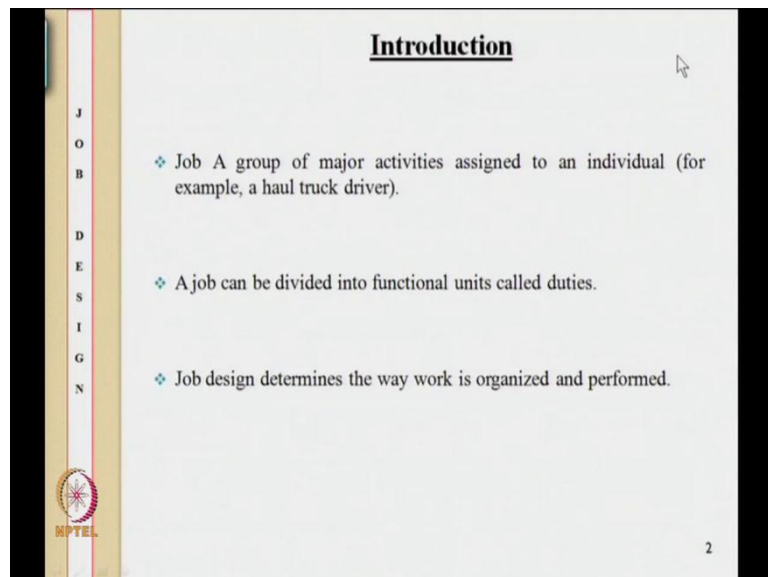


Organization of Engineering Systems and Human Resources Management
Prof. Vinayshil Guatam
Department of Human Resource Management
Indian Institute of Technology, Delhi

Module - 1
Basics of Organizations and Human Resources Management
Lecture - 10
Design Issues in Running Organisations (Contd.)

We have in the preceding presentation discussed the concerns of design in an organization, and looked at the generic concerns in organizational variables, human variables in the environment in manager's role and function. And in each case looked at the topic from the prism of design concerns, we concluded the presentation through a reference to concerns of organization design, and we looked at what are some of the common options available. Before we can sensibly excise a choice or indeed develop our own options of organization design. I propose to take this discussion further in understanding issues of design. so far as jobs are concerned and see what it has to do with organization effectiveness.

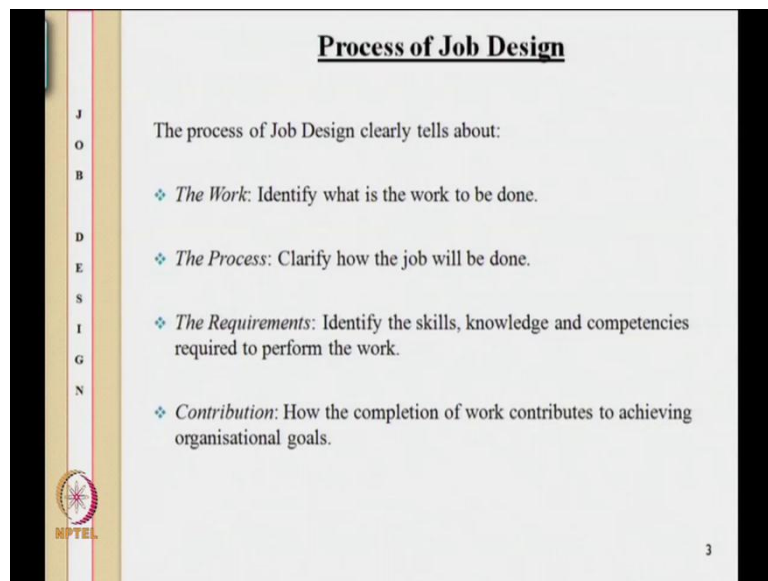
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First, we need to understand what is a job? Job is a group of major activities assigned to an individual; for example, if you are a haul truck driver, it is your job to pick up the material on the truck, it is your job to drive it and deliver the material on its safely to its destination, if that is to be done, you need certain skills and you need certain clustering of tasks. The example in the preceding presentation of the post office was again a good example of a job;

a job can be divided into functional units called duties or what can be called tasks; these are synonymous words and the semantics on this is not standardized. Some call it is tasks, other call it duties and still others call it activities. But job design determines the way work is organized and performed, and this is the important thing to remember; job design determines the way work is organized and performed. The example of the post office should forever be kept in mind, so that you are able to understand, how performance has to do with the clustering of the tasks.

