



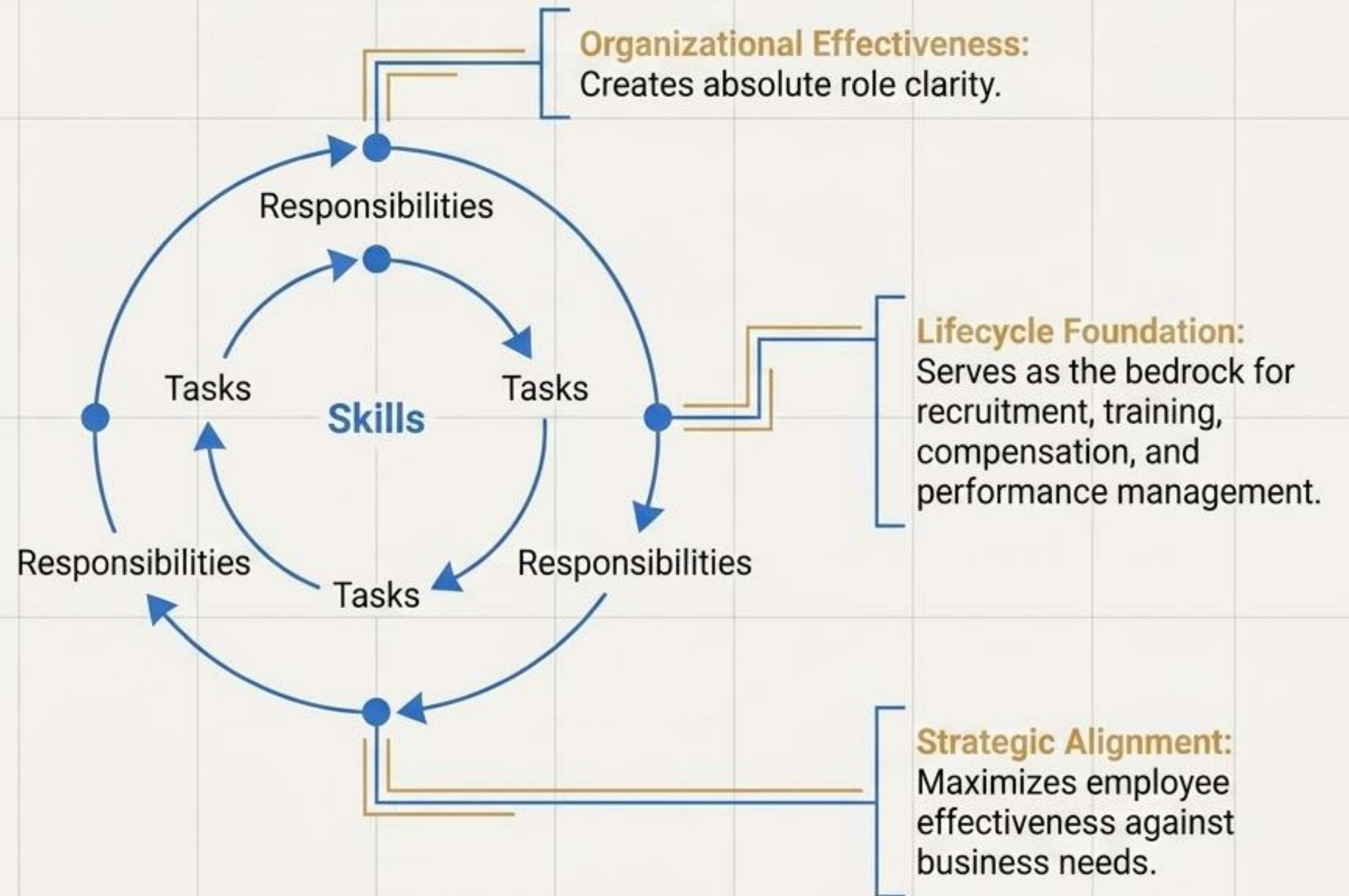
Architecting Work: The Job Analysis Playbook

A systematic guide to defining roles, optimizing performance,
and building resilient organizational structures.

