

II

JOB ANALYSIS

Outline for job analysis. Sources of information in making a job analysis. Procedure. Illustrative job analyses. Important points.

JOB analysis, according to Tead and Metcalf, is the "scientific study and statement of all the facts about a job which reveal its content and the modifying factors which surround it." (183,¹ p. 255). We shall use the term in this sense, applying it to the analysis not only of the actual work involved, but also of such factors as the conditions under which the work is carried on, its place in the complete organization, training required, and the like.

It is a safe assumption that the accuracy and success of a study in vocational selection will be directly proportional to the completeness with which the foundation is built in the job analysis. In too many instances the psychologist has been content to construct tests and other measuring instruments after only a superficial observation of the work processes. Such a procedure may overlook economic and social considerations, either of the worker or of the job in relation to the organization of the company, which may far overshadow in importance a test of ability in the selection of workers. It may be a simple affair to test ability as a longshoreman. Some ordinary physical measurements might suffice. But what a wealth of other factors bring a man to this occupation, make him a satisfied worker, and keep him at the job! The abilities tested may be the least important factor. A great life insurance company developed and installed tests of clerical ability which met with only mod-

¹Numbers within parentheses throughout the text refer to authors or books listed in the Bibliography, on pages 235 to 245.