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Process of Job Design

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The process of Job Design clearly tells about:

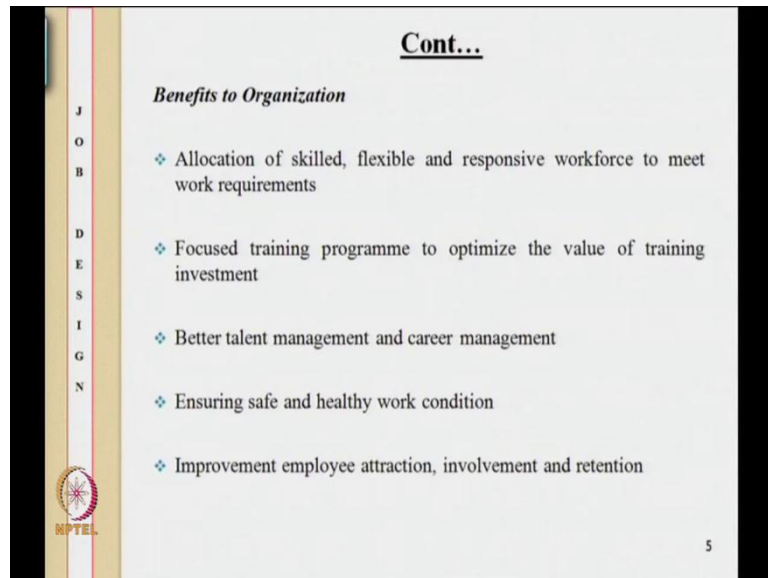
- ❖ *The Work*: Identify what is the work to be done.
- ❖ *The Process*: Clarify how the job will be done.
- ❖ *The Requirements*: Identify the skills, knowledge and competencies required to perform the work.
- ❖ *Contribution*: How the completion of work contributes to achieving organisational goals.

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What is the process of the job design? Process of the job design goes through at least 4 stages.

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And then it has to be link to the benefits, it brings to the organization, if we are to look at the process of job design. One has to be clear about the work; one has to identify what is the work to be done, in the illustration I gave to you, the job to be done was to send 2 registered letters, the work was divided into 4 segments; getting information; waving the envelops; stamp pending and giving a registration slip, for the envelops received.

This work will have to be done in a process. In other words, a sequence cannot issue a receipt without the payment made. And the payment made would be symbolized by the stamps bought. And you cannot have stamps being bought, unless, the quantum of stamps being bought, which has a co relation to the revenue, which accrues to the government for carrying the letter, which intern is a factor of weaving it. Therefore, processing sequence work is to identify what is the task is to be done. The process is to clarify, how the job will be done. The requirements identify the skills, knowledge and competencies required to perform the job. And the contribution is how goal completion of work contributes to achieve organizational goals.

So, beat work, beat processes, they have a set of requirements, which could be called precursor activities. You cannot handle the process; you cannot do the work, unless you identified the skills. This concept is central to the understanding of effectiveness, namely listing of the skills for doing a job. People who do not understand this will perform the cardinal error of putting a person on the task and hoping, that he will learn on the job a

palpably erroneous assumption, because people do not always learn by being put other job, and this certainly nothing to do with social welfare.

In developed and mature societies, social welfare has always being dealing from performance, because performance has to do with productivity; productivity has to do with profits and if the profits do not come, no social objectives can ever be met. Therefore, social objectives are one cluster of issues, productivity and profitability are another set of issues, and they cannot be mixed, need to emphasize the skills. A person hired has been maintained in the presentation, not because of any other factor, but the skills he carries as so long. As his skills are relevant, he will stay in employment.

Skills would lead to a knowledge and competency required to perform the work. so there is a critical symbiotic linkage between skills and competencies, and the outcome has to be performed. We have referred performance in the previous presentation, where we have said, that it is one of the social variables. The contribution is to the completion of work and contribution to achieving the organizational goals. Therefore, this presentation, this slide, should be able to show to you, a process flow, should be able to demonstrate to you the linkages between work process requirements and contributions, which is the reason that for any design activity.