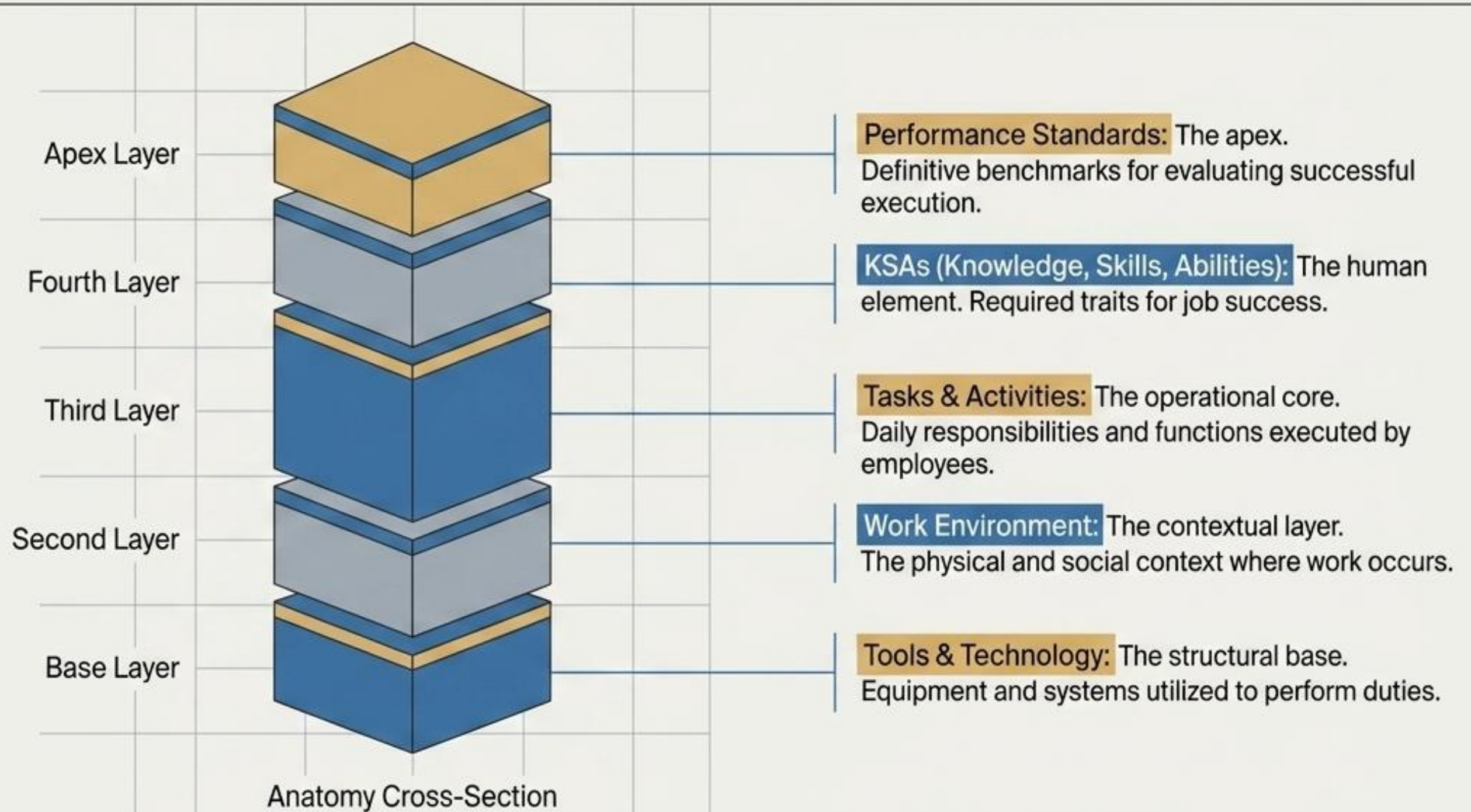
The Task-Skill Ecosystem

Job Analysis:

The systematic process of identifying tasks, responsibilities, and requirements for specific jobs to ensure alignment with business needs.



