

**JOB ANALYSIS
FOR RETAIL FOOD STORES**

**By
Wilson A. Van Hoy**

AN ABSTRACT

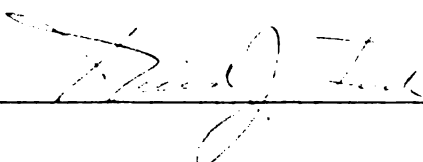
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Job analysis is the process of identifying the sequence of tasks involved in each job. Besides identifying tasks, job analysis seeks to recognize these tasks, describe the conditions under which they are performed, the knowledge, skills and responsibility required for their performance, and establishes the relationship of jobs to one another for advancement purposes.

Personnel administration is chiefly concerned with jobs and the workers' relations to these jobs. Job analysis is a scientific study of jobs and the workers' relations to these jobs. As a personnel tool, job analysis has been used successfully in manufacturing, the armed forces, and various government agencies. But it has not found its way into food retailing to a degree which is warranted by its demonstrated usefulness elsewhere.

Food retailers object to job analysis on the grounds that supervisors and store managers will be limited in assigning work outside of that which is specified in the job description. Also, management feels that the individuals responsible for the selection of new employees are able to select employees without the aid of information which can be supplied by a job analysis study. The real reason for the failure of food retailers to adopt job analysis is the shortage of a ready source of information about job analysis and its uses, and the lack of an understanding of job analysis techniques and the many uses of job analysis information.

There is a definite need for job analysis in food retailing. There are but few companies which have developed standards of employment for all jobs,

developed adequate training programs, and constructed their wage system so as to pay for the compensable factors found in all jobs. It is the purpose of this thesis to supply a source of information about job analysis and its uses for food retailers.

A company develops its job analysis program by the use of a committee which is led by one of the major executives of the company. The committee surveys the current personnel program of the company and determines the needs for the job analysis study. This committee, after determining the needs of the job analysis information, decide on the specific uses of the information, select a job analyst, and set up the organizational aspects of the program. The analyst orients supervisors and employees on the purposes of the program, how the information will be gathered, and the expected results. The analyst also draws up the necessary forms to be used in the program.

The analyst gathers information to determine what the worker does, how he does it, why he does, and the skills and knowledge the worker must possess to perform the job successfully. The above information is gathered for each job in the company. The analyst must constantly remember that he is studying jobs, not the workers performing the jobs.

Job information is gathered by the use of a questionnaire, interviews, and by observation. Each worker is requested to complete a questionnaire about his or her job. The analyst analyzes the information gathered by the questionnaire and by interviewing and observing employees at their work stations clears up any questionable points and gathers other information needed to complete the study. The job information is then written up as job descriptions and specifications by the job analyst.

There are many uses of job information. It may be used by the personnel department in organizational planning, selecting and placing new employees, job evaluation, employee evaluation, and in improving working conditions. As an aid to management, it gives supervisors and managers a better understanding of the jobs they are directing. Job analysis information aids employees by allowing them to be correctly placed. Agencies outside of the company find many uses for job information. Such information is very valuable to schools and colleges in developing vocational curriculums and in counseling students to guide them into the work for which they are best fitted.

Special emphasis is given to job evaluation. Job evaluation is one of the major uses of job analysis information. It is the study of jobs in relation to the compensable factors found in them; its major use is in wage and salary administration. The four major types of job evaluation systems, the job ranking methods, the classification method, the point system, and the factor comparison method, are discussed.

This study was conducted with secondary sources. Personnel texts, psychology texts, and research studies yielded the most valuable information.

In the appendix are to be found four job descriptions and two job specifications. These descriptions and specifications are included for the purpose of demonstrating two types of forms which may be used to write up job information. The descriptions and specifications are for jobs at the store level of food retailing. They are general descriptions and specifications and are not intended for any particular food chain company.

The information for the descriptions and specifications was gathered by the use of questionnaires among students in the Food Distribution Curriculum at Michigan State University. Various students were interviewed for additional information. The author's personal knowledge and experience has been included. The descriptions and specifications have been read and approved by the students in the curriculum.

"The Food Distribution program at Michigan State University is under the sponsorship of the National Association of Food Chains."

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A THESIS

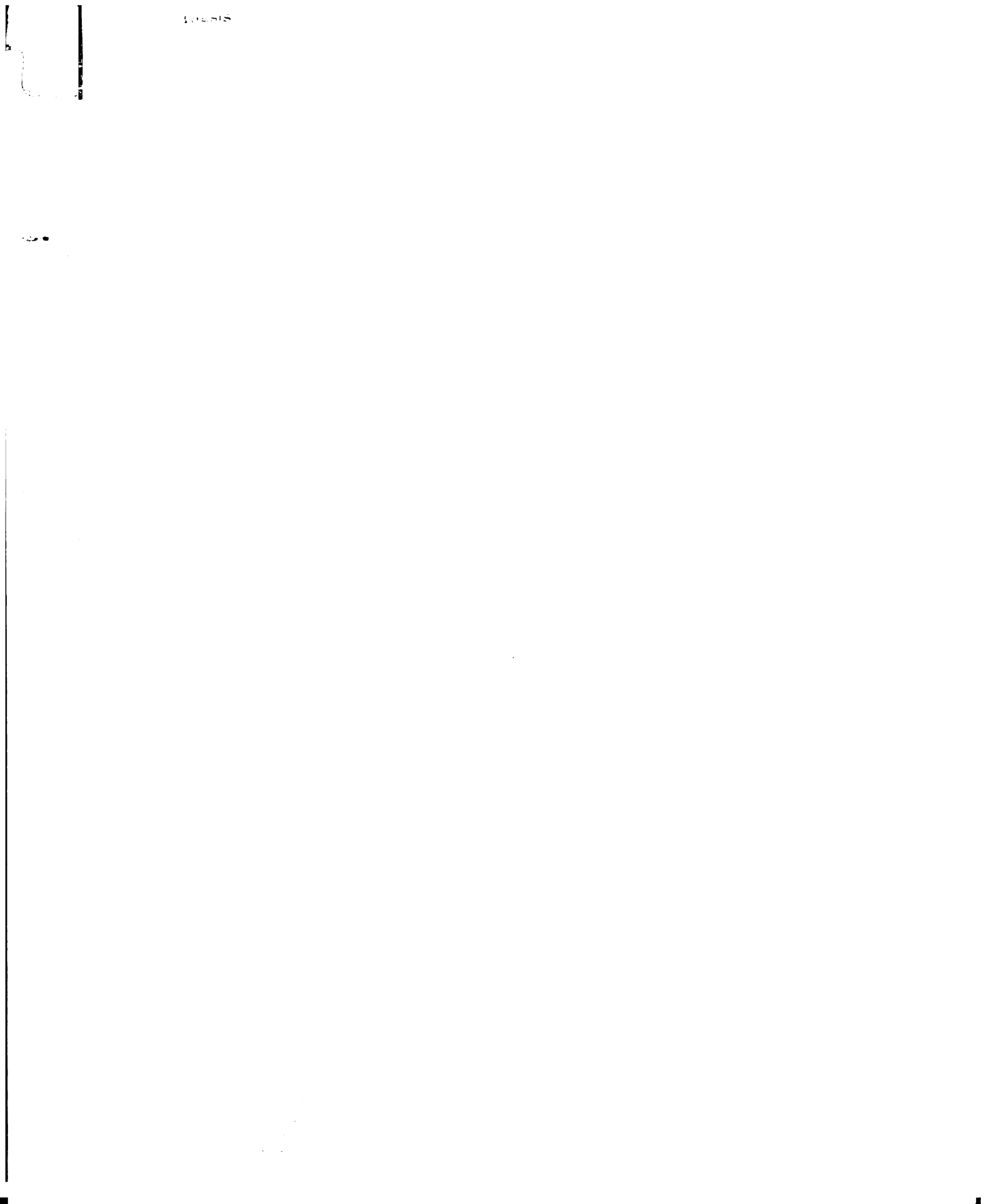
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A final work of appreciation is extended to Helen, wife of the author, for her understanding, help, and untiring courage which helped make the completion of this study possible.

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CHAPTER I

INTRODUCTION

Personnel administration has been accepted by, and assigned a major role in, the food chain companies. Large and elaborate personnel programs have been developed and placed in use. Both the employer and employee have benefited greatly.

Personnel administration is primarily concerned with jobs, and the workers' relation to these jobs. Selecting, training, and compensating employees are well recognized as key functions in any personnel department. The performance of these functions may be aided by a variety of techniques, principles, and procedures.

Among the variety of techniques, principles, and procedures, which aid the personnel department in the performance of its many functions, is a scientific study of jobs known as job analysis. Such a study yields information which can be used in the majority of personnel functions. Job analysis is not the complete answer to a successful personnel program, but job information, gathered by the use of a job analysis study, may be used as the foundation of a well rounded personnel program.

Job analysis is the process of identifying the sequence of tasks involved in each job. Besides identifying tasks, job analysis seeks to recognize these tasks,

describe the conditions under which they are performed, the knowledge, skills, and responsibility required for their performance, and establish the relationship of jobs to one another for advancement purposes.

The usefulness of job analysis information as a personnel tool is strongly supported by the successful results of job analysis work in the manufacturing field, in the armed forces, and in various government agencies.¹ However, the use of job analysis has not found its way into food retailing to any large degree.

Purpose of Thesis

In the early part of 1955, the Bureau of Business Research of Michigan State University was requested to determine the current personnel practices of food chain companies and other retail establishments in Michigan; the task of gathering the information from the food chain companies was assigned to the Food Distribution class of the University. This group found that very little work is being done in job analysis in the companies studied. Ten food chain companies were visited and studied. Of this number, only one company reported that it had made a job analysis study. Even in this company, full use was not being made of the information gained by the study. The company has prepared job specifications for the use of their interviewers in selecting new employees only. The many other uses of the job analysis information has been neglected.

The Bureau of Business Research surveyed other types of retail establishments. In their study, they did not find any company which used job analysis in any

1. Michael J. Jucius, H.H. Maynard, and C.L. Shartle, Job Analysis for Retail Stores, Research Monograph No. 37, Bureau of Business Research, The Ohio State University, Columbus, Ohio, 1945, p. 1

form whatsoever. It was also found that there are very few jobs in the food chain companies, and other retail establishments in Michigan, for which minimum requirements and qualifications have been established except for some physical qualifications.

The objection most often cited by the various food chain companies for their failure to use job analysis as a part of their personnel program is that job analysis limits the supervisor in assigning work outside of that which is specified by the job description. These companies also assume that the individual responsible for selecting new employees is able to do so without the aid of job descriptions and specifications.²

Further objections to job analysis in retailing and the food chains are: the shortage of ready sources of information about job analysis and its uses; the belief that the results are just as readily apparent to the casual observer; and the belief of top management that they are "born" judges of men and need no help in reaching decisions concerning selecting, placing, training, and paying their employees. These beliefs of top management that they can reach fair and just decisions in selecting, placing, training, and paying employees by observation has been shown to be unsupported in many cases where job analysis has been used.³

As a consequence of the success of job analysis programs in other businesses, there is a growing interest in the value of such studies in the food retail field. This is made evident by the fact that one of ten companies studied by the Food Distribution class at Michigan State University has adopted such a program. However, job

2. Present Needs of Personnel Relations in the Retail Food Chain Stores, Unpublished Study, The Bureau of Business Research, Michigan State University.

3. Jucius and others, Op.Cit., p. 2

analysis has not been tried in the food retail field to a degree which is warranted by its demonstrated usefulness elsewhere.

Job analysis is but one means of obtaining a successful personnel program. It cannot be considered the personnel program itself, and must be designed by looking at both its cost and probable benefits. No one program can be designed to fit all companies. Each program must be fitted to the requirements and conditions of each particular establishment.

The author believes that the failure on the part of food retailers in adopting job analysis lies in the lack of a source of ready information regarding preferred ways and means of its employment. He also believes that the many uses of job analysis information have not been pointed out to, and are not understood by, food retailers.

There is a definite need for job analysis studies and information in food retailing. In the industry, there have been but few companies which have established training programs, and constructed their wage system so as to pay for the compensable factors found in all jobs. It is the purpose of this thesis to supply information on how a job analysis program may be developed, how job information is gathered, how such information is placed in useable form, and to show the many uses of job analysis information.

Historical Development

The term, job analysis, as it is known today is a fairly new term. It is much broader in scope than the earlier definition of the term, and relates to the

tasks that comprise the job and to the skills, special abilities, and requirements for successful performance that differentiate jobs from each other.

