

Authors: Dr. Michael O'Connor and David Spader

Step 1: Job Analysis

(Focus: Why does the job exist?)

What is it?

Job Analysis is the process of defining a job in a manner that emphasizes the *results* that need to be accomplished for both the organization and the job holder to be successful. It focuses first on the reasons the job exists. Research has shown that most jobs have no more than three to five Key Results Areas (KRAs). These are the broad outcomes that explain *what* results are needed and *why* the job is important to the organization. The goal of thorough Job Analysis is to identify what these KRAs are for a particular job.

Once the KRAs are clearly defined and prioritized, it is then important to clarify the *how-to* by identifying the Critical Tasks (CTs) for each KRA. There are typically three to five Critical Tasks for each Key Result Area. These tasks are also prioritized and categorized according to their importance.

Why is it important?

Job Analysis is the foundation of effective people management and performance management processes. Without effective job analysis, hiring, managing, developing and promoting employees becomes much more difficult. Effective work direction requires clear priorities and expectations. Prioritized and weighted KRAs and CTs provide a clear understanding of *what* the most important results are, *why* each result is important for the organization, and *how to* achieve the result. This is a very different format than traditional activity-based job descriptions that often focus only on the *what-to-do* aspects of a job. Traditional job descriptions rarely provide a prioritized format to direct the work done by of employees, especially during those times when there may not be enough "hours in the day" to get everything done or when resources are limited.

This format also allows for impact-based performance reviews that focus on the most critical aspects of the job. An employee may perform well on most job tasks, but demonstrate lower performance in the most critical one or two tasks. Research shows that in some positions, these one or two tasks can represent 40-50% of the impact. However, without a method to communicate this, employees may perceive the impact of all tasks to be equal, when that is clearly not the case.

How to use it?

Job Analysis should be used to guide an employee's work through every phase of the *Hiring & Developing Winners™* process. It is used when hiring, setting short- and long-term goals at all levels (individual, team, organization), evaluating performance, addressing performance issues, cross-training and developing

employees for current and future roles. It is recommended that Job Analysis be conducted by a professional who is trained and certified in the *Hiring and Developing Winners™* process.

Tool	Purpose
Key Results Areas (KRAs) and Critical Tasks (CTs)	<ul style="list-style-type: none"> ○ Defines why the job exists and how to accomplish the key results
KRAs and CTs for a position	<ul style="list-style-type: none"> ○ Defines the KRAs and CTs for the selected role
Critical Tasks Analysis for Job	<ul style="list-style-type: none"> ○ Breaks the Critical Tasks into "Must-Have / Essential", "Important-to-Have", and "Nice-to-Have" work tasks

Step 2: Job Profiling

(Focus: What Motivations and Capabilities are required for high performance of this job?)

What is it?

Job Profiling is the process of identifying the factors that predict high performance for a specific job. The Job Profile consists of up to three Motivational factors (with 20 sub-factors) and up to three Capabilities factors (with 16 sub-factors) for each job. These factors and sub-factors vary significantly in their importance from one role to another. Thus it becomes critical to understand the difference when determining job fit and job satisfaction fit when hiring, developing and promoting employees.

Why is it important?

Identifying the predictors that are key for this role is critical when hiring, developing and promoting employees. With a thorough Job Profile, the varying demands of each job become more understandable. For example, research shows that the *Process Management* capability is critical for a Sales Manager role, but not for a Salesperson. Therefore, before we make the decision to promote a Salesperson to the Sales Manager role, it would be wise to determine if that person currently possesses this capability, or if they are willing and able to develop it.

How to use it?

Job Profiling should be used in conjunction with KRAs when hiring, developing and promoting employees. During the hiring process, interviews and assessments of candidates must target those factors of Very High importance. As in the Salesperson / Sales Manager example above, a Job Profile helps predict fit in a job prior to placing the employee. It also helps pinpoint performance problems that may emerge, allowing the root cause of an issue to be identified and properly addressed. A variety of proven assessment tools and techniques are use to assess the fit between the Capabilities and Motivations of an individual and those required by a job. (This is discussed further in Step 3.)

Tool	Purpose
The "Big 6" Job Performance Factors	<ul style="list-style-type: none"> ○ Defines the Capabilities and Motivations factors and their relative importance for a job
Job Performance Profile (JPP)	<ul style="list-style-type: none"> ○ Identifies the most important factors for performance in this position

Step 3: Job Holder Assessment

(Focus: How well does this performer fit with what the job requires?)

What is it?

Job Holder Assessment consists of tools and process techniques that identify the Motivations and Capabilities "fits" with high performance of a job. Foremost among these are the hiring and interviewing processes. Here the Job Profile guides the assessment of a job candidate. This process provides the information needed for a gap analysis to determine fits, gaps, and development required to achieve higher performance with new hires as well as for current performers. Essentially, Job Holder Assessment improves your ability to put the right people in the right positions in your organization.