The 5 Dimensions of Job Analysis



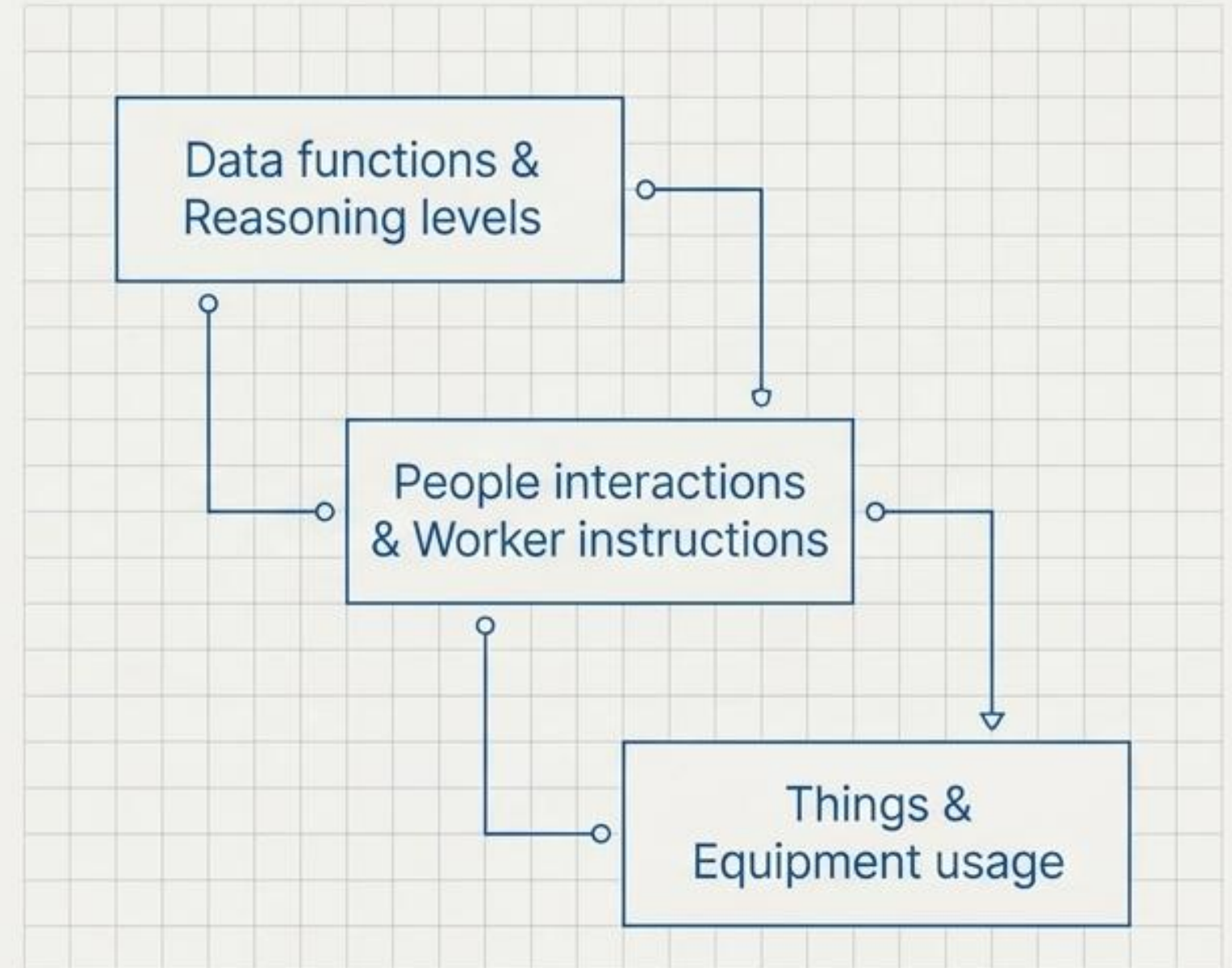