The term was first used to refer to the work of F. W. Taylor, the father of scientific management, in early time studies. The term was also used to refer to the early motion studies of F. B. and L. M. Gilbreth. For many years the term was used to refer to all work done by industrial engineers in time and motion study work. In fact, nearly all studies of jobs have at one time or another been referred to as job analysis.⁴ The present day use of the term does not include any time or motion studies. These tasks are assigned to the industrial engineering department which uses them to establish incentive systems and more efficient methods of performing the jobs.

Messrs. Ordway Tead and H. C. Metcalf placed a chapter on job analysis in their textbook, Personnel Administration: Its Principles and Practices, published in 1933. These authors used the term "position description" in place of job analysis. In 1933, the work was under the direction of the production manager and was carried out by industrial engineers who obtained job information by time and motion studies using every method of precise observation and measurement which their ingenuity could call into play.

In the early thirties, it was felt that information to fit all uses of the "position description" could not be obtained in one study. It was also felt that no complete standardization of inquiry or questionnaire was possible or desirable. Therefore, employees were given no part in the program. Today, no company undertakes such a study without employee participation in one way or another.

4. Roger M. Bellows, Psychology of Personnel in Business and Industry, 2nd edition, New York: Prentice Hall, Inc., 1954, p. 187

In 1933, the "position description" produced a job specification which was used to aid in the process of selecting employees. This included the necessary qualifications of the worker and the duties of the position. The "position description" also furnished information used to set production standards which stated the amount and quality of work the experienced and competent worker was expected to perform at a work position at a stated time. The "position description" further furnished information from which "position classifications" were prepared. These were statements of the grouping of the positions in an organization in such a manner as to show how positions are related to each other by similarities of duties, responsibilities, and workers' qualifications.⁵ "Position classifications" are not known as job classifications.

A summary of the results of "position descriptions" in the early thirties is as follows:

1. To improve the internal relationship of the organization.
2. To supply facts which will improve the work of selecting new employees.
3. To correct special health and safety hazards.
4. To supply a standard practice and content for training for a position.
5. To improve the process detail of a position.
6. To supply data from which production standards can be set.
7. To give a basis for the classification and grading of positions.⁶

Present day job analysis aims at practically these same results. However, today

5. Ordway Tead and H. C. Metcalf, Personnel Administration: Its Principles and Practices, 2nd edition, New York: McGraw-Hill Book Company, 1933, pp. 235-243

6. Ibid., p. 236

no attempt is made to set production standards. This type of work is left to the industrial engineers. Present day job analysis is also applicable to other uses. Job analysis is basic to a job evaluation system which is used to classify jobs and fundamental to wage and salary administration. No mention was made of job evaluation in Tead's and Metcalf's book; neither was a program of employee evaluation mentioned which can be developed from job analysis information.

A survey taken in 1930 revealed that thirty-nine percent of the participating companies made use of a job analysis or "position description" program. By 1947, the number of companies using such a program had increased to sixty-six percent.⁷ To date, the percentage is much larger, but retailers and food chain companies have been slow to include job analysis in their personnel programs.

The first job analysis work done by the Federal government was begun in 1934 under the direction of the Occupational Research Program. World War II brought about conditions which forced job analysis on many concerns which had previously not used it. During the war many firms, especially those with war contracts, were required by the United States Employment Service to add job analysis to their personnel program. These war time job analysis programs were closely supervised by the Federal government. Job placement and labor utilization in war industries were greatly facilitated by the use of this tool. Many companies continued the program after the war making improvements in the system used by the Federal government. Others dropped the program entirely. The Department of Labor, United States Employment Service, Occupational Analysis and Industrial Service Division, is

7. Bellows, Op. Cit., p. 186

very active in job analysis work. They presently offer their services to any company which desires help in establishing a job analysis program.

Definitions and Use of Terms

The word job has many definitions, and the many definitions have different meanings to different individuals. A job can be a piece of work, any definite work undertaken for a fixed price, the material thing on which work is done, a situation of employment, an occasional piece of work for hire, dealings as a middleman, and subletting work on contract. A job may be part of the work done by one individual, all the work done by one individual, or a very large project accomplished by many individuals. The above are but a few meanings of the word job. Therefore, it is necessary to define the word job as it is used in connection with a job analysis program. To some, the word means a task, to others it means a group of tasks or a position. But, in job analysis, the word job is used to mean a group of similar positions within a single establishment.

A task is created whenever human effort must be exerted for a specific purpose. This effort can be physical, such as lifting, pushing, or pulling; or it may be mental, such as planning and explaining. The effort must be exerted to make a change in the material or to retain the status quo of the material. The material may be tangible, such as meat or produce, or intangible, such as figures and words.

When an employer accumulates enough tasks to merit the employment of a worker, a position has been created. Therefore, a position is found to be an aggregation of duties, tasks and responsibilities requiring the services of one individual.

The definition of a position is on the basis of one worker, and from this viewpoint there are as many positions in the United States as there are workers.

From the standpoint of job analysis, it would be impractical to try to study every position in a given company. A more practical basic unit is employed and is designated as a job. A job is then defined to be a group of positions which are identical with respect to their major or significant tasks, and is considered as a group of positions which are sufficiently alike to be covered by a single analysis.⁸ The job is considered impersonal, but the position is personal.

To clarify these definitions the following example is given. In a retail food chain store there are from twenty to fifty employees. Each employee holds one position so there are as many positions as there are employees. However, there are only a limited number of jobs such as store manager, cashier, stockman, butcher, produce clerk and others.

If there are five cashiers, there are five cashier positions, but only one job of cashier. Likewise, three butchers may be employed making three positions for butcher in the store but only one job of butcher.

As to tasks, a stockman may unload trucks, open and price mark merchandise, load dollies, push dollies, place merchandise on the shelf, check customers orders, bag orders, carry out orders, and clean the store. The task of cleaning can also be broken down into smaller tasks such as dusting, washing shelves, sweeping, mopping, and waxing.

8. Department of Labor, United States Employment Service, Occupational Analysis and Industrial Service Division. Training and Reference Manual for Job Analysis, June 1944, p. 7

There are other terms which should be defined and explained at this time.

These terms are common to a job analysis program, but all of them may not be found or used in a specific program. Their use depends on the purposes of the program.

Job Analysis Report. The job analysis report is sometimes referred to as the job summary report. It is an outline summary of the information secured from the process of job analysis. In its most common form, it is the answers to a set of questions which make up the job analysis form or questionnaire.

Job Description. The job description is a narrative abstract of information secured from the job analysis report. Here is described the work performed, responsibilities of the job, skill or training required for successful performance of the job, a summary of working conditions which surround the job, and a summary of the minimum personal qualifications which the employee must possess to do the job.

Job Specification. The job specification is at times referred to as the job spec. or man specification. It is a specialized job description which describes the minimum personal qualifications required of the worker, outlines the working conditions of the job, and points out lines of promotion. It is used by the employment office in the selection and placement of new employees.

Occupation. An occupation is a group of similar jobs found in many firms and areas.

Worker Analysis. The worker analysis is a study of jobs in relation to the workers holding the jobs. Worker analysis makes use of a physical examination and tests of physical strength, skills, aptitudes, and trade knowledge to determine what personal qualifications are essential to the job and used in performance of the

job. Worker analysis is a special type of job analysis and is very useful in fitting jobs to the existing manpower of an organization and in placing handicapped individuals.

Job Evaluation . Job evaluation is one of the major uses of job analysis. It is the study of jobs in relation to the compensable factors found in them, and finds its major use in wage and salary administration. There are several types of job evaluation programs. A discussion of job evaluation is found in Chapter Six.

Job Classification . Job classification is assigning jobs to different class and salary grades.

Occupational Families . Occupational families are groups of related occupations.⁹

Occupational Description . An occupational description is a composite description of a group of jobs with common characteristics.

Job Relationship . The job relationship set forth the progression of employees on jobs. It shows both the vertical or promotional relationship, and the horizontal or transfer relationship of jobs to each other.

Job Family . Job families are a grouping of two or more jobs which require the same worker characteristics, or have about the same specifications as determined by their job relationship.¹⁰

Outline of Presentation

The material used in this thesis was gathered from secondary sources. Personnel texts, psychology texts, and research studies gave the most valuable

9. Dale Yoder, Personnel Principles and Policies, New York: Prentice-Hall, Inc. 1952, pp. 84-46

10. Bellows, Op. Cit., pp. 187-188

information. The material is arranged to show the organizational aspects of a job analysis study, the type of information sought, how the information is gathered, how it can be placed in usable form, and the many uses to which it can be placed. Detail coverage is given to job evaluations.

In the appendix will be found selected job descriptions and specifications of jobs found at the store level of food retailing. These descriptions and specifications were prepared from information gathered from members of the Food Distribution Curriculum at Michigan State University by the use of a questionnaire. Interviews were held with many of these students to gain additional information. The descriptions and specifications have been examined and approved by students now in the curriculum.

CHAPTER II

PLANNING FOR JOB ANALYSIS

Organizational Aspects

In the majority of organizations which use job analysis, the job analysis program has become the responsibility of the personnel department. It has been removed from the production department, where it had its beginning, for many years. The job analysis program definitely belongs in the personnel department, for almost all personnel activity is concerned with jobs and the employees' relations to these jobs. However, in the case of a company which has no personnel department, the task of organizing the program and seeing it through should be assigned to an executive who is interested in such a program. Many times such a task has been assigned to an executive who has the time but who has no interest in job analysis or ability along job analysis lines. When this happens, the program is doomed to failure.

In any case, the job analysis program must be sponsored by top management. At times, top management may be unaware of the unseen benefits which a job analysis program can produce. In such cases, top executives can be sold on job analysis by having their own job analyzed. Dr. John H. Mee cites such a case

and relates how the president of the company was amazed at the large number of tasks he had been performing over a period of years.¹¹

At its initial stage, the job analysis program should be considered by a committee of major executives led by the president or executive vice-president of the company. It is necessary to have one of the top executives as chairman of the committee so that all "doubting Thomases" can be convinced that top management is really sold on the program. This committee should be permanent so that management can be kept informed of the progress of the program and be available to offer their judgment on problems which are bound to develop.¹²

Many decisions must be made by the job analysis committee before the program is underway. They must determine what uses will be made of the information, who will make the analysis, which jobs should be analyzed, which jobs or departments should be studied first, in what way employees will be asked to participate, and what will be the most effective organization to carry out the program.

The job analysis committee should make a complete audit and review of the personnel department to answer the above questions. The specific uses of job analysis such as selection, training, and job evaluation must be decided on before forms, procedures, and other routine aspects can be considered. The specific place of job analysis in the organizational structure must be decided upon so that the responsibility of operating and controlling the plan can be placed. A basis of cooperation on all levels must be worked out and sufficient funds appropriated to allow the program to show results.¹³

11. John F. Mee, Personnel Handbook, New York: The Roland Press Co., 1951, p. 141

12. Jucius and others, Op. Cit., p. 5

13. Ibid, p. 3

Developing the line of authority for the program and determining where decision making authority lies is one of the major tasks of the committee. It must outline specifically who is to initiate job studies, who is to use job analysis information, who is to be responsible for approving job descriptions, and who is to act as a mediator to reconcile differences of opinion between the job analyst, employees, and supervisors. It must be further decided to what extent the various supervisors and other minor executives must follow job analysis studies after they are completed, and what organizational lines must be followed in making changes in the job analysis studies.¹⁴

It is essential that the committee early determine what uses are to be made of the job analysis information. If the company is interested only in obtaining information to facilitate the employment officer in his selection and placement function, the study need not be long and is not expensive. However, such a decision seems erroneous. There are cases on record where an analysis was made for a specific purpose only to find later that a new analysis had to be made when another need of the information was determined. If all of the uses which a company wishes to make of the job analysis information are known before the program is begun, one complete analysis is sufficient.

Shartle suggests that all departments and branches of the organization be visited to determine the total needs of the job analysis program. After needs are determined, they must be revised and definite purposes worked out. A list of

14. Ibid., p. 8

these purposes should then be gone over and studied by the executives in charge of the branches and departments to determine if any need has been overlooked or has developed since the first survey of needs was made.¹⁵

A program of this nature takes both time and money. If all of the needs and objectives of the program are known before the study is begun, time can be saved and expenses cut. Jucius states: "Expenditures for the first year may run anywhere up to \$10 per employee, and up to \$5 in subsequent years."¹⁶ However, these costs are insignificant when compared to the results obtained.

Full cooperation of supervisors, managers, and department heads must be obtained at the beginning of the program. If full cooperation is not obtained, not only will the program be a failure, but the over-all personnel program will be damaged. Cooperation from the labor organization representing the employees must also be obtained. If possible, the labor union should have a representative on the planning committee.

In obtaining cooperation, key personnel can be called together in a conference at which the purposes of the program, the methods to be used in gathering the information, and the expected results of the program are explained. For a company operating over a large geographical area, several conferences will have to be held.

