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# JOB ANALYSIS - A MANAGEMENT TOOL

by

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The author discusses the benefits to employees and employer of a useful management tool--job analysis.

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One thing that workers, at any level of employment, want is a definite knowledge of just what their employer expects from them. Few things are more demoralizing than to work hard on something or to produce something only to find that your boss really wanted something else. Frustration, unhappiness, and reduced output are the almost inevitable result, for both employees and employers.

A management tool that helps alleviate this problem is job analysis, accomplished by use of the Job Analysis Outline (Figure 1).

Let's take this form apart, examine the parts, put it back together and reexamine it. The parts are: Duties, Authorities, Controls, and Resources Needed.

## Duties

As mentioned above, people want to know just what their duties are. They want the boundaries of that duty to be well defined. One duty you might assign a produce department manager would be to generate at least \$12,000 of sales each week. He now knows exactly what you expect. You will be happy if he gets more than \$12,000 of sales, but you

will be satisfied with that.

Yet \$12,000 of sales gets at only part of that produce department manager's duties. You want them to be profitable sales. So, you may say he has a duty to get a 28 percent gross margin from that \$12,000 of sales. You may specify that you expect between 48 and 52 turns a year and those sales should be achieved with not more than 8.5 percent labor expense. Also, you may specify that the department's: (a) contribution to overhead be at least \$1,750; (b) dressed by 9:30 each morning; (c) out-of-stocks should not exceed 5 percent; (d) floor be cleaned once a day by 8:30 a.m. except Friday and Saturday when it would be cleaned twice, by 8:30 a.m. and between 2:00 p.m. and 3:00 p.m. The duties column is shown in Figure 2. These are not all the duties you would expect a produce department manager to perform. You would have others to add to this list.

## Authority

It's difficult for most people to give up authority. Yet it is a necessity if you expect a duty to be performed satisfactorily. If you are going to expect your produce department manager to fulfill these duties, you have to give (delegate) enough authority to him that will permit him to accomplish it.

This means you look at each duty separately and ask yourself, "How far

must this man be able to go if he is to get the job done? If I limit him too much, he will be hamstrung." In general, it's better to let him make too many decisions (exercise authority) than it is to let him make too few. If he's a good man, this helps build ego (and so morale) and he works harder to use his authority wisely.

Let's look at some possible authorities you might have to give or delegate so he can perform the duties already listed. Notice that each specific duty has one or more specific corresponding duty. Our Job Analysis Outline is shown in Figure III.

### Controls

These are the evaluation tools you use to determine how well your produce department manager has performed his duties and how well he has exercised the authority you gave (delegated) him. They may be formal reports, informal reports, planned observations, spot checks. There are many types of controls you use. One thing to keep in mind is that these controls are evaluation tools rather than disciplinary. As such, they stress what the produce department manager has done well just as much as what he may have done poorly. They provide the basis for column 4 (resources needed).

Another thing specified controls accomplish is that the worker knows how he is being evaluated. He already knows what is expected of him and how much authority he has. Now he knows the way in which you are judging him. He can use the same means for both self-evaluation and as a check to determine whether your evaluation is correct. There should be few suggestions in store for him.

When we include possible specific controls in our Job Analysis Outline it now looks like Figure IV.

### Resources Needed

Now, let's turn to the last column of the Job Analysis Outline "Resources Needed." This has two applications. First, you need to look at what resources (training, equipment, funds, labor, etc.) your manager really needs to perform each duty you have assigned him. It's hard to hold a man accountable for digging a post hole in five minutes if he doesn't have a post hole digger or even a shovel. Just so it's hard to hold a manager accountable for \$12,000 in sales if he has never before worked in a produce department or if you don't give him a well equipped preparation area.

The second application comes from the controls column. If your control tells you inventory turns are only 45/year, and you expect at least 48, you look for the reason why. The manager may need training in inventory control. In this case, it tells you what you need to do to help a manager, who isn't performing duties well, to do better. The space allocated to produce might be too large (it takes too much inventory to fill the space). Too much might be going out the back door (better security methods need installing). Whatever the reason for the low inventory turns, you let him know that you will help him solve the problem so he can perform the duty (45-52 turns/year).

Your Job Analysis Outline now looks similar to Figure V.