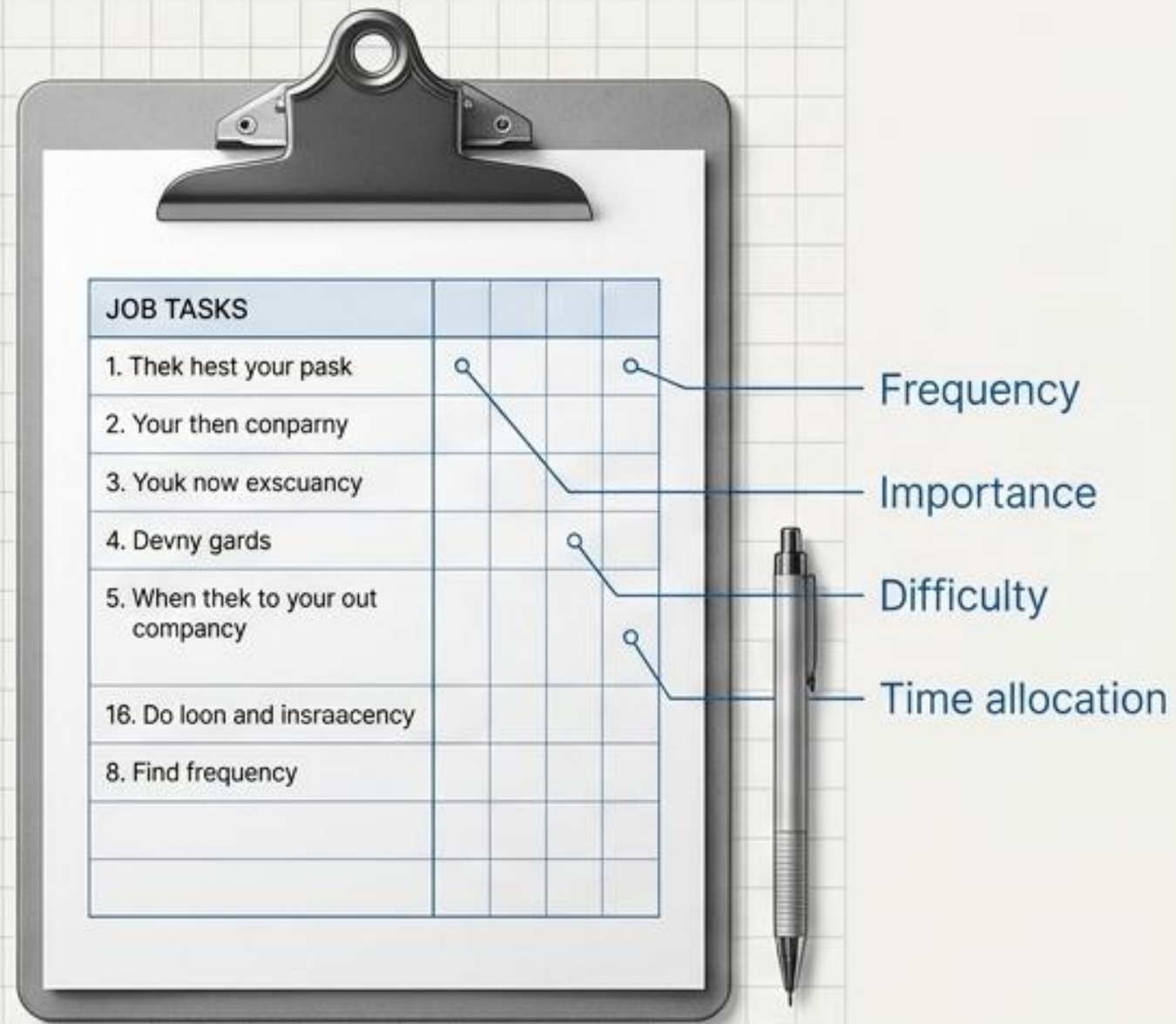
The Job Analysis Pipeline