It is also necessary to explain the purposes of the program, methods to be used in gathering the information, and the expected results of the program to all employees. The information concerning the program given to employees must

15. Carroll L. Shartle, Occupational Information; Its Development and Application, 2nd edition, New York: Prentice-Hall, Inc., 1952, pp. 30-31

16. Jucius and others, Op. Cit., p. 4

convince them that they will benefit from the results of the program. There is a barrier between employees and the personnel department which must be broken. All employees find it natural to resist anyone from personnel who tries to mix in their affairs. Usually this is caused by the belief of employees that any new personnel program is an attack on their job security.

Employees may be informed of the program in group meetings by their supervisor or, in case of a store, by the store manager. Another means of informing employees is by a form letter from the top executive of the company. When such a letter is mailed, meetings must also be held; for in all organizations there are those employees which do not read any mail from the company. Supervisors, managers, and department heads should make it a point to become familiar with the program, for it is to these sources that employees turn to have their questions concerning job analysis answered.

In Figures One and Two are examples of communications which have been used to acquaint employees with a job analysis program. Figure Two is interesting in that the program was sponsored both by management and the union. This is a point of interest for food chain companies, for most of such companies are organized.

The Job Analyst

Among the major tasks which confronts the job analysis committee is the task of selecting a job analyst to carry out the job analysis program. The analyst can be selected in one of two ways. (1) Select a trained analyst outside of the company; or (2) select a qualified employee and train him in job analysis procedure and techniques. It does not matter which source the committee chooses, for both

FIGURE I

MEMORANDUM USED TO ANNOUNCE JOB ANALYSIS PROGRAM ¹⁷

Memorandum to all Salaried Personnel of the
Planning and Control Division

As you may know, the company has undertaken a job analysis program which is intended to develop uniform position descriptions, outline various job requirements, establish an equitable system of evaluating positions, and assist in placing employees so that their training and experience can be used to the maximum benefit of both themselves and the company.

The program will be conducted by the Job Analysis Section of the Industrial Relations Division, and will be entirely concerned with the review and classifications of positions, not individuals.

I will appreciate it very much if you will cooperate and assist in every way possible.

Signed:

Director of Planning and Control

17. Bellows, Op. Cit., p. 193

FIGURE II

JOB ANALYSIS LETTER TO EMPLOYEES ¹⁸

XYZ Manufacturing Company
and
Local III, Employees' Union of America

"Your Job" Survey

Date:

Dear M _____:

As part of the job analysis program in this company, we are asking everyone in the bargaining unit to tell us about his or her job. As you know, it is important that we have as accurate a picture as possible of every job in the company so that everyone may be assured of uniform and equitable treatment in matters of transfer, promotion, and wage progression, so that training can be more effective, jobs may be safer, and other benefits obtained.

The questions listed below are for your guidance and to help you make sure you have not overlooked anything important. Fill in the answers to as many of them as apply to your job; if any are inapplicable, leave them blank, but if there is additional information you feel should be brought out, add it to the back of this letter. Your supervisor and the union chairman of your department have definitions of all the terms used in making the job analysis and you should talk to them about any question you do not understand fully.

Please complete this report as soon as you can and return it to the committee.

Sincerely yours,

Company members	Union members
1.	1.
2.	2.
3.	3.
4.	4.

18. William W. Waite, Personnel Administration, New York: The Roland Press Company, 1952, p. 96

sources have their advantages and disadvantages. The majority of companies to date have preferred to train one of their own employees, but the final decision is on having an employee who has the necessary qualifications for a job analyst.

The trained analyst has the advantage of his specialized knowledge in job analysis procedures and techniques, but he should become acquainted with the company, its policies, its organization, and its personnel, before he begins to assemble job information.

An employee selected from the company ranks is already familiar with the company's policies, organization, and personnel. He must be trained in the procedures and techniques of job analysis. The untrained employee is sent to another company who has a job analysis program and takes his training there under a trained job analyst. Some time must be spent in orienting and training the analyst before the job analysis program is begun.

The job analyst must realize that his work is strictly staff and of a service nature. The analyst must know how to stimulate the necessary cooperation and confidence of supervisors, managers, department heads and employees, and be able to keep a smooth understanding relationship with everyone with whom he comes in contact. Training in industrial or occupational psychology is helpful, but most of all the analyst must understand job analysis techniques, have a memory for details, and be able to use tact in dealing with people.

In years past it was thought that the job analyst had to be an industrial engineer. Today people of various backgrounds are successful job analysts. By

the use of a test given to a group of job analysts, Shartle has shown that there is no specific training or background required except the training in job analysis.¹⁹

Job analysis is best learned by doing. The longer an individual is in this type of work the more proficient he becomes. After one week of extensive training in procedures and techniques, it takes six months of practice before an analyst is able to work without close supervision.²⁰

Type of Information Sought

Job analysis is a searching study, not a casual observation. It is a planned study, not a haphazard review. It is concerned with detail information and not rough estimates.

A word of caution must be made at this point. Job analysis is a study of the job, not a study of the worker performing the job. It is true that the worker performing the job is observed and questioned, but information is being sought concerning the job, not the worker on the job. Although the workers' qualifications to perform the job are under study, no interest is taken in the personal qualifications of the worker who is actually performing the job. The study of the worker is known as worker analysis, a special type of analysis.

The information obtained by the job analyst must satisfy the job analysis formula; What the worker does; How he does it; Why he does it; and the Skills involved in doing it. What the worker does is the tasks he performs. How he does it, explains the tasks, and lists the machines, tools, equipment, and materials which the worker

19. Shartle, Op. Cit., p. 43

20. Loc. Cit.

uses. Why he does it, is an explanation of why the tasks are performed. Why, also shows how the particular job fits into the total operation. The **Skills** involved show the level of difficulty of the job. Technical skills, job knowledge, responsibility and initiative, mental alertness, and judgment are all a part of skills involved. Other types of pertinent information are also gathered. Below the types of information sought are given with an explanation.

1. Job Name of Title. The correct name, or names, of the job is first determined. This is the name of the job as it is known to the employer and employee. If the name is a technical trade name, it must be defined. Under no circumstances should the analyst devise and insert a title of his own.

2. Classification Title. This is the job title as it is found in the Dictionary of Occupation Titles.²¹ The dictionary lists and gives brief descriptions of more than 22,000 jobs known by more than 40,000 titles. The dictionary also contains a code number for each job that is listed. This code number may be included in the identifying data. Many companies, however, prefer to set up and use their own coding system.

3. Location of the Job. The department in which the job is located is determined. When the company is divided into branches, the branch should also be determined.

4. Work Performed. The work performed is a listing of the various tasks which make up the job. This is the main body of the analysis, what the worker does, how he does it, and why he does it. Tasks are numbered in the order of their

21. Divisional of Occupational Analysis, United States Employment Service, Dictionary of Occupational Titles, part I, Definition of Titles, 2nd edition, Washington: Government Printing Office, 1949

occurrence. Action verbs are used to begin all sentences.

5. Supervision Given and Received. In this part of the analysis is listed the amount of supervision given and received. If the holder of the job is responsible for supervising others, this is stated along with the type and amount of supervision given and the number of employees supervised. If the job received supervision, the type and amount of supervision received is listed along with whom it is received from. Supervision may be close, general, or occasional.

6. Level of Difficulty. The level of difficulty shows how difficult the job is, and what it takes on the part of the worker to perform the job.

- a. Responsibility. The responsibility of the job is outlined in terms of the responsibility for work of others, equipment, tools, materials, supplies, safety, cooperation, company policy, handling money, inventories, and public relations.
- b. Knowledge. Knowledge means the educational requirements and specific job knowledge for successful performance of the job.
- c. Initiative. The ability needed to meet new and changing situations found in the job are placed under initiative.
- d. Mental Alertness. The alertness required of the worker to keep the job progressing smoothly is placed in this section.
- e. Judgment. The amount of independent decision required by the job of the worker is placed under this section.

7. Pay Rate. The current salary, and the salary range of the job, are listed if job specifications for the hiring of new employees are to be prepared.

8. Hours. The hours of the job are covered by the job analysis if job specifications for the hiring of new personnel are to be prepared.

9. Job Relationship. The relationship of each job to other jobs in the company is described. Both a vertical and horizontal relationship are given. The vertical relationship shows where employees may be promoted to. The horizontal relationship shows where employees may be transferred to. Both the vertical and horizontal relationships are given on a companywide, inter-departmental basis as well as a departmental basis. The job relationship can be used for training as well as for transfer and promotions.

10. Machines, Equipment, Tools, and Materials Used. A list of all machines, equipment, tools, and materials used in performing the job is gathered by the job analyst. Besides being useful in clarifying tasks, this information is included in the job specification.

11. Working Conditions. The Occupational Analysis and Industrial Service Unit of the United States Employment Service will furnish a check list of seventy-seven types of working conditions which are found in jobs. This list of working conditions includes such conditions as inside, outside, running, walking, standing, hot, cold, and damp, just to mention a few. This type of information shows the physical demand made by the job on the worker. Working conditions are important to the job specification. Working conditions can be uncovered which management did not know existed. When discovered, some unknown working conditions may be corrected.

12. Social Environment. This section shows whether the worker works alone or with others. The amount of team work required is also specified.

13. Physical Demand. This section gives a summary of the amount of physical energy which the worker must exert in order to successfully perform the tasks of the job.

14. Previous Experience and Training. Here is listed the minimum amount of previous experience and training the worker must possess in order to successfully carry out the job.²²

Determining Coverage

The job analysis committee must decide what jobs are to be covered by the job analysis. The decision should be to cover all jobs in the organization. However, it is not feasible to assume that all jobs can be covered at one time.

The department, or store, which has the most urgent need for job analysis information should be covered first. Other departments, or stores, should be covered in the order of their needs, with eventually all departments, or stores, being covered.

Many times a line is drawn in the job analysis program, and only jobs below a certain supervisory level or salary bracket are studied. Such a stop gap should not be permanent, for the general purpose of the job analysis program is to make a study of all jobs in the organization.

22. Shartle, Op. Cit., pp. 32-37

CHAPTER III

GATHERING JOB INFORMATION

There is no universal best method or procedure for gathering job analysis information. Several methods and procedures have been used, each one producing satisfactory results.

The method decided upon by a company will depend on what elements of work are to be emphasized, the length of time which can be devoted to the study, the budgetary limits of the program, and the purpose, or purposes, for which the information will be used. In making the job study, the job analyst must study each job as it exists at the time of the study. The makeup of jobs change from time to time, but future changes are not considered in the original study. It is the duty of the job analyst to make a study of jobs, and to write a description of each job as it is in the organization at the time of the study. Changes in jobs are reported to the job analyst, and these changes are incorporated into job descriptions as they occur.

The first step in making a job analysis study is to prepare a list of all job titles found in the organization. After the list of job titles is prepared, the analyst locates them on the company organizational chart. If such an organizational chart is not available, one will have to be prepared. As the jobs are located, they are listed by departments, departments are then broken down into sections. Often it

1

2

3

4

is found that different departments contain similar jobs. When such a situation is found, it is necessary to study the job in only one department. However, it is necessary to check jobs which seem similar to determine if they are similar or whether they only have similar titles. Many times several employees are performing the same job. In such a case, it is not necessary to study each position. Three or four of the best workers performing the job can be studied and the job schedule sheets of each compared. In this manner, the analyst is certain that he has a true picture of the job. The analyst may find in his study of jobs that jobs with different titles are similar. In such cases only one job description needs to be prepared. The titles of similar jobs are changed to a title which covers all like jobs.

The job analyst begins his study in a department, or section, where he is familiar with the jobs and the type of work being done. The less complex jobs are studied first. As each job is studied, preliminary job descriptions are prepared to be gone over by the supervisor, department head, and the worker performing the job. By this means, errors are detected and elements which have been overlooked are incorporated into the final description. When all parties are in full agreement on the preliminary description, it is then written in its final form. At the completion of his study of the less complex jobs, the analyst moves on to the more complex jobs.

It was stated in Chapter Two that departments which have the most urgent need for job analysis information should be studied first, and the other departments studied in the order of their needs. The above remark is not to be taken as a contradiction of that statement. The job analyst should begin in a department

with which he is familiar in order to gain experience in studying jobs and writing accurate descriptions. This can be accomplished in a much shorter time if the analyst is working with jobs which he is familiar. After the analyst obtains the necessary experience for a successful job study program, he can then turn his attention to those departments which are badly in need of job analysis information.

The analyst may use a questionnaire, interviews, observation, or a combination of questionnaires and interviews, questionnaires and observation, and interviews and observation to obtain job analysis information. All of the above mentioned methods of gathering information have been used successfully. As stated earlier, the method decided upon will depend on what elements of work are to be emphasized, the length of time devoted to the study, the budgetary restrictions of the program, and the purposes for which the information will be used.