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Benefits of Job Design

- ❖ Appropriate Job Design brings clarity in role, responsibility and requirements and therefore, reduces work conflicts.
- ❖ A good Job Design finally results in greater organisational effectiveness and efficiency and better employees' performance.

Benefits to Organization

- ❖ Improvement in productivity and efficiency
- ❖ Reduction in staff supervision, monitoring and control
- ❖ Greater effectiveness of work teams

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The benefits of job designer that it brings clarity in the role, what am I supposed to do and unless there is clarity on the role, there will be job overlap. Job overlap would mean, that

there should be a clear cut definition of the tasks, the different persons will carry out, and for the tasks assigned to them, and they must bear the responsibility and the requirement and therefore, reduces work conflict, in an industrial or a manufacturing situation.

It is important that, there be no work conflict. because if there is work conflict, then they will be work disruption, the quality will deteriorate, and most disastrous of all certain stages may be as kept and that is not a risk, which can ever be taken. A good job design finally, results in greater organizational effectiveness and efficiency and better employee performance. This is a key sentence and its needs to be noted; it is such a key sentence, that we have an entire topic, (()) to efficiency and effectiveness, excellence then follows.

So, job design is the delivery mechanism, which channelizes performance to make a work system be effective, and what is an effective work system? It has to be measured against results. How do you measured against results? You measured against results by measurement, across the parameters which were identified, before the work began and with reference to the standards, that were set before the work was undertaken.

Therefore, both of the parameters, and the standards have to be known to the performer, otherwise it does not work, which leads to concerns of planning, which will be of course touched upon as we go along. Job design, therefore, is not on optional. Extra job design is an integral part of functioning of jobs, and job design is an essential part of organizational effectiveness. The benefits to the organization would be improvement in productivity and efficiency; this is a simple derivative from the observations have been making; reduction in staff supervision, monitoring and control. Because staff supervision must definitely be limited, staff supervision cannot be made as an instrument of prodding to get the job done.

A staff supervision is reduced to prodding to get a job done, then that eye sink is a poor use of a supervisor, if the people who are supposed to the tasks are not self generating, are not self motivating, then the prodding and the exhortations of the supervisors are not likely to revealed many results. The monitoring and control mechanism again has to be on the basis of results. Monitoring cannot be a checking on, whether the task has been done or not, that should be an axiomatic element of a task allocation. If you are a allotted a task, you are supposed to complete it.

When you complete the task, then you will be measured against efficiency, and you will be measured against the actual task accomplished and not if at all the task has been done. so

the nature of monitoring has to be understood, and control here is supposed to be an element of keeping the system goal director, this is a bit of a thermo dynamic model; control is not just a negation; control here can also be an accelerator, it is supposed to calibrate speed to the correct point; calibrate results with the standards in mind.

So, that at the end of the day, when tasks are accomplished, and the productivity and the results measured, they match the standards that was set. so the word control here is somewhat, different to the novel partners of control in every language, and that finally, brings us to greater effectiveness of work teams. Hardly, anything gets done alone, which most people know, but not all believe in operational terms.

If you are working in a team, there cannot possibly be any one of mention, because if you are doing the task better than, what the next person off to you is doing in terms of his tasks accomplishment? Then there will be a clear quality miss match, and if there is a quality mismatch between what person x did, and what person y did, then the mismatch will affect the overall quality of the work completed. So, evenness of work accomplishment is essential for quality out comes, which is why working in teams requires, creating even standards of work all-round and to make sure that people are in sync with each other before movement to the next level of growth can take place.

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Benefits to Organization

- ❖ Allocation of skilled, flexible and responsive workforce to meet work requirements
- ❖ Focused training programme to optimize the value of training investment
- ❖ Better talent management and career management
- ❖ Ensuring safe and healthy work condition
- ❖ Improvement employee attraction, involvement and retention

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The benefits to the organization, when this happens and please link it up with the slides which I showed to you, which has do greater effectiveness and work teams, and try to

imagine the benefits to the organization, how will they come, they will come through allocation of skill, flexible and responsive workforce to meet work requirement. In other words, there is an operational component of job design, nearly the receptacle of proper allocation of skills, proper allocation of responsive man power with only one touch stone. Thus, it meets the work requirement. There will be occasions where the skill pool available with an individual may not be up to the mark of work discharge. If the skill pool is not equivalent to the work discharge, then it is important that the focus should be on training program to optimize the value of training investment.