The Methodological Toolkit: Technique Diagnostic Matrix

Technique	Best Used For	Primary Data Yield	Key Limitations
Observation	Routine/physical jobs	Objective, firsthand workflow data	Time-consuming, causes discomfort, poor for cognitive tasks
Interviews (Structured/SME)	Complex/nuanced roles	Deep insight and unexpected aspects	Relies on subject self-reporting; can lack standardization
Questionnaires (e.g., PAQ)	Large employee groups	Quantifiable, standardized, cost-effective data	Misses nuance, requires meticulous upfront design
Task Inventories & FJA	Highly standardized roles	Frequency and importance ratings	Time-intensive to build and maintain
Critical Incident	Identifying differentiators	Specific behaviors tied to success/failure	Excels at complex roles but often misses daily routine tasks

Structuring the Work: Inventories & Functional Analysis



Both methods excel at standardization and quantifying job components, though they require a high upfront time investment.

Behavioral Mapping: The Critical Incident Technique

Step 1: Identify Successful Behaviors: Pinpoint specific actions leading to exceptional performance.



Step 2: Collect Critical Incidents: Document detailed scenarios of superior (or poor) performance.



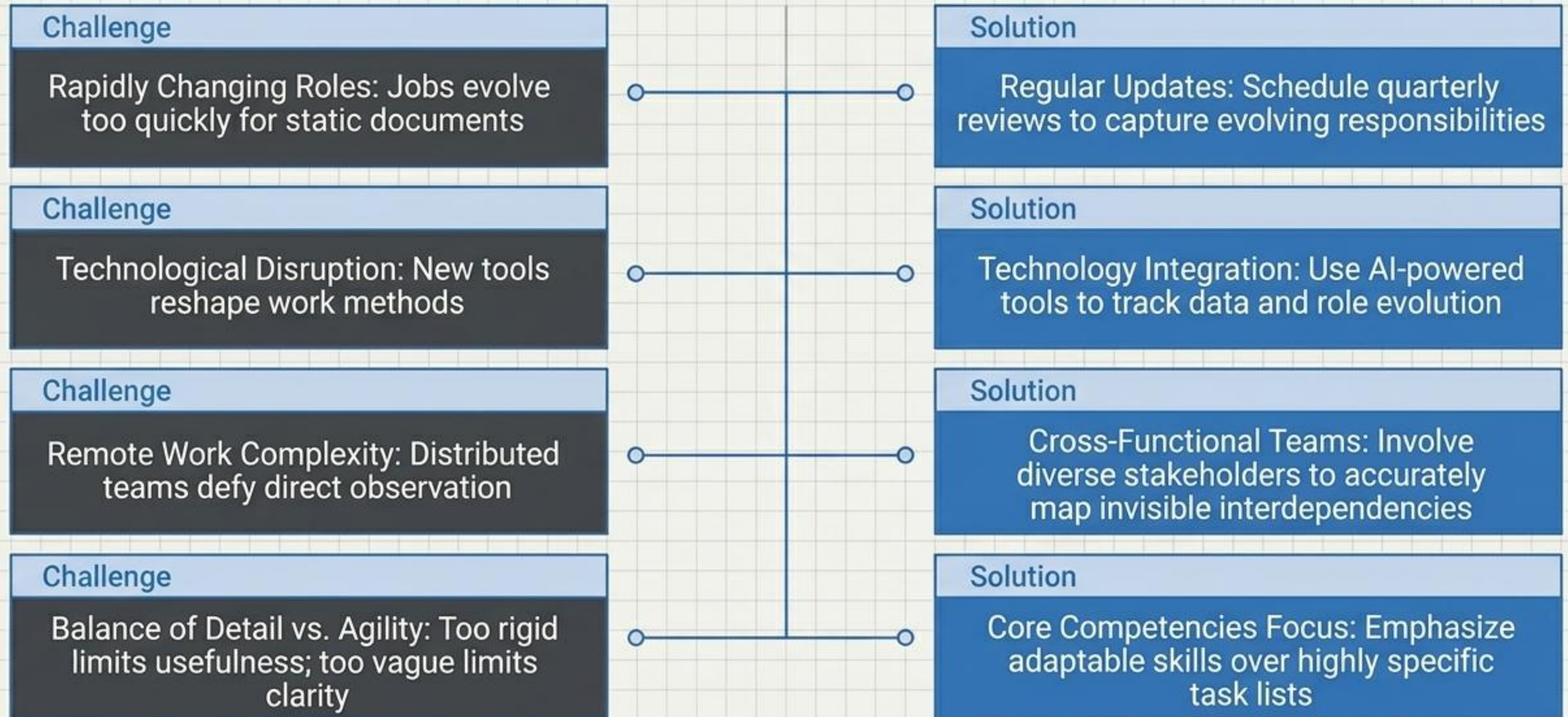
Step 3: Classify Incidents: Group similar situations into distinct job dimensions.



