A person wearing a white hard hat and a dark jacket is driving a utility vehicle through a dusty farm corridor. The scene is backlit by a bright light, creating a hazy, golden atmosphere. The vehicle is carrying several boxes on its back.

FACTSHEET

Job Analysis – Analysing Individual Roles

Using job analysis to identify tasks, duties and responsibilities involved in a job and the knowledge, skills and abilities required to perform it

Why this is important

Analysing an individual role in more depth will mean that the job can be more clearly explained to a potential employee during recruitment and selection. Research shows that the more clearly a job can be defined, the more likely it is that an employer will select an employee that is suited to the job.

Analysing individual roles is also a great tool for communicating expectations to staff and a good starting point for performance management.

This factsheet will cover:

- Where the analysis of individual job roles fits
- How to analyse an individual job role
- Differentiating between an element, task, duty and responsibility area
- Uses for job analysis at an individual level
- Reviewing current job descriptions
- Job Analysis examples

Where the analysis of individual job roles fits

Once a staffing plan has been completed, the employer will have an outline of each role and the responsibilities of that role. Using a more detailed job analysis expands on each role to look in more detail at the tasks involved and the attributes of the person who will be most suited to that role. This detail can then be used to make up a job description and person specification and is useful in performance management.

How to analyse an individual job role

The process is a systematic study of the tasks, duties and responsibilities that an employee would be required to perform in an individual job and the knowledge, skills and abilities they will require to carry out those duties. This description of the work and person is then used to make a job description and person specification.

To complete a job analysis use the following procedure:

1. Brainstorm all the tasks that the person in the role will have to carry out. This can be done in the following ways:
 - Get the current employee to help in the brainstorm
 - Get the current employee to keep a diary of work tasks
 - Spend time doing the job yourself
 - Use the manager of the position to brainstorm the role.
2. Use a form like the template/example provided and list all the tasks required in the role. Group them into duties and then responsibility areas. To reduce the amount of time it takes, you may only want to list duties or responsibility areas. However, the more detailed you are at this point the better, because it is important for an individual staff member to know what is expected. Personal attributes should be grouped together for use in the Person Specification 1.8.
3. Be sure that the responsibilities being assigned to each individual role are realistic in terms of time requirements and skill level required. This can be done in the following way:

Hours

Pick a week between lambing and weaning and assign the total time that will be spent on each task or group of tasks during that week. There will be areas that have no time against them because of seasonal issues. If the total hours add up to more than what is considered a reasonable week's work then some of the tasks or duties have to be reallocated to other staff members or reprioritised.

Note: Some form of basic record keeping around allocation of time to different tasks will help to refine time estimation.

Skill level

Assign a skill level required to each task or group of tasks by labelling each with "High", "Medium" or "Low" skill level required. If there is too much variation or too much "High" skill requirement for a junior position or vice versa for a senior role then the mix of tasks will have to be reassigned.

Optional extra

To clarify the role, responsibility levels can be added to the job analysis. In the column labelled "Responsibility Level", mark in one of the following for each tick against a work task:

"R" "Responsible" ensures the work is carried out

"A" "Assists" in carrying out the required work

Job Analysis template example

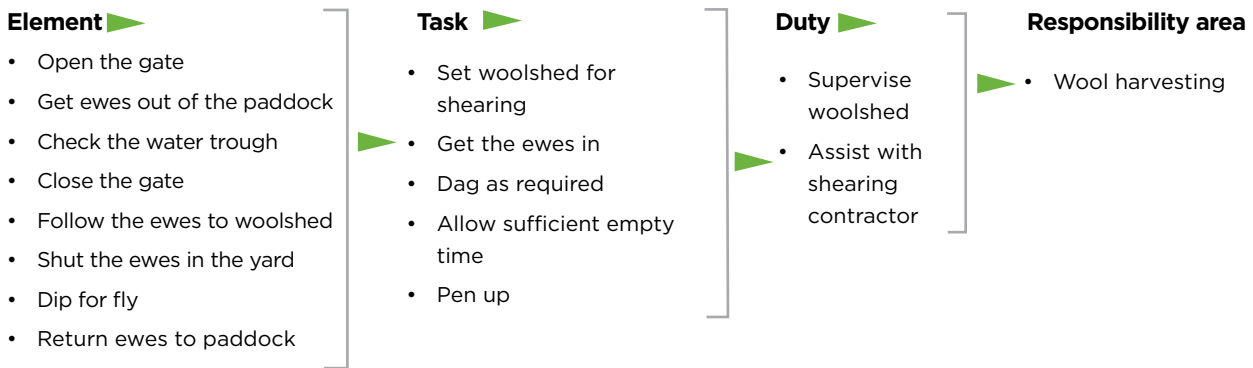
HR02

Job Analysis - Head Shepherd	Responsibility Level	Skill Level	Hours/week
Lambing/calving			
Organise lambing equipment/animal health requirements	R	Low	0.5
Do a lambing/calving beat daily	R	Low	10
Lamb ewes/calves as required, mark for culling	R	High	2
Mother on/rear orphan or mis-mothered lambs/calves	A	Medium	5
Catch, tag and record stud lambs/ calves	R	Medium	5
Move drystock (bulls, steers, late lambers)	R	High	5
Monitor feed levels	R	Medium	2
Weed control			

Differentiating between an element, task, duty, responsibility area

An element is the most basic component of work carried out on the farm. Elements are then grouped into tasks, which in turn can be grouped together to form duties and duties are grouped together to form responsibility areas.

