

- Listens to the employees involved and fully understands the root cause of the problem
- Helps moderate conflicts by encouraging collaboration between employees
- Provides optimal solution to the problem

2 = Acceptable Performance

- Listens to employees involved and somewhat understands the root cause of the problem
- Helps moderate conflicts by mediating between employees
- Provides reasonable solution to the problem

1= Unacceptable Performance

- Fails to listen to employees involved and does not understand the problem
- Fails to moderate conflicts between employees
- Provides a bias solution that benefits a favored employee

Task: Advise managers on organizational policy matters

Rater: Self

3 = Outstanding Performance

- Facilitates a meeting to discuss policy matters
- Informs managers in advance when a policy update will occur
- Asks managers for feedback on their understanding to ensure all managers understand the policies

2 = Acceptable Performance

- Provides documents of updated policy matters without a meeting
- Informs managers of the policy update on the day the policy changes
- Provides clarification to managers who specifically ask about policies

1= Unacceptable Performance

- Fails to provide documents of organizational policy matters
- Fails to inform managers of a policy update
- Fails to provide managers with an understanding of the policies

Task: Oversee the evaluation of job positions

Rater: Subordinates and Self

3 = Outstanding Performance

- Develops strong criteria for the evaluations of job positions
- Conducts frequent checks on the process of the evaluations
- Monitors the effectiveness of the evaluation process regularly

2 = Acceptable Performance

- Develops standard criteria for the evaluations of job positions

- Conducts minimal checks on the process of the evaluations
- Monitors the effectiveness of the evaluation process occasionally

1= Unacceptable Performance

- Develops weak criteria for the evaluations of job positions
- Fails to conduct checks on the process of the evaluations
- Fails to monitor the effectiveness of the evaluation process

Example of an employee with good performance

- Scale 1 = Self rating of 3, Scale 2 = Subordinate rating of 2, Scale 3 = Subordinate rating of 2 and Self rating of 2, Scale 4 = Self rating of 3, and Scale 5 = Subordinate rating of 3 and Self rating of 2
- I would tell this employee they are doing an outstanding job selecting new employees because they are thorough when choosing the best possible candidate for a position. I would motivate the employee to think of new ways they could improve the selection process for new employees. I would tell this employee that their approach to coordinating the training activities is acceptable, however, they should communicate more frequently prior and during the training activities. I would tell this employee that they are doing a good job listening and resolving work related problems, however, they should encourage collaboration to provide an optimal solution to the problems. I would tell this employee that they are doing a great job advising managers on organizational policy matters because they are conducting meetings and confirming policy matters are understood amongst managers. I would motivate the employee to continue engaging the managers when advising on policy matters. I would tell the employee that their subordinates indicated that they developed strong criteria and conducted frequent checks on the evaluation process for job positions. I would ask the employee why they gave an acceptable self-rating and ask how they think they can improve. I would tell this employee that if they continue to perform at a high level, there will be an opportunity for a promotion and more responsibilities within the company.

Example of an employee with poor performance

- Scale 1 = Self rating of 2, Scale 2 = Subordinate rating of 1, Scale 3 = Subordinate rating of 1 and Self rating of 2, Scale 4 = Self rating of 1, and Scale 5 = Subordinate rating of 1 and Self rating of 1
- I would tell this employee that they are doing an acceptable job selecting new employees, however, they should read through potential candidate's application packets thoroughly so they can choose the best applicants for the specific position. I would tell this employee that their performance on coordinating training activities is unacceptable because they have a lack of communication and are ineffective when it comes to training new employees. I would inform the employee that they need to improve their communication and develop new training activities. I would tell the employee that their subordinates feel they are not effective at resolving work related problems because they fail to listen and make bias solutions. I would

encourage the employee to reflect on how they resolve conflicts to determine why the self-rating differs from the subordinate rating. I would tell the employee that their current process of advising managers on organizational policy matters is unacceptable and would encourage the employee to communicate the policy matters to the managers. I would tell the employee that they need to conduct frequent checks and monitor the effectiveness of the evaluation process. I would tell the employee that their lack of motivation and attention to detail is not only affecting their work but is also affecting their subordinate's work. I would tell the employee they need to improve on their next evaluation, or they will be written up.