Step 4: Determine Competencies: Extract the specific skills that differentiate effective performers from average ones.

CIT captures the essence of complex roles through real examples, identifying crucial job components that routine task lists miss.

Navigating Modern Frictions



The Calibration: Standardization vs. Agility

Modern job design must balance structural clarity with the flexibility to adapt to emerging technologies and shifting business needs.



Standardization

- **Focus:** Task Inventories & Exact Responsibilities.
- **Best For:** Highly regulated, physical, or routine environments.
- **Risk:** Too rigid; descriptions become obsolete rapidly.

Agility

- **Focus:** Core Competencies & Broad Capabilities.
- **Best For:** Rapidly evolving, remote, and knowledge-based environments.
- **Risk:** Too vague; fails to provide adequate role clarity.

Tangible Outcomes: Descriptions & Specifications

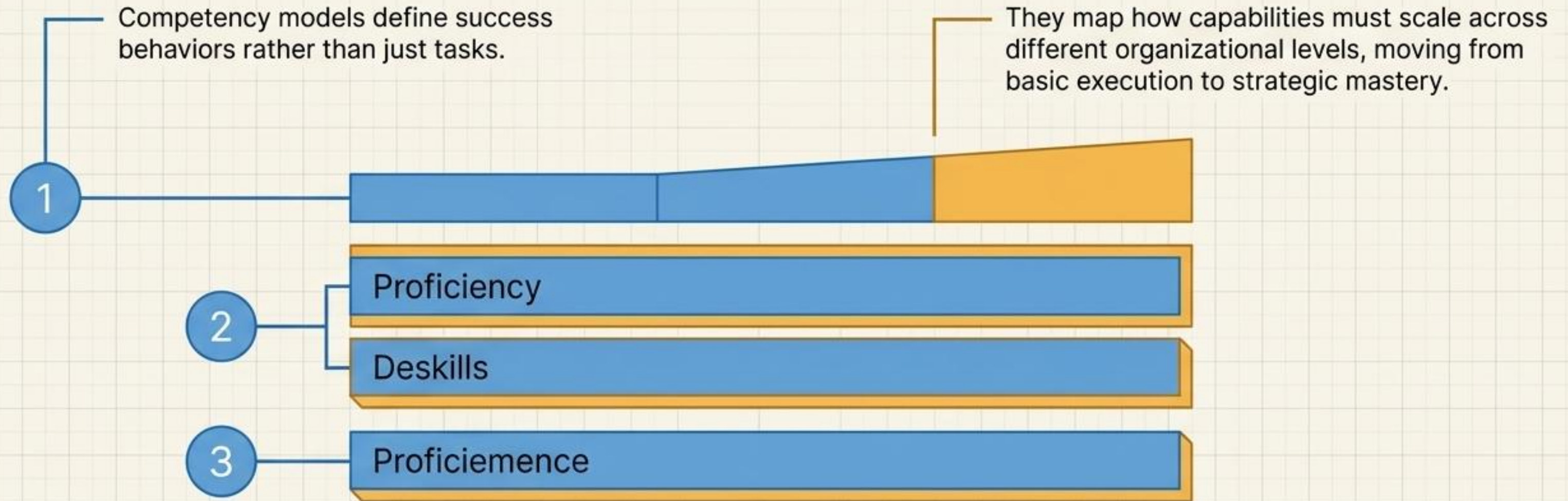


Formal documentation outlining the daily tasks, overarching responsibilities, and structural reporting relationships.
Answers: What is done?



Detailed itemization of the Required Qualifications, Experience, and KSAs needed for job success.