Questionnaire Method

The questionnaire method has been used successfully by large retail department stores and can be readily adapted to fit the needs of food retailers. This method of gathering information is flexible, saves time, can be operated on a small budget, allows for all employees to participate, and is indispensable to a decentralized organization.

The questionnaire can be constructed to obtain only one type of information, or it may be expanded to gather all of the necessary information for a complete job study. It saves money and is adaptable to a small budget in that all of the desired information can be obtained at the same time. Its adaptability to a decentralized organization, such as a retail food chain, can not be overemphasized. For such an

organization, the material is gathered quickly, and the analyst does not have to travel over a large area to obtain the information. All food retailers are cost conscious. By using a questionnaire to gather information, such companies can conduct a program with a minimum of expenses.

The questionnaire not only allows all employees to participate in the study, but gathers information from its best source, the individuals performing the jobs. However, using a questionnaire has both its advantages and disadvantages.

When employees are asked to participate by completing a questionnaire they know of the program and do not develop the feeling that their employer is trying to work out a new program behind their back. By being asked to aid in gathering information for the job study, employee morale is raised. Employees feel that they are an important part of the organization, they feel as if they belong, a real member of the team.

Workers know more about the job they are performing than anyone else, therefore, the questionnaire when used correctly can gather more detail information. Many of the details workers provide in completing questionnaires can easily be overlooked by supervisors and job analyst when workers are not consulted.

Many disadvantages are encountered when questionnaires are used among employees. Some of these disadvantages can be overcome by proper orientation and explanation.

Not all people are equally gifted in expressing themselves in writing. This is caused in part by the lack of formal education and cannot be corrected to any large degree by printed instructions and oral orientation. When such workers are found, information must be gathered by other means. Other workers have a

resentment towards being asked to complete forms. This is only natural in some individuals. It can be overcome by proper orientation in which the worker is told of the benefits he will receive from the job study and that he knows more about his job than anyone else and can give the most accurate information concerning his job. Work time may be lost by having employees complete questionnaires. However, this should not be allowed to prevent the use of a questionnaire survey among workers about their job. It should be considered a part of the cost of the job analysis program.

Workers may furnish misleading data by not giving careful thought to their answers. In such cases, a further study must be made. Proper orientation and clear printed instructions about completing the questionnaire and the purposes of the job analysis program can help relieve this problem.

While some workers cannot express themselves in writing, others may place too much emphasis on part of their tasks and not enough emphasis on the remaining tasks. Still other workers may fail to include all tasks they perform. Such workers are emphasizing the part of their job that they like and feel is most important. When such questionnaires are received, additional means must be used to complete the study.

All questionnaires must be carefully edited by supervisors, department heads, and the job analyst. Differences of opinion of workers performing the same job must be reconciled and all questionnaires for the same job brought into agreement.

Some companies have their supervisors and department heads complete questionnaires for jobs under their supervision. These companies feel that the supervisor is a better source of information. In some cases this is true, but small details which are important for a complete job analysis may be overlooked.

Other companies ask each employee to complete a questionnaire, and also ask each supervisor to complete questionnaires for the jobs under their supervision. The results of such questionnaires are compared and the differences of opinion investigated and brought into agreement. The largest objection to asking supervisors to complete questionnaires is that they are so busy with their own duties that they are not able to check fully or accurately on the information they are presenting. When this occurs, the results are the same as receiving questionnaires from employees who cannot express themselves in writing. A further investigation must be made.

The questionnaire must be prepared so it will determine what the worker does, how he does it, why he does it, and the skills involved in the doing. It must contain questions to gather information to answer these four questions if nothing else. A complete discussion of the type of information to be gathered was given in Chapter Two and will not be repeated here.

The questions must be carefully formulated and worded so that they will mean the same thing to all individuals. If explanations and definitions of terms are necessary, they can be included in the body of the questionnaire or placed on an attached sheet. In all cases, a letter to the employee must accompany the questionnaire. Such a letter gives the employee information on completing the questionnaire and the purposes and expected results of the job analysis study. Figure Three is an example of instructions used with a questionnaire by a large department store. Figure Four is a sample questionnaire. The questionnaire cannot be expected to obtain complete job information. Other methods should be used to verify questionable points, and to seek additional information.

FIGURE III

INSTRUCTIONS USED BY A LARGE DEPARTMENT STORE FOR
COMPLETION OF ITS JOB ANALYSIS QUESTIONNAIRE ²³

The purpose of this questionnaire is to ask each person here to write down exactly what his or her job is and also to write down the duties and responsibilities of that job. This information will be of great assistance in carrying out the store's employment, training, and promotion program.

In the space below, please write a brief description of your work under the eight main headings indicated. To do this successfully, reflect for a few minutes on your activities, making a few notes of the things you do daily, periodically, and occasionally; any supervision of others which you may do; your contacts with other individuals and departments; any business contacts outside the Company; and whether personally, by telephone, or by correspondence; finally a notation of the equipment and materials you use. Endeavor to put the essential things first and in order of their performance, then the lesser items.

Next, write four or five sentences covering that portion of your work falling under each of the headings. Do any revising necessary to make the statement more concise. Whenever possible, begin each statement with a word denoting action. For example: "open mail, type forms", etc. (Omit "I"). Finally copy this below in legible print or longhand (on typewriter if convenient).

Use additional paper if necessary and attach securely.

23. Jucius and others, Op. Cit., p. 15

FIGURE IV

QUESTIONNAIRE FOR INDIVIDUAL JOB DESCRIPTION²⁴

Title of Position _____
 Department _____ Section _____
 Division _____ Date _____

Please read all of the questions before making any entries; then answer each one as briefly as possible, consistent with complete information. Return this description within one week to the Job Analyst, Personnel Department.

Description of Duties.

1. What is the general purpose of your work?

2. What duties do you personally perform in the usual course of work.
 (Tell from where you receive your work, what you do with it, and where you send it. In answering this question, discuss your daily routine.)

3. What duties do you perform only at stated periods, such as weekly, etc.?

4. What occasional duties do you perform at irregular intervals?

5. How many people do you supervise? (List job names and the number of people in each job.)

6. To whom are you directly responsible?

7. What, if any, instructions do you receive as to how this work is to be done and from whom are they received?

4. Yoder, Op. Cit., pp. 90-91

FIGURE IV (continued)

Performance of Duties.

A. Mental Requirements.

8. What is the lowest grade of grammar school, high school, or college that should be required of a person starting in your position?

9. If any special courses are needed in order to perform your duties, name them.

B. Skills.

10. What past experience is it necessary for a new employee to have in order to learn to perform the duties of your position? (Name the kind of experience, where and how it can be obtained, and the time required to secure it.)

11. Having the above education and experience, what would a new employee have yet to learn and how long would it take the employee to obtain sufficient practice in doing the new work to reach the point at which he would be barely satisfactory?

12. In what lower position could a new employee receive training for your position?

13. For what higher position in the company does your present work train you?

14. What, in your opinion, is the most difficult part of your work and why is it difficult?

C. Physical Effort.

15. Roughly, what proportions of your time are spent in:
Standing _____% Sitting _____% Moving about _____% Others _____%?

16. What machines or other equipment do you personally operate, regularly or only occasionally?

17. Roughly, what proportion of your time is spent in operating each machine you use? (State also what degree of speed is required on each machine.)

FIGURE IV (continued)

18. What, if any, are the physical requirements for the proper performance of your duties? (Strength, height, dexterity, etc.)

19. Please list any other requirements not covered above and any physical qualifications and characteristics which you believe a candidate for your position should have.

Responsibility.

20. What is your responsibility for money, securities or other valuables?

21. What is the nature and extent of your responsibility for the employees under your supervision?

22. Give the nature and extent of any responsibility you may have other than for men or money?

23. What personal dealings with customers do you have performing the duties of your position? (State the nature of your business with customers.)

24. Roughly, what proportion of your time is spent in dealing with customers?

Working Conditions.

25. What are your usual working hours?

26. What are the disagreeable features of your work?

Use this space and additional sheets of paper, if necessary, for any special features of your work not covered above, and for answers to questions for which more space is needed.

Your name _____
Years in this position _____

Interview Methods

Interviewing is a skill that can be acquired only by doing. The good interviewer is neither born nor made, his success is a combination of natural abilities, experience and planning. The interviewer must have an interest in and understanding of people, have a thorough interest in his job, be a good listener and observer, and have a good memory. He must know how to put people at ease and be friendly, frank, considerate, and straight forward.

Interviewing methods are of three types: (1) the planned interview; (2) the pattern interview; and (3) the nondirected interview. In the planned interview, the interviewer works out ahead of time on paper, or in his mind, how he will conduct the interview, what type of information he will be looking for or be giving, and how much time he will allot to the interview. The patterned interview follows the same lines as the planned interview; only, in this type of interviewing, every detail of the interview is worked out in advance. The nondirected interview is a special technique in itself. The interviewer allows the interviewee to do the talking. The interviewer's task here is listening, his only remarks are brief phrases which serve to lead the interviewee in the right direction.

The patterned interview is the type used by the job analyst in gathering job information. The job analyst uses a job analyst's work sheet as his guide. A sample job analyst's work sheet is found in Figure Five. Such a work sheet is similar to a job analysis questionnaire. It is constructed so what the worker does, how he does it, why he does it and the skills involved in performing the tasks which make up the job can be determined.

The interview is used to gather information from workers, supervisors, or both. It was pointed out in the preceding section that some companies feel that supervisors are the best source of job information, others go directly to the employee, and still others prefer to gather the information from both sources, compare the information, and reconcile any differences. The same holds true for the interview method.

The analyst interviews employees at their work stations. Therefore, he is able to observe the job at the same time. When interviewing the worker, the analyst must have the approval of the worker's superior, tell the worker who he is, the purpose of his visit, and the objectives of the job analysis study. The analyst will direct specific questions to the worker. In doing so, he must speak the language of the worker. He must be sure the worker interprets each question in its true light, or rephrase the question until it is interpreted correctly. The analyst must understand the worker's answer, for accurate information is being sought. When the analyst is not sure of the worker's answer, he must have the worker explain himself.

The same procedure is followed in interviewing supervisors. The best method is to interview supervisors at the point where the job is being performed, so it may also be observed. The same language must be spoken by both parties, and any unclear reply from the supervisor must be explained. Such an interview may result in the supervisor requesting each employee to explain their job to the analyst.

The interview method of gathering information gathers relevant information from its source. Its use depends on the time available for the study and the budgetary limits of the program. Using the interview method to gather job information

FIGURE V

SAMPLE JOB ANALYST'S WORK SHEET²⁵
 (Used by a large retail organization)

PART I

Job Grade:

Store:

Division:

Section:

Job Title:

Number of employees: NormalXmas
Period

Regular:

Other titles for this job:

Contingent:

Job Definition:

Working Hours: From:

To:

Nights:

Overtime:

PART II

1. DESCRIPTION OF DUTIES:

A. Daily Schedule of Responsibility:

Duties: (Enumerate according to General Type, i. e. Dictation, Cleaning, Ordering supplies, etc. In sales positions be careful to list separately selling and non-selling duties. Include the approximate proportion of time required by each.)

1.

2.

3.

4.

FIGURE V (continued)

B. Weekly or Monthly Duties Considered as special jobs, occurring periodically:

Period	Duties
--------	--------

C. Occasional Duties:

D. Machines Used:

2. **SPECIFIC DETAILS PERTAINING TO PERFORMANCE OF DUTIES:**
(as listed under 1A, B, C. Be specific and brief giving objective and exact information.)

A. 1.

A. 2.

A. 3.

A. 4.

A. 5.

PART III

1. **PROMOTIONAL LINES (present):**

	Degree of Opportunity
	<u>seldom</u> <u>often</u>

A. Section:
To:
From:

B. Store:
To:
From:

2. **SALARY RANGE (present):**

Regular

Contingent

A. Minimum:

B. Maximum

C. Present Method of Determining Compensation:

takes much longer than the use of questionnaires. It also required that the analyst be an experienced interviewer. Only a few interviews can be conducted each day, and companies using this method usually employ more than one analyst. Gathering information by the interview method is best used in combination with other methods. A combination method will be explained in a later section of this chapter.

Observation Method

Gathering information by observation requires that the analyst observe the workers performing the tasks of each job at each work station. This method finds its greatest use in a study of production jobs. However, it may be used for gathering information for other types of jobs.