In the example below the elements listed describes the process for preparing for wool harvesting. This is one of a group of tasks that describe the duty of assisting with shearing. All the elements, tasks and duties relate to the responsibility area of wool harvesting.



Elements

Elements are the most basic components of work. When going through job analysis some elements will be identified, but they are of limited value because of the high level of detail and should be grouped up into tasks.

Elements are very procedure oriented and are useful in training, managing performance and developing procedure manuals. They should not be used in job descriptions unless it is to further clarify a task for a junior employee.

Tasks

Tasks are groups of elements that describe a part of a job on farm. Job analysis is likely to come up with a list of tasks which should be categorised together as duties.

Like elements, tasks are useful in performance management and coaching because of their high level of description. Tasks can also be used in job descriptions either on their own for junior employees, or to breakdown and further clarify duties or responsibility areas for more senior employees.

Duties

Duties are groups of tasks. Duties are commonly used in job descriptions to describe the work of junior staff or to breakdown and clarify responsibility areas for senior staff.

Responsibility areas

Responsibility areas are groups of duties that describe the different parts of the role. Job analysis is unlikely to identify responsibility areas but an effort should be made to group tasks and duties into responsibility areas so that the process can be used to check that all the responsibilities are covered between staff on farm.

Responsibility areas are used in the job descriptions of managers where it is prohibitive to list all the duties involved. However, it is appropriate to expand and list the duties under some responsibility areas in order to clarify the role.

Uses for job analysis at an individual level

Wall chart

The job analysis tables can be used by themselves on the wall of the farm office to communicate responsibility areas and to provide reminders of what each duty or responsibility area requires.

Procedures manuals

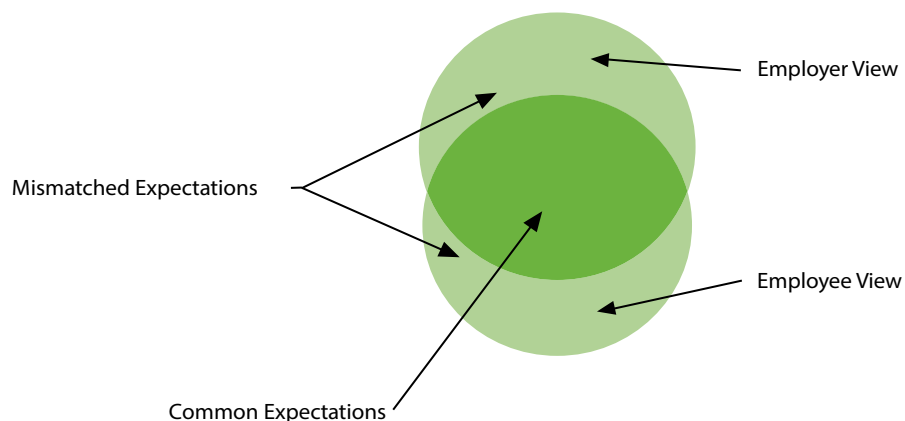
Where job analysis is taken down to the task level this can be easily converted into a procedures manual.

Identifying training needs

Where an employer identifies a shortfall in the ability of their staff to carry out a task either immediately or in the future, this identifies a need to gain the skill. This skill can then be brought into the workplace through appropriate training. Remember too, that for many jobs it is desirable to have a person who can fill about 60% of the role and plan to meet the other 40% with training over time.

Reviewing current job descriptions

It is recognised that generally an employer and employee have a 25% mismatch of their understanding of the responsibilities of a job because the role changes over time as people's confidence grows and they are given more responsibility. Repeating the job analysis process and reviewing the job description on an annual basis can be a valuable tool for managers to better understand their employee's roles. This review can help to motivate staff as managers recognise the employee's growing input into the business. It may also identify a need, such as for employees to be refocused on what is important in the role.



What are the benefits to me?

Taking time to analyse each role will allow a more accurate job description and person specification to be written, enabling more accurate communication of the job content and the desired outcomes to an employee. This will increase the likelihood of:

- Getting the right person into the job
- Getting the job done in line with expectations
- Operating successful performance management
- Retaining staff.

What do I do next?

- Evaluate the necessity of completing a job analysis process with your current staff. Indicators that this is needed are:
 - staff not doing what you expect of them
 - jobs not completed to a satisfactory standard
 - staff confused as to who is responsible for certain tasks
- Complete a job analysis for all positions as vacancies occur and positions are re-advertised.

Useful references

Human Resources Kit for Dummies, Max Messmer

There are a number of rural professionals who specialise in the area of recruitment and selection of farm staff. They will be able to assist in this process or carry out the process on your behalf.

For more information and other useful resources visit B+LNZ's Employment Hub

<https://beeflambnz.com/knowledge-hub/employment-hub>

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