Answers: Who can do it?

Tangible Outcomes: The Competency Spectrum



While a job description lists what a person does, a competency model illustrates how they must operate to be successful.

Tangible Outcomes: Performance Standards

Style & Execution

Defining the acceptable methods and professional conduct expected.

Measurables

Establishing the specific quantitative metrics (time, volume, error rate) aligned with outcomes.

Specific Benchmarks

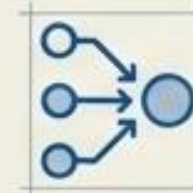
Setting the exact, unambiguous baselines required to evaluate job performance quality objectively.

The Architect's Code: Best Practices



Stakeholder Involvement

Include managers, incumbents, and HR throughout. Multiple perspectives are non-negotiable for accuracy.



Multi-Method Approach

Combine techniques (e.g., observation + interviews + questionnaires). Different methods cover individual blind spots to create comprehensive data.



Legal Compliance

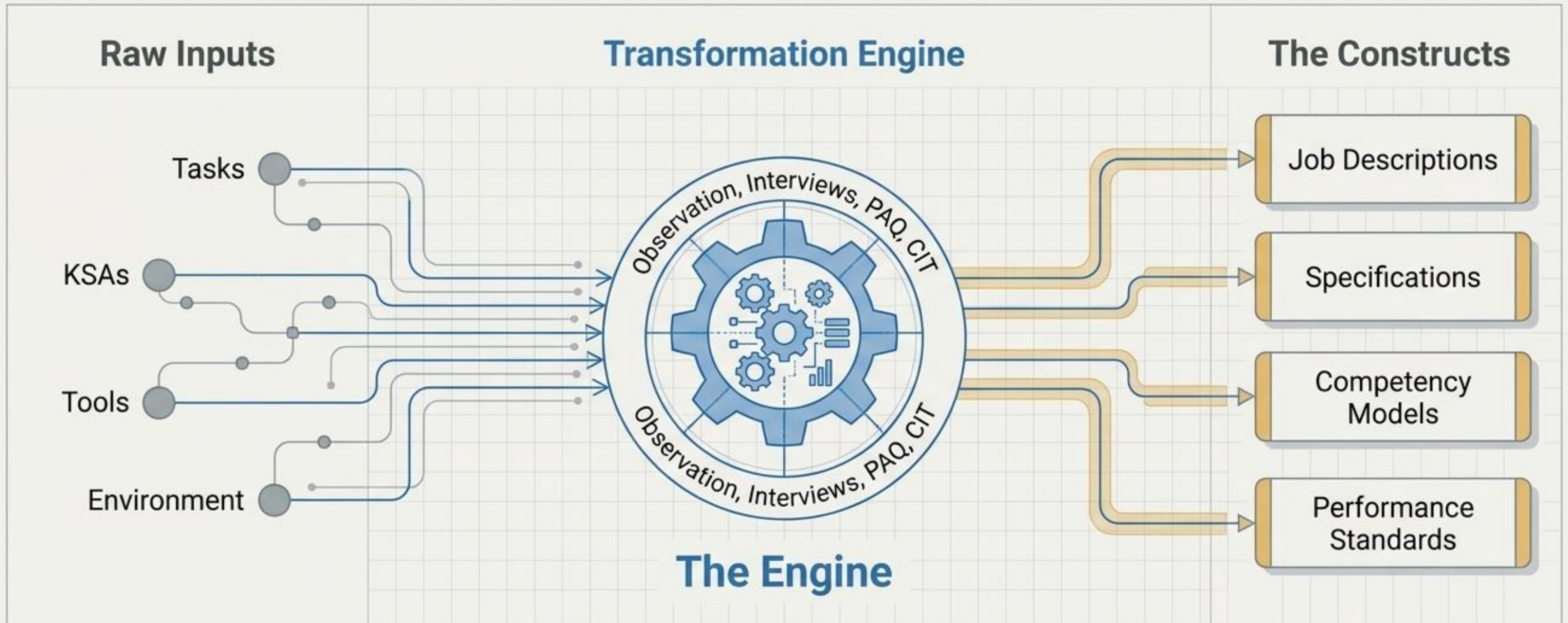
Ensure analyses rigorously identify **essential functions** for ADA compliance. Strip out potentially discriminatory language or assumed requirements.