Why is it important?

Accurately assessing employees is becoming more critical than ever before. The breadth, patterns and rate of change are challenging organizations and employees to develop additional capabilities at an accelerating rate. The cost of replacing employees in many businesses has been shown to be between \$50,000 and \$400,000 per job holder – in other words, from 3 to 12 times the cost of their annual compensation and benefits. Reducing the number of mis-hires can dramatically impact the success of an organization.

How to use it?

A variety of tools can be used in the hiring process for a single role. The most important Capabilities and Motivations factors must first be identified. Each of these matches with corresponding questions to be used in the interviewing process. It is important to focus on the factors with highest importance during this assessment process.

Tool	Purpose
Interview Process Objectives Checklist	<ul style="list-style-type: none"> ○ Process steps and tips for effective interviewing
Suggested Timing Guidelines	<ul style="list-style-type: none"> ○ Suggested timelines for each type of interview
Interview Probing Questions	<ul style="list-style-type: none"> ○ Recommended follow-up probing questions for the interview

Rating Candidates	o Recommended rating scale to evaluate candidates
Behavior-Focused Interviews	o Tips on asking behavior-based questions
Interview Data Collection Forms	o Targeted interview questions for this position
Job Interview Rating Sheet	o Summary of how a job candidate meets key performance requirements
Optional GPS Assessment Summary	o Summary sheet to be used with the online <i>Global Profiles System</i>

Many users of this process have found it useful to supplement interviews with our online *Global Profiles System*™ reports that also help profile a job and/or assess the fit between Capabilities and Motivations of an individual and job. The *Hiring and Developing Winners*™ Workshop is also recommended for anyone who conducts interviews to help increase their interviewing and coaching effectiveness.

Step 4: Job Holder Development

(Focus: How do we continually grow performance for individual employees and for the company?)

What is it?

Job Holder Development is the process of improving the performance of an employee by focusing managerial and employee actions in two areas:

1. Highest impact KRAs and CTs: The specific results-focused tasks to be performed.
2. Higher importance Capabilities and Motivations: The root cause of performance and non-performance.

There is a variety of tools and assessments used at this step, based on an accurate diagnosis of the situation.

Why is it important?

The number one challenge of most organizations is to maintain a staff of highly productive and motivated individuals. Those organizations that are able to effectively develop their average employees into higher performers have a distinct advantage over those who do not. Employees who feel they are being developed to experience a winning work life typically stay with an organization longer, have higher morale and productivity, provide quality service to customers, and contribute significantly more than others in the same position toward financial performance. This all results in a stronger, more viable organization in today's increasingly more competitive work world.

How to use it?

The following tools are used in this process to develop and grow individuals in various performance situations.

Tool	Purpose
Performance Management Process Checklist	<ul style="list-style-type: none">o For managers to use to ensure they are providing the support and direction required
Comparing the Candidates: Critical Tasks and Company Culture Rating Sheet	<ul style="list-style-type: none">o To identify the ability of an individual to perform the tasks required in a jobo To identify the culture fit of an individual
Comparing the Candidates: Job Interview Rating Sheet	<ul style="list-style-type: none">o To summarize interview data in a format that allows comparison of job candidates
Coaching the New Job Holder: Top Choice Notes	<ul style="list-style-type: none">o To create a development plan for a new hire before extending an offer in order to bring them up to speed as quickly as possible
Performance Assessment	<ul style="list-style-type: none">o To evaluate the performance against the KRAs and CTs
Critical Tasks Development Guide	<ul style="list-style-type: none">o To prioritize areas of needed development
Job to Job Holder Comparison	<ul style="list-style-type: none">o To identify the three job fits (Culture, Performance and Satisfaction)
Performance Gap Action Plan	<ul style="list-style-type: none">o 5-step form to address performance issues with a performer

Step 5: Business Succession Planning

(Focus: Do we have the right people in the right jobs, now and in the future?)

What is it?

Business Succession Planning is the process of proactively ensuring that the positions (current and future) which are critical to the success of a business have successors ready to step into the positions as required. It involves cross training, development and the identification of high potential employees for future roles.

Why is it important?

Research shows that 10-25% of positions in most organizations are critically important to its stability and growth. Identifying these positions and preparing the next generation of performers and leaders enables successful transitions in these key roles.

How to use it?

The tools listed are used to successfully achieve Business Succession Planning for your company/organization.

Tool	Purpose
Positions Progression Plan	○ To identify the current readiness and potential backups for key positions
Succession Planning Summary	○ To summarize the readiness of potential successors for a position