The analyst must keep in mind that he is studying the job, not the worker performing the job. Like in interviewing, the analyst must tell the worker who he is, the purpose of his visit, and what results he expects to achieve. The analyst, when gathering information by the observation method, must obtain permission to talk to the workers. This is necessary in order to clear up questionable points, and to have the worker explain tasks which the analyst is unable to observe at the time. Such tasks are those which are performed periodically or occasionally. The information gained by observation is placed on a job analyst's work sheet. Like interviewing, the observation method of obtaining information is best used in conjunction with other methods. In both interviewing and observing, there is a danger that some tasks may be overlooked. There is also the danger that important details of major tasks may not be considered.

Other Methods

As mentioned earlier, the other methods of gathering job information are combination methods of the questionnaire and interview, the questionnaire and observation, the interview and observation, and a combination of the questionnaire, the interview, and observation. These methods are readily understood, therefore, a discussion of a combination of all three methods will be sufficient.

The questionnaire, interview, and observation should be used together if all information pertinent to jobs is to be obtained. The questionnaire, completed by all employees serves as the basis for job study information and gathers information from its best source, the worker performing the job. It is impossible to assume that full job information can be received from this source; thus, the interview and observation method are used to complete the job information. This method of obtaining information is fast and can be completed by one analyst.

A program for gathering information using a combination of all three methods is given in the following paragraphs.

The job analysis committee decides on the purpose of the program and appoints a job analyst. The analyst meets with the supervisors explaining to them the purpose of the program, how the information will be gathered, and the expected results of the program. The supervisors then carry the information to their employees in group meetings.

The analyst prepares the questionnaire and its accompanying letter which explains the program, its purpose, the expected results, and instructions for

completing the questionnaire. The questionnaires are then given to the employees who complete them and return them to the job analyst. The analyst upon receiving the questionnaires sorts them into the different jobs of the company. The questionnaires are then read and studied job by job. Differences of opinion, incomplete information, and incomplete questionnaires are listed.

The analyst first goes to the source of differences of opinion. By interviewing employees on jobs where difference of opinion is shown, and by observing the operations of these jobs, the analyst determines the true facts and brings the employees who have different opinions into agreement. The analyst then visits those jobs for which incomplete information was given. Here again, by interviewing the employees performing the jobs, and by observing the jobs being performed, he completes the necessary job information. The job analyst also visits the jobs for which questionnaires were not completed. On these jobs, the necessary job information is gathered by interviewing and observing. After all job information is gathered the analyst is ready to prepare the preliminary job descriptions and specifications.

CHAPTER IV

THE JOB DESCRIPTION AND SPECIFICATION

The Job Description

Job analysis is a process; the job description is the result of that process.

The term "job description" was defined in Chapter One as "a narrative summary of each job." This summary is written by the job analyst from the information gathered by the job analysis study. Such descriptions should be written so they are clear enough to be understood by even the uninformed reader. In writing job descriptions, a terse, direct style is employed. Each sentence is begun with a functional verb, the present tense is used throughout, and all words which do not impart necessary information should be omitted.²⁶ Words must always be used in the same sense and chosen to carry the meaning which the author intends. Any trade names used must be defined in nontechnical terms. Exceptional functions, which are only occasionally performed, must not be allowed to color the over-all description. While the style is terse and to the point, a "telegraphic" style is not employed.

The job description contains all information which is pertinent to the job. The description tells what the worker does, how he does it, why he does it, and the tools the worker must possess to perform the job successfully. In other words, a narrative statement of the job summary report is prepared.

The description begins with the information which distinguishes the job from other jobs. Given are the job name or title, the location of the job, and the title of the executive who supervises the job. Other identifying data such as the number of employees performing the job, other names or titles of the job, The Dictionary of Occupational Titles code number for the job, and the company's code number for the job, if such code numbers are used, may be listed.

A brief, concise sketch of the job as a whole follows the identifying data. This is a brief summary and no details are given. Following the brief summary, a detail statement of the actual duties performed on the job is written. This detail description is the body of the job description. It is followed by a description of the equipment, tools, and materials which are necessary for the performance of the job. In this section is also outlined where materials, equipment, and tools may be obtained and how they are to be cared for.

The statement of equipment and materials used is followed by a statement of the working conditions which surround the job. Any hazardous or unpleasant conditions are pointed out, and any special clothing or protective equipment required is listed. This is followed by a statement which shows the vertical and horizontal relationship of the job to other jobs in the organization.

The necessary personal qualification and standard of employment follows the relationship section. This shows the minimum personal qualifications, training, experience which the worker must possess in order to perform the job satisfactorily. The final section of the job description explains any special information about the job, the terms of employment, and other pertinent information which has not been included in the description, but which is necessary for a complete description.

Below is a list of instructions for writing job descriptions. These instructions were prepared by a large retail department store for use in its job analysis study.²⁷

1. Use job title.
2. Do not capitalize titles, or organizational designations. (Not **Saleswoman-Fitter**, but **saleswoman-fitter**.)
3. Use singular number, present tense, regardless of the number of employees working on a job. (Not **dust counters**, but **dusts counters**, as in the case of most basic sales jobs.)
4. Omit all articles unnecessary to sense.
5. Omit all qualifying adjectives of phrases unless they are important to the sense as limiting duties.
6. Where duties vary, place adequate emphasis on the most important phase.
7. State the duties as duties and not as qualifications.
8. State "what" the duty is, with just enough detail to indicate "how" the work is done to show "what it takes" to be able to do it and without writing standard instructions for the job.
9. Avoid generalities. (Not "Performs clerical duties as required" but "Fills in daily report on form No. 1-1117".)
10. Write all action verbs in capitals, to attract the eyes of the reader to important duties.

When writing job descriptions, tentative descriptions are first prepared. The tentative descriptions are taken to supervisors and workers who go over them with the job analyst. Corrections are made until all parties are in complete agreement, then the analyst completes the final description. Job descriptions must present accurate information. The above method is the final check on such accuracy.

In the appendix of this thesis will be found selected job descriptions for a limited number of jobs found at the store level of food retailing.

27. Jucius and others, Op. Cit., p. 27

The Job Specification

The job specification is a special type of job description. Such specifications are usually prepared for the employment office to be used as a guide in the selection and placement of new employees. Other job specifications may be written to be used in a job evaluation program, the subject of Chapter Six. The job specifications for job evaluation are prepared to show the compensable factors found in all jobs and the degree of the compensable factors found in each specific job. Special job specifications may be prepared to aid in an employee evaluation program.

The job specifications prepared for the employment office contain most of the information found in the job descriptions, and are prepared in the same manner. Job descriptions and specifications differ in that the job description emphasizes tasks and how they are performed, and the job specification emphasizes the qualification the worker must possess to perform the tasks successfully.

The job specification contains the identifying data and a brief, concise sketch of the job as a whole. The detail of the work performed is omitted. Equipment, tools, and materials used are listed. If the worker is expected to furnish his own tools, this should be stated. The main emphasis in the job specification is on the personal qualifications the worker must possess in order to perform the job successfully.

The job specification lists the sex of the employee, any age restrictions the job might have, special physical features such as height, weight, or strength required, and special mental and sensory abilities to be looked for or avoided. Any special personality traits which are required are listed. Such a specification establishes

the amount of education required and lists special training, skills, and experience which the applicant must possess. In other words, minimum hiring standards are established by the job specification.

The job specification outlines the responsibilities of the job. The responsibility for equipment, tools, and material is listed along with the responsibility for safety and the work of others. Working conditions which surround the job are given with the amount of physical effort which must be exerted by the employee in performing the job. Special health hazards are noted. The vertical and horizontal relationships of the job to other jobs are noted. Finally, the job specification contains the pay scale of the job and the hours of employment.

The job specification is briefer than the job description. Such information can be typed on index cards and filed for easy reference. It is preferred that such cards be prepared and used as a ready reference for employment interviewers and the employment officer. Special purpose specifications may be prepared for jobs which can be performed by handicapped individuals.

Job specifications should not serve as the only source of information in selecting employees. Other employment tools such as application blanks, tests, and interviews must be used with job specifications for successful selection and placement. Job specifications, developed from the job analysis study, as it was pointed out earlier, can aid in developing these other tools.

In the appendix of this thesis will be found selected job specifications for a limited number of jobs found at the store level of food retailing.

CHAPTER V

USES OF JOB ANALYSIS

The basic purpose of a job analysis program is to furnish information for the development of a sound personnel program. In fact, job analysis is basic to nearly all personnel activities. Specifically job analysis aids the personnel department in organizational planning, selection and placement, counseling, training, transfer and promotion, compensation, employee evaluation, preventing misunderstandings, and improving working conditions. Besides the importance of the job analysis study to the above mentioned personnel functions, many direct benefits are given to management, employees, and outside agencies.

Organizational Planning. In many companies, the responsibility for organizational planning is assigned to the personnel department. Job analysis aids the personnel department in planning a sounder organizational structure by presenting the basic facts on which organizational structures are built. Job descriptions, which are developed from job analysis information, show the relationship of jobs to one another, the specific location of the job, and interrelates the importance of each job to the total operation. Several companies have used job analysis information to completely reorganize their organizational structure to achieve a better utilization of their manpower and for higher efficiency.

Selection and Placement. Job analysis information, written as job specifications, supplies the employment office with a set of minimum hiring requirements for each job. The fullest use of such information is made by a company which uses a central employment office. It is impossible for the employment officer and his interviewers to be familiar with all jobs within the company. Job specifications, which give the minimum hiring qualifications for each job are indispensable to such organizations. Also, as an aid in selecting and placing employees, job analysis information is useful in preparing application blanks, devising employment tests, as a guide in interviewing, and in developing a follow up program. The mentioned measuring forms cannot be intelligently prepared unless it is known what is to be measured. Job analysis shows the type of information which needs to be measured.

Counseling. Job analysis furnished information to the employment counselor which aids him in advising applicants of their suitability for certain jobs. Such information will also guide the counselor in informing applicants as to the type of training they must undergo before they are qualified for the job. Counseling of present employees is aided also by job analysis. Employees can be told what training and preparation they must make in order to prepare themselves for future promotions. Job analysis information may be released to outside counseling agencies. Here it is useful in helping young people to prepare for a specific occupation. Job analysis is very important in the counseling of handicapped individuals. Such information shows these individuals what occupations their handicap will allow them to follow.

Training. No training program can be developed until the desired type of training is understood. Job analysis shows the tasks of each job, explains how these tasks are performed, explains why these tasks are performed, and lists the necessary

skills required for successful performance of the tasks. Such information gives a sound basis on which to build a training program. It is a source of what workers must know, do, and be. With such information available, training programs can be worked out which will better prepare employees for their current job and for promotion.

Transfer and Promotion . The job description lists both the vertical and horizontal relationships of jobs to one another. By examining the job description, employees can determine what jobs they may be transferred and promoted to. Such information is valuable to the personnel office when it is necessary to transfer employees. Such information is extremely valuable to the personnel office and line executives when a reduction in the labor force is required.

Suitable employees can be readily found for advancement by comparing vertical relationships found in job descriptions. When used in connection with employee evaluation, the better qualified employees can be advanced. It was pointed out in Chapter Two that vertical and horizontal relationships are given in the job descriptions on a company wide as well as on a departmental basis.

Compensation . The job description gives a statement of tasks performed, personal requirements, responsibilities, and working conditions. These are the most common factors on which wage rates are developed. A system of job evaluation, by which many companies develop their wage and salary structure, is begun with a job analysis program. The job analysis study points out to the job evaluation committee the compensable factors found in all jobs, and the degree in which these compensable factors are found in each specific job in the company.

Employee Evaluation . The follow up or evaluation of employee performance should be in terms of the duties the employee is expected to perform. A much more intelligible rating scale can be developed from job descriptions. By using job descriptions, a rating scale can be constructed to measure how successful the employee performs his job and how well qualified he is for the tasks he is performing. Many rating scales measure items which are not pertinent to the job at all.

Preventing Misunderstandings . A job analysis program clearly defines jobs and their tasks. By using job analysis information, employees can be told what tasks they are suppose to perform, thus helping to prevent employees from performing tasks belonging to another job. A full understanding of jobs, developed by job analysis, prevents low morale and output which is a product of misunderstanding.

Improves Working Conditions . The job analysis program discovers the conditions under which jobs are performed. Such programs in the past have pointed out unfavorable and unsafe working conditions to management which it did not know existed. When unsafe working conditions are found by job analysis, an effort can be made to improve and correct them.²⁸

Job Analysis As An Aid to Management

Job analysis studies fulfill their most important purpose inside an organization providing facts about the everyday tasks of employees for the personnel department. Numerous uses and purposes of such studies are of a definite value to the management of the organization, however.

Yoder, Op. Cit., pp. 83-43

Job analysis aids management by assisting the employment division in the selection and placement of employees. No business can exist long without qualified employees to aid management in the day by day operation of the business. Job analysis furnishes the employment division with the personal qualifications necessary to successfully perform each job. Using such information, suitable employees can be hired and the business operated profitably.