Strategic Alignment

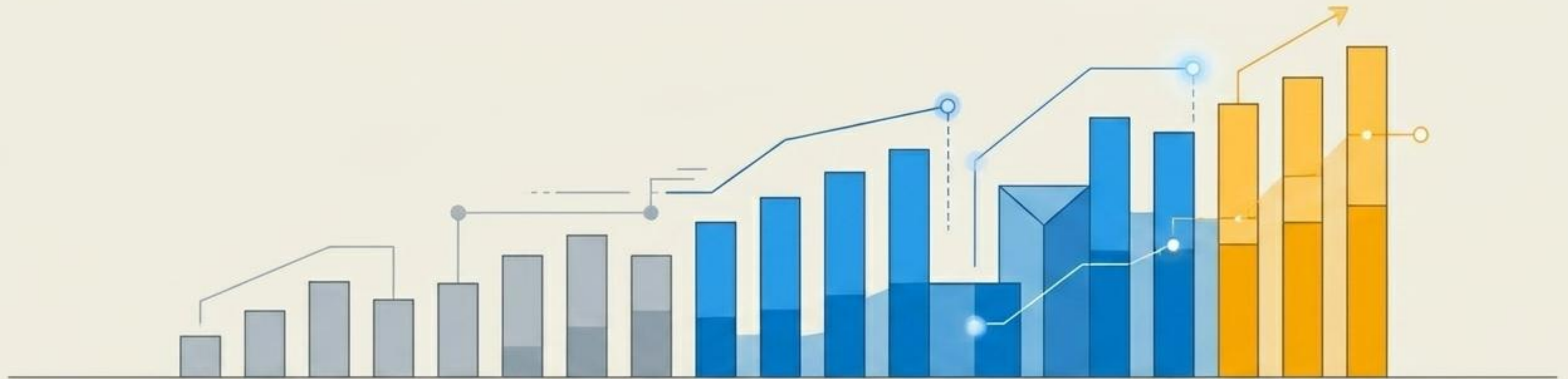
Job designs cannot exist in a vacuum; they must actively support and connect to broader organizational business objectives.

The Golden Thread: From Raw Data to Organizational Design



Job Analysis is not a discrete HR task; it is the fundamental translation layer that turns abstract human capabilities into structural organizational value.

The Horizon: The Future of Job Analysis



AI Analysis Tools

Moving from manual data sorting to automated, AI-powered parsing of workforce data.

Real-Time Updates

Shifting from static, annual reviews to living documents that evolve alongside the employee.

Agile Job Design

Emphasizing integrated workforce agility over rigid, siloed task lists.

The future of job analysis embraces technology while championing adaptability. Success belongs to organizations that master the balance of structural clarity and fluid flexibility.