Training and development becomes therefore, an essential in gavior of matching the skill requirements with the skill availability. In other words, standards minus actual is the trading need identification. Job design helps to create the interpreting requirement of a trading need, better talent management and career management is an essential outcome of job design. And this as you see is being explained to you then. What are the benefits to the organization, if proper job design is carried out? Once there is better talent management and better career management. Then safe and healthy work conditions emerge. This has an effect on improvement of employee attraction, involvement and retention. One of the current problems, which many organizations face, is the problem of rechangeament.

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Benefits to Employees

- ❖ Greater clarity of work role, purpose and accountabilities
- ❖ Shared understanding of work expectations with supervisor
- ❖ Team cohesion as roles, relationships & resources are clearly defined
- ❖ Varied work and challenges, opportunity to develop work skills etc.
- ❖ Targeted training to meet current and future job needs
- ❖ Better career pathways and developmental opportunities
- ❖ Safer and healthier workplace
- ❖ Support for work/life balance
- ❖ Increased job satisfaction and engage

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Now, is there is a problem of rechangeament. It is not just a factor of people wanting better salaries, it can also be a factor of job dissatisfaction; job dissatisfaction may be a factor of under utilization. Job dissatisfaction be a may be a factor of a miss match between, what is

being demanded for the job, and what is the skill available with the individual. If the skill available with the individual is less, he is likely to feel frustrated, if the skill available with the individual is high, and the job demand is low, therefore, the fit is poor, he may still go out. But, if you have proper job designs to proper learning and development interventions, then it is obvious, that you would have better employee retention. And the costs of hiring rise, when the employee retention is a critical element of profitability of the overall organization.

This slide lists to you the various benefits of good job design for the individual, and the employee. In the previous slide, we have shown to you the benefits to the organization, benefits to the employee, are greater clarity of work role purpose and accountability, which means the issues of friction are reduced, if you are clear on the work role, if you are clear for the purpose, and if you are clear on accountability. Then there will be organizational peace; putting it simply it is essential to realize that work performance requires clear job descriptions.

It is another matter that there are several organizations, which do not have written job description, sometimes work can be managed without it. But in many cases, it creates a problem. A clear job description would have a statement of the objectives of the organization. A clear job description would have the break up the tasks written down very briefly in a set of verbs doing words.

A job description would have also the list of resources available for job discharge, and most of all; a job description would have a situation, where the support and linkages from preceding jobs, and the sequential jobs which follow would be clear. Which means, it would list the tasks receivable at that job design, and the tasks deliverable by that job design, giving tremendous clarity to what will be done on that job design and therefore, the person discharging the job is not only at peace, as to why he use to do it, but also what he use to do and indeed.

If he is properly trained, how he use to do it, to go back to the benefits of the employees, beyond greater clarity of work role purpose an accountabilities, there is it helps share designed of work expectations with supervisor. so supervision becomes a relatively less paid full process, and there is a joy in work discharge, there is a joy in getting around with the tasks, it leads to team cohesion as roles, relationships and resources are clearly defined.

If roles, relationships and resources are clearly defined, then it holds to reason, that the possibility of team work is higher. Later on in the course, we will be talking of leadership and team development also. But talking of leadership and team development which really comes in the third module, one has to be clear that the interpreting of teams is integrated job designs, which is why the reference here team cohesions, as roles, relationships and resources are clearly defined, and the vehicle for doing this would be job description. There are varied work challenges, opportunities to develop work skills etcetera.

The work, varied work challenges often, made the task of job accomplishment, a little more complex than it would be normal be. if there was straight forward work, propositions and challenges, then of course, if that straight forward challenges, there is no challenges. But fact that our challenges and varied work situations requires is a certain orientation in creating potential skills being available. The job discharge require therefore, the supervisory function must provide opportunities to develop work skills, targeted training to meet current and future job needs has already been elaborated in the earlier descriptions and therefore, the match between job requirements.