Management is aided by job analysis in that it is a basis for setting work compensation standards. Work standards can be established from the limits, nature, and the relative difficulty of tasks found in the job analysis study. The job analysis study, as stated earlier, also contains the compensable factors found in jobs. Using such a study, management can prevent the under and over payment of employees, and reward those employees which exceed their work standards by additional monetary compensation.

A job analysis study is beneficial to management in that it furnishes facts upon which a training program can be constructed. Both classroom and on-the-job training courses can be developed from the job analysis study. Management is always interested in training, for this is one means of raising morale and efficiency which results in lower operating cost.

Job analysis furnishes management with a practical system of promotion from within the ranks. A knowledge of each job, its scope, its limits, and its relationships to other jobs must be known before a system of promotion along organizational lines can be developed. Job analysis furnishes management such information. It shows the personnel department, supervisors, managers, and department heads what jobs are training ground for higher promotions.

Management must know of unfavorable working conditions before they can improve them. Job analysis shows management the working conditions found in the organization. Many times employees are requested to complete a questionnaire about their job as a means of gathering information for the job study. When such a method is used, management has available to them first hand information concerning the worker's opinion of conditions surrounding their employment. Management must realize, however, that some workers like to stretch the truth.

The greatest aid that a job analysis study can give to management is a better understanding of the scope of each job. Job descriptions, prepared from the job analysis study, permits supervisors to study and understand jobs under their supervisor. Often this is their first real understanding of some of the jobs they are supervising. Lines of authority and responsibility are definitely drawn showing executives what to expect from each employee. With this new understanding, the executive is better prepared to direct the work of the employees under his jurisdiction.

Job analysis furnishes management with information for the construction of employment tests. It is a known fact that a reliable and valid test cannot be constructed unless what is to be measured is known. Job analysis information shows management the necessary qualifications for success on each job, thus giving them a measuring device.

Management is aided in improving and standardizing personnel forms by a job analysis study. Job analysis is the best source of job information and the personal characteristics employees must have to successfully perform the jobs. Knowing such

information, forms can be prepared to gather the desired information accurately.²⁹

Job analysis aids management in better employee planning. Such a study shows management on which jobs women can be employed. Also of importance is the fact that such a study shows management what employment opportunities they have for handicapped individuals. By using handicapped employees, management is not only benefiting themselves and the handicapped individual, but society in general.³⁰

Job Analysis As An Aid to Employees

A job analysis study aids employees as well as the personnel department and management. Today, employees are asked to participate in the gathering of the job analysis information. This raises employee morale and gives the employee a sense of belonging to the organization. The employee feels important in that his opinion is asked about the make up of the job he is performing.

The job analysis study helps employees by giving them a clear description of their job. New employees can find out immediately their duties and the limits of responsibility and authority. They know immediately who their superior is, and they know to whom to look for instructions, and to whom to go with their problems and advances. Many maladjustments of employees can be traced to an early misunderstanding of what is to be done, and from whom to receive instructions and orders.

Preston Robinson, Retail Personnel Relations, New York: Prentice-Hall, Inc., 1947, pp. 60-62

Don S. Watkins, P.A. Dodd, W. A. McNaughton and P. Prasow, Personnel Administration, 2nd edition, New York: McGraw-Hill Book Company, Inc., 1950, p. 190

The job analysis program gives the employee a clear picture of the steps in preparing for promotion. The job description shows the employee the relationship of his job to all other jobs in the company. By reviewing job descriptions, the employee can readily see what he must do if he wants to get ahead.

An effective incentive to do better work is provided by the job analysis study. It is a known fact that employees work best when they know what they are suppose to do and the limits of their responsibility. The job description is actually a challenge to the employee. Knowing their responsibilities, as found in the job description, employees can measure their own achievements and make an effort to become more efficient in their tasks.

As mentioned above, job analysis leads to better morale in the organization. Not only is morale raised by being allowed to participate in the gathering of the information, but morale is also raised when employees have a clear understanding of their duties and responsibilities. Job analysis places responsibility, therefore, each employee knows his relationship to other employees and his superior. Job analysis also eliminates a large amount of uncertainty, thus leading to a greater sense of security and understanding.³¹

Employees are benefited in other ways than those mentioned above. By using job specifications, the employment department can intelligently place new employees. A correctly placed employee can become adjusted easier than one who is improperly placed. It is easier for a company to make transfers and promotions among employees when job analysis is used. Employees know the relationship of their job

. Robinson, Op. Cit., pp. 62-63

to the job they are being transferred or promoted to. Knowing job relationship, employees will not balk at job changes, for they know that the personnel qualifications of their new job are similar to those of the job they have been performing.

Job analysis protects competent workers. Such employees know that their duties, responsibilities, and wage structure has been studied. They know what they are to do and will not perform tasks which belong to another job. Workers safety is promoted by job analysis. When jobs are studied, unsafe and hazardous working conditions are shown. Such conditions, when discovered, can be corrected. When corrected, the workers can perform their tasks in a more pleasant environment.³²

Job Analysis As An Aid to Outside Agencies

The company which uses a job analysis program not only benefits itself and its employees, but many outside agencies.

Vocational counselors can use job analysis information in guiding the people who visit them to the type of employment for which they are best suited. Such information is a great asset to counselors of handicapped individuals. Public and private employment associations also like to have such information available for their use in correctly placing their clients.

Job analysis information is very beneficial to schools and colleges. Here it may be used as a guide in establishing vocational curriculums, and in counseling work which directs students into the field for which they are best suited. By having such information available, guidance counselors may also help students prepare for

32. Gordon and others, Op. Cit., p. 190

their chosen vocations.³³ Chain grocery companies can benefit greatly by placing specific job information about food retailing in all high schools.

Employees' Attitudes toward Job Analysis

As stated earlier, workers are often opposed to a job analysis study until the benefits of the program can be demonstrated to them. The largest objection by employees stems from the present and past acts of management. Any new personnel program is taken by employees as a danger to their job security. Many fear that job analysis may cause them to be laid off, change their working habits, or even move them to a new job. Of course, such fears are unfounded.

Workers also may object to the way the information is gathered. They many feel that management is going behind their backs and gathering information which will be used to their disadvantage.³⁴ Of course, this also is untrue. It is for these reasons that employees should be informed of the job analysis study, and be allowed to participate in the gathering of the information.

Robinson, Op. Cit., p. 63

Gordon and others, Op. Cit., pp. 218-219

CHAPTER VI

JOB EVALUATION

Many job analysis programs have been conducted for the specific purpose of job evaluation; other programs have included job evaluation as one of their major purposes. Such a program is used to establish a wage and salary administration program which is fair to both management and workers. The increasing demands of labor unions for higher wages has brought the problem of wage and salary administration to management. Such demands have forced management to use job evaluation to determine the relative worth of each job in the company in order to have definite facts with which to bargain with labor unions over wage matters.

Job evaluation is defined as:

"the complete operation of determining the value of an individual job in its relationship to the other jobs in the organization. It begins with job analysis to obtain job descriptions and job specifications, and includes the process of relating the description by some system designed to determine the relative value of the job or groups of jobs." ³⁵

There are four types of job evaluation systems in use. Two of these, the job ranking and job classification methods are simple, easily established and nonquantitative systems. The other two methods, the point system and the factor comparison method,

35. Jay L. Otis and R. H. Leukurt, Job Evaluation, New York: Prentice-Hall, Inc., 1948, p. 15

are quantative methods. The latter two methods are more difficult to establish, but result in a much more equable wage plan. The establishment of either of the four plans is a step in the right direction.

Job evaluation practically does away with the old systems of wage determination. The old systems of wage determination are: (1) by fiat; (2) by individual bargaining between the employee and employer; and (3) by collective bargaining through a labor union or other collective-bargaining organizations.³⁶ Determining wages by fiat, the employer offering to pay as little as possible, is not widely used today. Those companies which are organized are required to pay the union scale. Other companies pay at least the minimum wage established by the Federal government. Individual bargaining between the employer and the employee is impossible. Organizations have grown so large and have become so decentralized that the average employee does not know who his employer is and is unable to reach him for individual bargaining purposes. Collective bargaining through a labor union or another collective-bargaining group is the popular form of wage determination at present. However, the employer is at a disadvantage if he is unaware of the relative worth of each job.

None of these systems is systematic. They can be compared to trying to bluff one's way in a poker game. Job evaluation has been developed to give a systematic approach to wage and salary administration. Job evaluation does this by: (1) establishing the relative worth of each job in the plan; (2) setting up a guide for estimating

36. Richard M. Husband, Applied Psychology, New York: Harper and Brothers, 1949, p. 238

the wage rate of a newly created job; (3) furnishing a framework to keep the company's rates in line with community rates for similar jobs; (4) supplying a wage structure within which employees may progress along defined lines to a higher wage grade; and (5) minimizing grievances about wages by providing a way of keeping the entire organization informed of the reasons for wage decisions.³⁷

Factors to be used in the job evaluation plan must be taken from the job descriptions and specifications. These factors can be determined only from such sources. The analyst should never devise a list of factors to be used in the job evaluation program before he begins his job analysis study. If factors are predetermined, there is a danger that jobs will be analyzed with only those factors in mind. Such a program may not present an accurate picture of jobs, and may be useless in that the predetermined factors are not what the company is paying for at all.

Job Ranking Method

Job ranking is the simpler of the two nonquantitative methods. It is best used in small organizations where there are but a few jobs. This method can be completed in a short time and does not require a large staff. Its chief disadvantage stems from the lack of experience of the rankers who have only a mental value of what rankings jobs should have. These mental values change from time to time.

Under this method, a job analysis study is conducted. Brief job specifications are prepared and placed on index cards, one set of cards for each ranker.

37. Bellows, Op. Cit., p. 405

These cards are then arranged in order of increasing value in accordance with the judgment of the rankers. This is first done on a departmental level by a committee of the supervisor and foremen headed by the job analyst. Later a companywide committee of supervisors and foremen is selected along with representatives from top management. This committee ranks jobs on a companywide basis by arranging the cards in order of increasing value in accordance with the ranker's judgment. The committee members read the job specifications on the cards and rank the various jobs in terms of: (1) difficulty and volume of work; (2) responsibilities involved; (3) supervision given and received; (4) experience and training required; and (5) working conditions. At times, all five factors are used, then again only one or two factors may be considered.

After all jobs have been ranked, they are grouped into a small number of classes. Wage and salary rates are established for each class, and all jobs are paid within the dollar range established for the class in which the job falls.³⁸

Job Classification Method

The second of the nonquantitative methods, job classification, is a refinement of the ranking method. This method has been used by the United States Civil Service Commission for many years. The job classification method was widely used in industry during World War II, for it satisfied the job evaluation requirements of the National War Labor Board. It is less technical than other forms and easy

³⁸. Michael J. Jucius, Personnel Management, Revised edition, Homewood: Richard D. Irwin, Inc., 1952, p. 326

to operate, but like the ranking method, it involves a large element of human judgment.³⁹ It is best used in small organizations where jobs are not too complex or numerous, and can be developed in a short time on a small budget.

In job classification, major job classes or grades are first established and defined. The degree of the difficulty of tasks, responsibility involved, and the knowledge and experience required for the successful performance of jobs are included in the grade definitions. When grades or classes of jobs have been established and defined, a salary bracket for each grade or class is set. The job evaluation committee reads the various job descriptions; then, depending on their personnel interpretation of the compensational factors found in each description, decide into what class or grade each job will fall.⁴⁰

The Point System

The point system, first of the quantitative systems, is difficult to set up and work, but is the most comprehensive of all methods and results in a more equable wage plan. The point system is used by more companies than any other plan. This was pointed out in a recent survey of seventy-two companies. Of these seventy-two companies, six percent reported that they used the ranking and classification method, eighty-one percent used the point system, and thirteen percent used the factor-comparison method.⁴¹

The point system has its advantages and disadvantages. Its major advantage

39. Ibid., p. 397

40. An Introduction to Job Evaluation, Metropolitan Life Insurance Company, Policyholders Service Bureau, 1948, p. 7

41. Bellows, Op. Cit., p. 411

is that once the point scale is developed it can be used for an indefinite period. Jobs may change without changing the point scale; only a change in what the company is paying for will require a change in the system. The point system is more valid and reliable than other methods. Agreement among raters is close even when different types of raters are used. This system minimizes human judgment, for every aid is provided to help the rater to reach his decision. Factors and the degree of each factor are defined and examples given. Human judgment is not entirely eliminated, but steps are taken to reduce error to a minimum.