And the skill availability cannot be permitted to continue, better career pathways and developmental opportunities then remerge. Safer and the healthier workplace is a result not to forget the fact, that work life balance is easier to achieve, because this balanced work life trends to impact a balanced domestic life, and for performance at work It is just as important to have balance with the domestic demands at the domestic performance, increased job satisfaction and engagement is the out cut. It is obvious; therefore, that design issues of the central assumptions on which effectiveness would work.

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Areas Where Job Design is Critical

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- ❖ **Job evaluation:** For comparing the job with other jobs in an organisation to determine the appropriate grade.
- ❖ **Recruitment and selection:** Job Design facilitates to identify the job requirements (selection criteria), write the job advertisement, develop interview questions, and assess the best applicant for the job.
- ❖ **Career planning and development:** The information helps staff to understand the requirements of their role, gain insight into the requirements of other roles in the organisation and identify the capabilities needed for their chosen career paths.

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A quick grasp of the areas, where job design is critical would be helpful. Job design would be critical in job evaluation, especially for companies the job with other jobs in an organization will determine the appropriate grade in which the organizational results are to be placed. If you do not does job evaluation, then clearly you cannot do organizational evaluation? And if you cannot do organizational evaluation, you are not in a position to assess the returns on income.

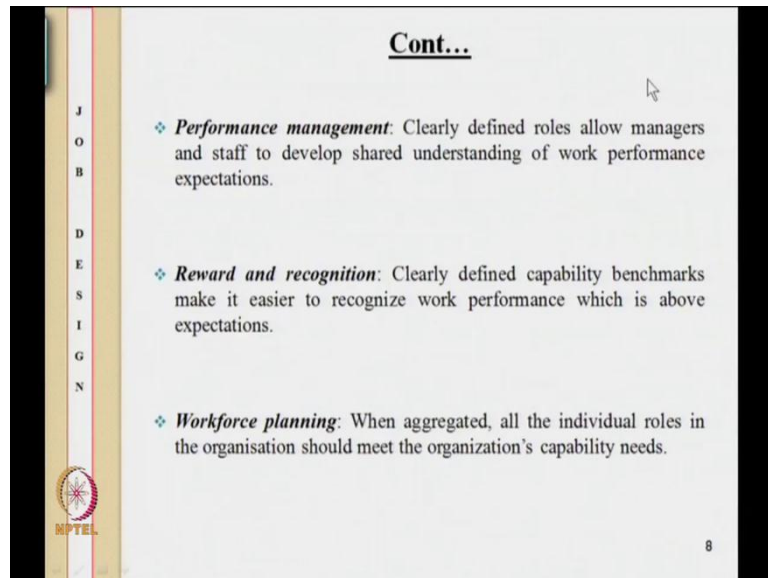
And if you are not in a position to assess the return on investment, the return on whatever you have put in, then the factor of overall growth of the organization becomes high. Job evaluation is one out come, which we have of the activity of job design, and I was telling you that there is recruitment and selection which will be a factor of job design, because how do you recruit, unless you are clear on job design; how do you recruit, unless you have identified the job requirements, which will lead to the identification selection criteria.

How do you write the job advertisements, unless your job descriptions are clear; how do you interview; how do you ask questions at the interview, unless you are clear of the job design, and how do you access the best applicant for the job and believe me, if you do not access the best applicant for the job, you are in trouble. Because the tasks will not get done, and you enter a spiral, where tasks incomplete, create poor product.

Creating poor products, reduces sales, reduces income, reduces accruals, reduction of income and accruals; creates issue of the returns therefore, career planning and

development is embedded in proper job design. The information helps staff to understand the requirements of their job, the role; they gain insight into the requirements of other roles in the organization, and identify the capabilities needed for their own chosen career path. The proposition being put across to you is both in short terms and long terms concerns. It is important to have job design.

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Because, job design then links up with performance management, reward and recognition, and work force planning, lets walk through each one of them clearly. Performance management will only happened, if the roles are clear, will only happen when the understanding of the managers and the staff are shared on what the job requirements are, the same applies to rewards and recognition. Clearly defined capabilities bench marks, the standards to be achieve to gain recognition, to recognize work performance and same, whether, it is below expectations, as per expectations, above expectations will be again routed in job design.