The major disadvantage of the system is that it is difficult to develop. Compensable factors, and the degree of these factors, must be clearly defined and written in terms which convey the same meaning to all raters. The factors must also be weighed as to their importance and point values assigned to the degrees of each factor. The method takes considerable time to install, and finally, it is difficult to explain to workers, thus causing some disbelief in the system.⁴²

A point system breaks the job down into compensable factors. A numerical point value is given to each factor and the degree of each factor found in the job. These point values are summed and transferred into dollar values. In other words, the point system is a set of rules by which jobs are measured. There are six major steps in evaluating jobs under this method.

1. Establish and define a series of basic factors which are common to most jobs and which reflect the principal elements of values inherent in all jobs. The factors are selected from job analysis information and will vary in character with the company's operating problems. The

42. Belcher, Op. Cit., pp. 205-207

number of factors should be as few as possible. Some companies use as few as five factors, others find that their plan requires more, but if possible the factors should be ten or less. The factors are selected to measure (1) what the employee brings into the job, (2) what the job takes out of the employee, and (3) the employees' responsibility.

2. Define the degree of each factor. The factors are broken down into various degrees. This is necessary for the same degree of each factor is not present in all jobs.

3. Establish the maximum point value for each factor. It is understood that some factors are worth more than others. In establishing point values for factors, the more important factors are weighed and given higher point values.

4. Establish the point value to be accredited to the degree of each factor. This may be accomplished by using either an arithmetic or geometric progression. (Steps Three and Four will become clearer by examining Tables One and Two.)

5. Prepare a job description or specification for each job arranged to show the extent to which each factor is applicable. Using such job descriptions, evaluate each job by comparing it factor by factor with the point scale which has been established.

6. Convert the total job point values into dollars. There is always a relationship between points and the dollars of salaries. Usually a band of points is established which represents a job grade or class and a salary range for that class.⁴³ (Table Three is an example of such a point range.)

The selection of the maximum number of points is arbitrary. There are cases where as few as one hundred points have been used, and other cases where a thousand or more points have been necessary. In establishing points, it is only necessary to weigh each factor and assign the higher point values to the more important factors.

43. An Introduction to Job Evaluation, Op. Cit., pp. 6-10

TABLE I
MAXIMUM POINT VALUES OF FACTORS⁴⁴

Nature of Factors	Maximum Point Scale
<u>What the Employee Brings into the Job.</u>	
1. Mental development Job knowledge	50
2. Specialized knowledge	80
3. Adaptability and manual skill	30
4. Analysis and judgment	<u>100</u>
Total	260
<u>Job Demands that Induce Fatigue.</u>	
5. Mental and visual demand	50
6. Physical demand	<u>25</u>
Total	75
<u>Responsibility.</u>	
7. Responsibility for losses	45
8. Responsibility of work	60
9. Responsibility for business relations	<u>60</u>
Total	165
Total Points of Plan	<u><u>500</u></u>

⁴⁴. Ibid., p. 7

TABLE 2
BREAKDOWN OF POINT VALUE TO FIVE
DEGREES OF PHYSICAL DEMAND

Physical demand	<u>1st degree</u> 5	<u>2nd degree</u> 10	<u>3rd degree</u> 15	<u>4th degree</u> 20	<u>5th degree</u> 25

TABLE 3
JOB GRADE, POINT RANGE, AND WEEKLY SALARY RANGE⁴⁵

Job grade	Point Range		Weekly Salary Range
	High	Low	
1	0 - - - -	100	\$45.00 - - - \$52.50
2	101 - - - -	200	50.00 - - - 57.50
3	201 - - - -	300	55.00 - - - 62.50
4	301 - - - -	400	60.00 - - - 67.50
5	401 - - - -	500	65.00 - - - 72.50

^{45.} This table is purely hypothetical and is used for illustrational purposes only.

Factor Comparison Method

The second of the quantitative methods, factor comparisons, is more complex than the point system. It is complex in that it tries to minimize errors through ranking and cross comparison. Five factors are employed. These are: (1) mental requirements; (2) skill requirements; (3) physical requirements; (4) responsibility; and (5) working conditions. An evaluation scale, similar to the point system, is established. Only, in factor comparison, this scale is expressed in dollars and cents. The job description used in this method is prepared in relation to the five factors mentioned above.

In factor comparison, a list of key jobs found in the organization is prepared. These key jobs are first evaluated factor by factor by the process of ranking from lowest to highest, then the dollar value of salaries or wages being paid for each job is allotted to the various factors. The dollar allocation fixes the relationship between jobs for each factor, and therefore, establishes a second ranking of jobs for each factor. Usually it is found that there is disagreement about some of the key jobs when the ranking of jobs from lowest to highest according to the factors and salary allocation by factors are compared. When this happens, the ranking must be reconciled or else the jobs be eliminated as key jobs. On the basis of the monetary value assigned the various factors of the key jobs, other jobs in the organization are evaluated by comparing their relationship to the selected key jobs one factor at a time. This process is repeated until all jobs are evaluated.⁴⁶ A second list of key jobs

46. An Introduction to Job Evaluation, Op. Cit., pp. 10-11

may be used. These are evaluated by the above process and compared to the original list of key jobs as a check on the accuracy of the system.

Other Considerations

The place of the job evaluation program in the organizational structure is in the Salary and Wage Administration Division of the Personnel department. Such a program should be under the direction of the company's job analyst.

Developing a job evaluation program requires a long period of time, and requires the use of a job analysis study as well as the job evaluation program itself. It is important that all parties be kept informed at all times, and never should the program be developed in secret and sprung on the employees at its completion.

The job analyst works with a committee of supervisors and top executives to set up and administer the program. This committee works out the plans for the program, determines and defines the compensable factors, establishes and defines labor grades and classifications, and fits all jobs into the job evaluation system. At times the committee may be able to find a system used by another organization which, with some changes, can be made to fit their purpose. If this is possible, the program can be put into effect in a much shorter time, and much of the detail work is eliminated.

One large question which must be answered by the job evaluation committee is : will the program apply to all jobs in the organization? At first this is not possible, and only those jobs are evaluated which affect the majority of employees. Eventually all jobs, including top executive positions, should be evaluated. This is necessary to prevent the discontentment of employees because of discrepancies between evaluated and non-evaluated jobs.

Another part of the job evaluation program is a survey of the going wage rate in the community. Such a study is made so that the company's rates can be brought into line with community rates for similar jobs. Paying the current community rate, or paying above the community rate if possible, will help to attract workers to the company.

The company may find when its job evaluation system is completed that some of the wages they have been paying are higher or lower than they should be. Those jobs which are underpaid can gradually be raised into line. Wages in excess of the value of a specific job cause something of a problem. One of three methods may be used to bring overpaid jobs in line. (1) Lower the rate immediately; (2) transfer the employees on the job to a higher labor grade; and (3) let normal turnover replace the overpaid employees. The first method is out of the question. In most cases, the employees are left on the job to be taken care of by normal turnover.

When there is a labor union representing the employees, it should be allowed to help develop the plan. The union should have its representative on the job evaluation committee and assist in the development of the program from the beginning. If the labor union is not allowed to help in establishing the plan, the company will find it has a never ending fight with the union over its wage structure. The labor union can be a most useful tool in selling the program to employees.

CHAPTER VII

CONCLUSION

For retail food companies, the job analysis study should be divided into two parts, and operating and non-operating jobs studied separately. Often this will be hard to do, for some jobs are interrelated. In most cases, operating jobs should receive first attention. The operating personnel of a food chain company far outnumber the non-operating personnel, and the bulk of such personnel are found at the store level.

Operating jobs are in urgent need of a job analysis study, for the tasks which make up these jobs are a vague mystery to employees, managers, supervisors, personnel men, and top operating executives. This was proven in the way many of the questionnaires were answered by members of the Food Distribution Curriculum at Michigan State University. Students sponsored by the same company listed different tasks and responsibilities for the same job within their company. One student wrote on the back of the letter which accompanied the questionnaire, "The attitude and ability of the supervisor will determine to a large degree the types and nature of a store manager's duties and responsibilities; likewise, the attitude and ability of the store manager will determine to a large degree the types and nature of the duties and

responsibility they assign to their employees." Such a situation results in a lack of initiative, and is fertile ground for "buck" passing. Job analysis does away with such loosely defined jobs.

The statement that operating jobs should be studied first is not a hard and fast rule. In a given company, it may be found that non-operating jobs present the most urgent needs. First preference should always be given to that section of the company where such information is most urgently needed.

The most often cited objection for the lack of a job analysis study by food chain companies in Michigan was that supervisors would be limited in assigning work outside of that specified in the job description. Such a belief is unfounded. Job descriptions can be made broad enough to cover each task which the supervisor might wish to assign to an employee. In manufacturing are found many situations where a group of employees are rotated from job to job to prevent fatigue and monotony. All such jobs are covered by one broad job description which covers all of the jobs each employee is expected to perform. This same principle can be applied to jobs in food retailing. One broad description can be prepared for a number of interrelated jobs and employees switched from job to job. Furthermore, the job description shows how each job is related to other jobs in the organization. This also follows the supervisor to assign a number of tasks to any employee.

In a job analysis study, there are certain problems which must be overcome and guarded against. The first of these problems is that job studies are based primarily on personal opinions and observations. Information gathered by such means must be checked and verified. It is suggested that job information be gathered by

the use of questionnaires, interviews, and observation. The bulk of such information can be obtained by using a questionnaire. The interview and observation can then be used to verify the information gathered by the questionnaire and to obtain any additional information which is needed. It is the duty of the job analyst to eliminate all personal bias, ill-considered opinions, and incomplete observations. Inaccurate job information leads to inaccurate job descriptions. Such descriptions do more harm than good.

The problem arises from time to time of what jobs are similar and can be covered by the same description. To solve this problem, it is suggested that the analyst study all such jobs. It is better to have too many descriptions than too few. Unnecessary descriptions can be weeded out, but if there are too few descriptions, the analyst must start his study over from the beginning.

Old ways of doing things are continually being bettered. Therefore, job descriptions become obsolete over a period of time and must be revised and kept up to date. This necessitates that the job analysis program be a continuous study. As jobs change new studies should be made and new descriptions written. For minor changes in jobs, the job analyst can prepare some type of job correction sheet to be completed by the supervisor of the job when minor changes are made. The analyst makes the necessary changes in the job description when he receives the correction sheet from the supervisor. Major changes require that the analyst make a complete restudy of the job. The analyst must be informed of major changes in jobs and be requested to make new studies by the supervisors over the job if job descriptions are to be kept up to date.

The job analyst must not allow miscellaneous information and unimportant details to color his descriptions. All important details must be thoroughly covered.

Unimportant details should only be mentioned. The job description must be clear and written in a language which even the uninformed reader can interpret.

This thesis has been primarily concerned with those jobs which affect the majority of employees. No mention has been made of jobs in the upper level of the organization. Those jobs which affect the majority of employees definitely need first attention, but a company should not allow its job analysis program to stop at that point. The program should be continued until all jobs, including that of chief executives of the organization, have been studied and job descriptions prepared. Companies which have taken their job analysis study into the upper executive positions have benefited greatly. These companies have found that some of their executive positions contain overlapping duties and responsibilities. Unfixed responsibilities have also been discovered. The job analysis study allowed the companies to reassign duties and fix responsibilities where they belonged, useless jobs were eliminated, and new jobs created where they were needed. A better utilization of executive talent and higher efficiency were the results.

There are certain steps which a company should follow in setting up a job analysis program.

1. Select a job analysis committee. This committee should include one of the top executives of the company as chairman, a representative from the employees' labor union, the top personnel executive, other executives, supervisors and department heads. Employees may be included.
2. The committee reviews the company's personnel program and determines the need for and uses of the job analysis information.
3. A job analyst is selected.

4. All employees are notified of the program, its purposes, the expected results, and how the information is to be gathered.
5. The job analyst gathers information by the use of a questionnaire, interviews, and observation.
6. The job analyst reviews and analyzes the information and writes preliminary job descriptions and specifications.
7. The preliminary job descriptions and specifications are reviewed by supervisors and workers. Any necessary corrections are made.
8. The job analyst prepares the final description and specification.
9. The job description and specification are then used to fulfill the purpose of the program.
10. The job analyst keeps the descriptions and specifications up to date by corrections and new job studies.

The above ten steps are a guide in establishing and operating a job analysis program.

They are given as a guide only. A given company may wish to eliminate some steps or add others. How closely the steps are followed will depend on the uses the company has developed for job analysis information.

As was stated in Chapter Two, job analysis is best learned by doing. Below is a list of nine points which an analyst should follow upon being assigned the task of carrying out a job analysis program.