One of the advantages, which then come out of this kind of work design is work force planning, when aggregated, all individual roles in the organization should meet the organizations capabilities needs. And now this sentence needs to be grasping very carefully, when aggregated, that is, when all jobs are aggregated through a cohesive flow of work across different job designs. then we have a situation, where all job designs are aggregated, once this happens all the individual roles in the organization should meet the organizations capability needs.

Hence any surplus, any slag, any redundancy will get identified and would lead to a better performance parameters. It also enables better work allocation planning, better ensuring of work force safety, and better work force equity and diversity. If you go back to the slide, I presented for your understanding of job design, recall the circle, inside the circle, there were 4 pillars, outside the circle there was environment, and we talked of industrial relations, we talked of technology, and you I am sure, you remember the design.

Work allocation planning means, the manager can ensure that work relates to organization score business, and it is correctly allocated. because that is the only way, the requirements of the organization will get converted into the practices of the organization, and a match will be converted between, what the organization needs, and what the organization produces taken together with, what the environment is willing to pay for, work allocation planning is therefore, a central management activity go back to the descriptions. We have of managerial role and function, there were 5 integrative mechanisms shown there, and work allocation planning is clearly one of the central.

Instrumentalities of putting together organizational variables to social variables, there are two factors of employee welfare; both internal to the organization. Indigenous is the word many people use and exogenous to the organization, progressively it is been realized, that all work force, all organizations are embedded in an environmental context now. If they are all embedded in an environmental context, then work force must have equity and diversity.

If the environment has diversity as a defining characteristic of the ingredients, we have definite ethnic groups, we have identifiable anthropological cultural patterns, then this will permit the organization and there will be an instamatic aspiration on the path of diverse groups to get access to work channels. And one of the myths that should not even be brought in the domain of debate is that, talent has an ethnic divide or dimension, there is no such thing.

Human nature, human talent, human skills are globally the same, ethnic characteristics or cultural paradigms; the divisions which come out of certain growth features of the hemispheres body, certain biological factors, but it has got nothing to do with being a rapture of talent, that diversity has a huge livening effect and work performance. In fact, even in composition of groups, it has been found, that if there are people with diverse backgrounds brought in it in riches the quality of discussion and performance. because

people are carrying with them in different perspectives, they mutually interact and mutually enrich. Hence it is that job design helps to put certain parameters on to work force equity and enables work force diversity to be converted into productive results.

The relationship between work force equity and productivity is very simply is this; it has an industrial relations dimension. It has an interactory relationship, which leads to richness dimension, and above all it creates the social peace, which is bound to have as one of its a defining characteristics access to work force channels. Therefore, channels of employment, channels of livelihood, to carry the discussion further, I think it is important to realize.

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The slide is titled "When to Conduct Job Design" and features a vertical sidebar on the left with the word "JOB DESIGN" written vertically. The main content is a list of five conditions, each preceded by a diamond symbol. The NPTEL logo is visible in the bottom left corner of the slide area, and the number "10" is in the bottom right corner.

- ❖ Organization goes for technology upgradation, advancement or adoption
- ❖ Organization goes for restructuring or reengineering to improve operation efficiencies
- ❖ Organization goes for benchmarking and implements better work practices
- ❖ Organization goes for change in objectives, targets, structure, operations and individual roles
- ❖ Organization recognizes the emergence of new profession and creates position for the same etc.

When a job design exercise should be conducted, here is a listing of 5 parameters, which you may wish to look at. Organization goes for technology up gradation advancement or adoption, then job design needs to be carried out, unless you have carried out job design, exercise the organization cannot go for technology up gradation, cannot go for technology advancement or technology adaption, that technology has to be periodically faced out, that technology has to be periodically up scaled, that technology has periodically to be re dude.

Because up cellises to technology leads to up cellises of productivity factors is therefore. If an organizations is going for technology up gradation and technology advancement is such a repetitive affaire, such a continuing affaire and of the view, that it should also be recognized. That job design is a requirement if it is inherent part of organizational life; an organization goes for restructuring or reengineering to improve of operational efficiencies.