1. Do not confine the analysis to work done by the best worker in the job.
2. Make sure the worker knows who you are and why you are there.
3. Show the worker that he is helping to find facts and be interested in the information he gives you. The same applies to your relationship with supervisors and department heads.
4. Talk to workers and supervisors in their own language.
5. Do not argue with workers or tell him how to do his job. Do not tell the department head how he ought to run his department.

6. Do not confuse the work done by the worker with that done by the machine, and do not confuse work process with the abilities required to carry them on. You are analyzing the job, not the worker on it.
7. Do not overlook anything. Investigate a point completely before discarding it.
8. When reporting on the analysis, confine yourself to statements of fact as observed. Do not inject your opinion unless the instructions call for it.
9. You may think the work should be performed differently or that existing on-the-job training is inadequate, but report the situation as it is.

How soon food chain companies will become aware of the possibilities of a job analysis program cannot be determined. Neither can it be determined how far such companies will carry such a program once it is begun.

Job analysis is basic to a complete personnel program, and furnishes basic information to nearly all personnel functions. Such studies are relatively new. Given time, the more alert food chain companies will see the many important uses of job analysis information and will incorporate such studies into their personnel organization as a basis for their personnel work.

47. Shartle, Op. Cit., pp. 45-46

APPENDIX

In this appendix are to be found four job descriptions and two job specifications. The job information from which these descriptions and specifications were written was gathered by the use of a questionnaire among employees of six major food chain companies who were enrolled in the Food Distribution Curriculum at Michigan State University. Each student who completed a questionnaire has performed the job for which he completed the questionnaire. The author interviewed several students who completed questionnaires in order to gain additional information and to clear up questionable points. The author's personal knowledge of the jobs covered has also been included. Several students have reviewed the description and specifications found in this section, and agree with the author that they cover the jobs for which they were constructed.

These job descriptions and job specifications are included in this thesis for the purpose of showing two types of forms which may be used for writing up job information. The descriptions and specifications presented are not intended to be representative of any particular food chain company, but are composit descriptions and specifications for store level jobs in food retailing in general.

JOB DESCRIPTION

Job title: cashier

Other titles or names: checker

Department: grocery

To whom reporting: head cashier

Sex: female

Job summary: The cashier's duties are checking customers' orders on a departmentized cash register, collecting the correct amount of money from the customer, cashing checks, making change, and bagging orders. The cashier keeps her register and checkstand clean, and aids in the stocking of the store.

1. Work performed:

A. Daily tasks:

1. Checks customers' orders, Collects the correct amount of money from the customer, Cashes checks, and Makes change. Accuracy is more important than speed.
2. Bags customers' orders. May be aided by a bag boy.
3. Cleans checkstand and cash register.
4. Stocks candy, cigarettes, drugs, and other small items.

B. Periodical tasks:

1. Aids the head cashier in store accounting and record keeping.
2. Helps build displays.

C. Occasional tasks:

1. Dusts shelves, displays, and performs other light housekeeping chores.

2. Equipment, tools, and materials used:

Checkstand, conveyor belt, departmentized cash register, bags, duster, wax, pricing stamps, and case opener.

3. Working conditions:

The cashier works inside, and must be on her feet while on duty. Some walking is required, and packages weighing up to twenty pounds must be lifted.

4. Job relationship:

The cashier may be promoted to the job of head cashier. She may be transferred to market clerk, produce scaler, or to another store as cashier.

5. Personal qualifications and training:

The cashier must be at least 18 years old, be free of any communicable diseases, and have a well rounded personality. There is no minimum educational requirements, but a high school education is preferred. The cashier receives training at the company's training school. Other training is received from time to time on the job. No previous experience is necessary.

6. Responsibility:

The cashier is responsible for all cash which passes through her register, for keeping her checkstand and register clean, and for customer relations. She is the last customer contact in the store.

7. Supervision:

The cashier is supervised by the head cashier, who assigns her working hours, lunch hour, time off, and delegates other tasks to be performed.

JOB DESCRIPTION

Job title: grocery clerk

Other titles or names: clerk-cashier, stockman

Department: grocery

To whom reporting: grocery manager

Sex: male

Job summary: The grocery clerk's duties are stocking and cleaning a designated section of the store. He also unloads trucks, prepares merchandise for stocking, builds displays, acts as a cashier, bags orders, carries out orders, and aids in cleaning the store. Occasionally the grocery clerk may work as a produce clerk.

1. Work performed:

A. Daily tasks:

1. Prepares merchandise for stocking by opening cases and pricing merchandise.
2. Moves merchandise to section.
3. Stocks shelves in his assigned section, cleaning the section as he goes along.

B. Periodical tasks:

1. Unloads freight trucks.
2. Builds displays.
3. Helps customers find merchandise.
4. Acts as cashier. Checks customers' orders, Collects correct amount, Cashes checks, and Makes change.
5. Acts as bag boy for cashier. Carries out customers' orders.
6. Aids in cleaning store. Sweeping, dusting, mopping, and washing fixtures.
7. Makes price change. Remove old price, place new price on merchandise.

C. Occasional tasks:

1. Acts as produce clerk, trimming merchandise, displaying merchandise, waiting on customers.

2. Equipment, tools and materials used:

Price stamps, case opener, dolly, cash register, checkstand, bags, cleaning supplies.

3. Working conditions:

The grocery clerk works inside, goes outside to take customers' orders. He must be on his feet, walk, and lift up to 75 pounds.

4. Job relationship:

The grocery clerk can be promoted to assistant grocery manager. He may be transferred to produce clerk, or to the same position in another store.

5. Personal qualifications and training:

The grocery clerk must be at least 18 years old, be free of communicable diseases, and like people. No minimum education is required but a high school education is preferred. All training is received on the job from the grocery manager and assistant grocery manager.

6. Responsibility:

The grocery clerk is responsible for keeping his section filled. When acting as cashier, he is responsible for the money he handles. He is responsible for helping keep the store clean, and for assisting customers in finding merchandise.

7. Supervision:

The grocery clerk is supervised by the grocery manager and assistant grocery manager. He may supervise other grocery clerks who he is training.

JOB DESCRIPTION

Job title: produce clerk

Other titles or names: none

Department: produce

To whom reporting: produce manager, store manager

Sex: male

Job summary: The duties of the produce clerk are to trim merchandise, price merchandise, set up produce rack, build displays, keep rack and displays full, weigh customers order, assist customers in making selections, keep produce department and equipment clean, aid in ordering merchandise, and aid in taking inventory. The produce clerk may work as a grocery clerk from time to time.

1. Work performed:

A. Daily tasks:

1. ~~Trim~~ and ~~Price~~ merchandise preparing it for display.
2. ~~Set up~~ produce rack and ~~Build~~ displays.
3. Replenish merchandise on produce rack and displays as needed. Sprinkles merchandise as needed.
4. Weighs customers order and Assists customers in making selections.
5. ~~Price~~ and ~~Displays~~ frozen foods.
6. Sweeps floor in sales area.

B. Periodical tasks:

1. Unloads merchandise from truck.
2. Keeps produce cooler and reserve stockroom neat.

C. Occasional tasks:

1. Cleans produce racks, frozen food cooler, display tables, back - room cooler and freezer, sales area, and storage area.
2. Relieve produce manager.

3. Assist in taking inventory.
4. Work as a grocery clerk.

2. Equipment, tools, and materials used:

Produce rack, frozen food cases, produce cooler, backroom freezer, display tables, trimming knives, bags, rubber bands, double sink, brush, dolly, scales and cleaning supplies.

3. Working conditions:

The produce clerk works inside, and must lift up to 75 pounds. He is continually on his feet and considerable walking is required. The produce clerk handles damp merchandise and must have his hands in water. At times he works standing on a wet floor.

4. Job relationship:

The produce clerk may be promoted to produce manager. He may be transferred to a grocery clerk or to another store in the same position.

5. Personal qualifications and training:

The produce clerk must be at least 18 years of age. A high school education is preferred but is not required. The produce clerk must be free of communicable diseases, and have a pleasing personality. He is continually receiving on-the-job training from the produce manager, and may attend the company's produce school.

6. Responsibility:

The produce clerk is responsible for the correct trimming of merchandise, setting up the produce rack and displays, keeping the rack and displays well stocked, keeping the sales area clean, and weighing customers' orders. He is responsible for supervising and training new employees assigned to him. He is responsible for the produce department in the absence of the produce manager.

7. Supervision:

The produce clerk is supervised by the produce manager and store manager. He supervises other produce department employees when the produce manager is out of the store.

JOB DESCRIPTION

Job title: market clerk *MARKER*
 Other titles or names: meat wrapper or scaler, ~~market girl~~
 Department: meat
 To whom reporting: market manager
 Sex: female

Job summary: The duties of the market girl consist of weighing, wrapping, and pricing meat packages. She aids in keeping the market clean, stocking the display case, and occasionally acts as a hostess.

1. Work performed:

A. Daily tasks:

1. Weighs meat packages, Wraps meat packages, sealing them with a sealing iron, Prices meat packages by placing the correct weight and price on a tag which is affixed to the package with the sealing iron.
2. Cleans equipment. Scales, sealing iron, pans, and tables.
3. Displays merchandise in self-service meat case.
4. Answers bell and takes special orders from customers.

B. Periodical tasks:

1. Orders price tags and wrapping supplies.
2. Aids in cleaning meat case and market equipment.

C. Occasional tasks:

1. Aids in taking inventory.
2. Acts as hostess for meat department.

2. Equipment, tools, and materials used:

Foodtainers, backing boards, cellophane and plastic wrapping film, wrapping paper, scales, sealing iron, price tags, stamps, marking crayon, and pans.

3. Working conditions:

The market clerk works in the cutting room of the market. She must wear warm wool clothing. There is the danger of being cut or burned and the danger of falling. Trays of meat weighing up to 25 pounds must be handled. Standing and walking is required.

4. Job relationships:

The market clerk can only be promoted to the job of hostess. She may be transferred to produce scaler, cashier, or to the same position in another store.

5. Personal qualifications and training:

The market clerk must be 18 years of age. A high school education is preferred, but not required. She must be free of communicable diseases. All training is received on the job under the direction of the market manager and other market clerks.

6. Responsibility:

The market clerk is responsible for the correct weighing, wrapping, and pricing of all meat items, keeping her equipment and work station clean, keeping her supplies neat, and helping to keep the self-service meat case stocked.

7. Supervision:

The market clerk is supervised by the market manager and head meat cutter. She supervises other market girls while she is training them.

JOB SPECIFICATION

Job title: cashier

Other titles or names: checker

Department: grocery

To whom reporting: head cashier

Job summary: The cashier's duties are checking customers' orders on a departmentized cash register, collecting the correct amount of money from the customer, cashing checks, making change, and bagging orders. The cashier keeps her register and checkstand clean, and aids in the stocking of the store.

Equipment, tools, and materials used:

Checkstand, conveyor belt, departmentized cash register, bags, duster, wax, pricing stamps, and case opener.

Personal qualifications:

- | | |
|------------------------------|---------------------------------|
| 1. Sex: female | 4. Education: high school |
| 2. Age: 18 or over | preferred |
| 3. Personality: pleasing | 5. Health: free of communicable |
| | diseases |
| 6. Experience: none required | |

Training:

Company training school, on-the-job.

Working conditions:

Inside, standing, walking and lifting up to 20 pounds.

Responsibility:

Responsible for all cash passing through her register, keeping work station neat and clean, and for customer relations.

Supervision:

Supervised by head cashier.

Promoted to:

Head cashier.

Transferred to:

Produce scaler, market clerk, cashier another store.

JOB SPECIFICATION

Job title: grocery clerk

Other titles or names: clerk-cashier, stockman

Department: grocery

To whom reporting: grocery manager

Job summary: The grocery clerk's duties are stocking and cleaning a designated section of the store. He also unloads trucks, prepares merchandise for stocking, builds displays, acts as cashier, bags orders, carries out orders, and aids in cleaning the store. Occasionally the grocery clerk may work as a produce clerk.

Equipment, tools, and materials used:

Price stamps, case opener, dolly, cash register, checkstand, bags, cleaning supplies.

Personal qualifications:

- | | |
|------------------------------|---------------------------------|
| 1. Sex: male | 4. Education: high school |
| 2. Age: 18 or over | preferred |
| 3. Personality: pleasing | 5. Health: free of communicable |
| | diseases |
| 6. Experience: none required | |

Training:

On-the-job.

Working conditions:

Inside, outside, standing, walking, reaching, and lifting up to 75 pounds.

Responsibility:

Responsible for keeping assigned section stocked and clean, for money he handles, helping customers find merchandise, and for helping keep the store clean.

Supervision:

Supervised by grocery manager, and assistant grocery manager.

Promoted to:

Assistant grocery manager.

Transferred to:

Produce clerk, or to same position in another store.

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