Then again job design is required. In fact, the truth is, job design is a continuous requirement, but when it becomes more poignant, more powerful in certain situations, and this slide lists the 5 conditions under which job design is repeated.

so I was telling you that, if an organization goes for restructuring or reengineering to improve operational efficiencies, job design must be done. Organization goes for benchmarking and implements better work practices. To implement better work practices again a job design effort has to be carried out. The organization goes for change in objective, targets, structures, operations and individuals. so far as this statement is concern, you cannot even begin work to repeat, you cannot even begin work, if you are going in for changing in objectives targets, structures, operations and individual's, if you do not have an input of job design.

And finally, organizations require recognition that emerge new profession and creates positions for the same. In other words positions, professions die they are faced out new once emerge, and that is at the bottom of many organizational changes. For example, the events recently concluded of facing out telegraph as a mode of communication, underscores the death not only of a technology, but also the death of a profession, which is devoted to operating the technology, that would require redeployment, that would require redesign of organizations, and therefore essentially it would be a question of redoing of the job design.

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Stages in Performing Job Design

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- ❖ Stage 1: Seek information about the job evaluation process
- ❖ Stage 2: Collect information about the position
- ❖ Stage 3: Analyze the position
- ❖ Stage 4: Create a position description
- ❖ Stage 5: Classify and grade the position

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To take the discussion further, what are the stages in performing the job design? 5 stages have been suggested in performing job designs; first is seek information about the job evaluation process, second; seek information about the positions, third; analyze the position, fourth; create a position description, five; classify and grade the positions. Now that is more simply stated, then explained. Let us try to go through all the 5 and see what is meant, presumably if you are performing a job design exercise, then you have a live organization which is functioning.

If there is a live organization, which is functioning, then you have to seek information and about the job evaluation process, how do you enter the job evaluation process? Very simply begin by taking a look at the rejection rate; take a look at the faults that were discovered; take a look at the success rate, and find out which market segmentation really moped up those products, and get their perverseness.

It is going to be a mix of concerns being put together of an analysis of the deficiencies, and the successes factors, which will create a job evaluation process, and as you cover the organization with a job evaluation exercise, you are seeking information on what each ones job is, and you are seeking information. What each ones skills are, you will therefore, be also in a position to know, what the gaps are, and you would be able to know, what would have been the job design if these deficiencies were not to occur, and what would be the job design? If those success factors were needed to be stabilized, therefore, this is a bit of reverse engineering from the results to the actual analysis of the jobs beginning with the job evaluation and ending up with task identification.

The second suggestion, there had to do collecting information about the positions, what do you collect information about? You collect information about its ability to justify its existence, what would happen? If that job position was totally abolished, and if there is no tangible results, well then there is time for you to ask, whether that job should exist at all or not? If that job does not exist, needn't exist, does not help take forward to the organizational objectives.

Then abolish the job, but collect information about the position before taking a position with a reference to the job, that having been done, find out how it actually goes around? Once you have got the what; the why; and the how; analyze the position in terms of breaking it down to its elements. Once you have recomposed it to its elements link up the

various elements to create the design, and that would be tantamount to creating a position description.

This position description would be more scientific, and then it was, when you began the process, because the whole scientific methodology has been adopted in getting to the position description. After you have got the position description, classify and grade the position, your effort to classify and grade the position will make job design come alive and become a factor of the effectiveness parameter.

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Stage 1: Seek Information about the Job Design

- ❖ Organizations may have an accredited job evaluation process.
- ❖ The HR department should be able to give information about the process adopted for a particular job.
- ❖ Government agencies, Act, circular etc classify and Grade different positions and provide useful information for job design.
- ❖ Organizations in different sectors also develop Job Evaluation Policy and provide information on a particular position.
- ❖ Universities also formulate its policy and procedures for job evaluation.

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There are two stages, which I would like to draw your attention to in terms of seeking information about the job design, and its commitment activity. If you seek information about job design, then the following steps and activities may be useful. Check out, whether the organization has any accredited job evaluation process, many organizations have a job evaluation process may not be labeled as such, but the very fact that there is an honorarium given, there is a compensation given, there is a salary given means, that there is some interpreting job evaluation.

The HR department should be able to give information about the processes adopted for a particular job. If the HR department gives information about the processes adopted for a particular job, it is possible to scientifically analyze its worth, by assigning values. Government agencies acts circulars classify the grade different position and the grade different positions and provide useful information for the job design.

In fact, even government departments have the use of the scalar principle, and then they talk of what level the job is actually at, we shows, what is the sophistication of the level of skill required in that job? Any organizations in different sectors also help job evaluation policy, and provide information on particular position. Because you get a general societal rating for a given position, for example, what should be the wages of a teacher? There has to be a job evaluation policy; how do you fix the salary of a teacher; how do you fix the salary of a servant; how do you fix the salary of an assistant.

Obviously, that has to be job evaluation policy, and an evaluation of the contribution of that profession, that level to a given outcome, why should the salary of a professor be different to that of an associate professor be different to that on an assistant professor, there is a reason in behind not just in teaching.

Why should the salary of assist under secretary is different from a deputy secretary? Be different from a joint secretary, be different from an additional secretary, be different from a secretary, unless there is job evaluation, and you are seeking information about the job design, you would not be able to answer that question and finally, universities also formulate policies and procedures for job evaluation. Which means you can use knowledge management for job evaluation processes, but that is a different story altogether.

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Stage 2: Collect Information about the Position

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❖ **Standard Questionnaire:** Develop a standard questionnaire as a basis for collecting information on positions to be analysed.

This help in obtaining information about skills, responsibilities, decision making, complexity, team work etc.

❖ **Units of Competencies:** Develop Units of Competency for particular job, which can assist in defining tasks, skills and knowledge for particular job activities.

Levels in the competency standards give some indication of the complexity of tasks.

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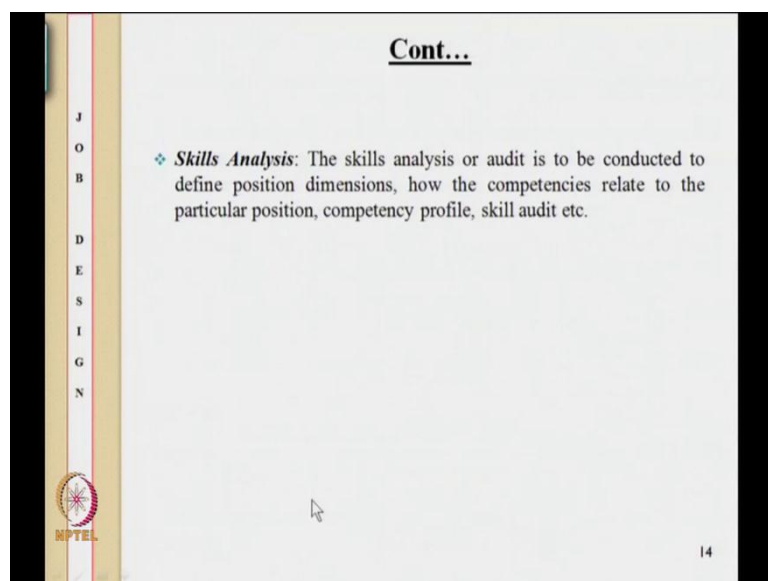
When you collect information about the position, there are various techniques which can be used to do. so this is not the best place to get in to the different techniques. But I will

confine myself nearly to giving certain illustrative references. so that you know, there are some of the ways, and which can be done, and one of them is standard questionnaire. Develop a standard questionnaire as a basis for collecting information on position to be analyzed.

Questionnaire techniques are very use full in job analysis, this helps in obtaining information about the skills, responsibilities, decision making, complexity and team work. Now, if you have got information about the position, you can carry out and analysis, and result better job design. so let me repeat this helps in obtaining information about skills, responsibilities, decision making, complexity and team work.

What does standard questionnaire with reference to collecting information about the position, the units of competencies, develop units of competencies for particular jobs, which can assist in defining the tasks, skills and knowledge for particular activities, and remember knowledge is as important as skills. Skills and knowledge are the 2 wheels, on which tasks accomplishment is done. We have not talked much about knowledge yet, because the assumption has been that skill rapture. By definition, acquires knowledge, where with all, the level in competency standards give some indication of the complexity of the tasks.

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Therefore, skill analysis is the essence of the matter; skill audit is to be conducted to define positions, dimensions; how competency is related to particular positions; complete the

profile, carry out a skill audit, you have a job design and you are on the road somewhere, not only to have organizational efficiency, but also to be able to deliver results from the resources, which have been made available to you.