### Summary

A job analysis outline or form is a very versatile tool. It is a communications tool. It clearly states what is expected of employers and what authority has been delegated. It is an evaluation tool--it establishes the controls by which a manager can maintain his know-

ledge about employee performance. It is a motivation tool since the employee performance. It is a motivation tool since the employee knows exactly what is expected of him and there are fewer misunderstandings. It is a training

tool--in that it helps develop a training program tailored to specific duties and for individual employees. Managers interested in improving their supervisory practices should consider incorporating it into their system.

Figure 1

Job Analysis Outline

Person \_\_\_\_\_

Job \_\_\_\_\_

Duties	Authorities	Controls	Resources Needed

Figure II

Job Analysis Outline

Person Jake Parsons

Job Produce Manager

Duties	
1) \$12,000 sales/week	
2) 28% gross margin	
3) \$1,750 contribution to overhead	
4) 48-52 inventory turns/year	
5) Less than 5% out-of-stocks	
6) Less than 8.5% labor expense	
7) Floor cleaned by 8:30 a.m. each morning--also between 2:00-3:00 p.m. on Friday and Saturday	
8) Department dressed by 9:30 a.m.	

Figure III

## Job Analysis Outline

Person Jake ParsonsJob Produce Manager

Duties	Authorities	
1) \$12,000 sales/week	To order sufficient produce to generate these sales. To set prices on items. To price items.	
2) 28% gross margin	To set prices to obtain 28% for department. To vary mix to obtain 28% for department.	
3) \$1,750 contribution to overhead	Freedom to price.	
4) 48-52 inventory turns/year	To price so will move. To cut prices on slow moving items. To vary orders as inventory dictates.	
5) Less than 5% out-of-stocks	To order sufficient amounts to keep inventory at adequate levels.	
6) Less than 8.5% labor expense	To schedule labor (include that assigned to work with several departments). To supervise labor assigned to department.	
7) Floor cleaned by 8:30 a.m. each morning--also between 2:00-3:00 p.m. on Friday and Saturday	To schedule own and other department labor to accomplish duty.	
8) Department dressed by 9:30 a.m. each morning	To schedule own and other department labor to accomplish duty.	

Figure IV

## Job Analysis Outline

Person Jake ParsonsJob Produce Manager

Duties	Authorities	Controls
1) \$12,000 sales/week	To order sufficient produce to generate these sales. To set prices on items. To price items.	Cash register tapes
2) 28% gross margin	To set prices to obtain 28% for department. To vary mix to obtain 28% for department.	Sales Purchases
3) \$1,750 contribution to overhead	Freedom to price.	Gross margin--allocatable expenses (labor, supplies, etc.)
4) 48-52 inventory turns/year	To price so will move. To cut prices on slow moving items. To vary orders as inventory dictates.	Sales - Exp. ÷ purchases
5) Less than 5% out-of-stocks	To order sufficient amounts to keep inventory at adequate levels.	Spot checks
6) Less than 8.5% labor expense	To schedule labor (include that assigned to work with several departments). To supervise labor assigned to department.	Labor reports
7) Floor cleaned by 8:30 a.m. each morning--also between 2:00-3:00 p.m. on Friday and Saturday	To schedule own and other department labor to accomplish duty.	Spot checks
8) Department dressed by 9:30 a.m. each morning	To schedule own and other department labor to accomplish duty.	Spot checks

Figure V

## Job Analysis Outline

Person <u>Jake Parsons</u>		Authorities			Controls		Resources Needed	
Job	<u>Produce Manager</u>							
1)	\$12,000 sales/ week	To order sufficient produce to generate these sales. To set prices on items. To price items.			Cash register tapes		Cutting, trimming, packaging skills. Techniques of display. Advertisement and promotion skills. Attractive equipment.	
2)	28% gross margin	To set prices to obtain 28% for department. To vary mix to obtain 28% for department.			Sales Purchases		Ability to figure gross margin.	
3)	\$1,750 contribution	Freedom to price.			Gross margin--allocatable expenses (labor, supplies, etc.)		Ability to figure gross margin.	
4)	48-52 inventory turns/year	To price so will move. To cut prices on slow moving items. To vary orders as inventory dictates.			Sales - Exp. ÷ purchases		Inventory management training. Security training.	
5)	Less than 5% out-of-stocks	To order sufficient amount to keep inventory at adequate levels.			Spot checks		Inventory management training.	
6)	Less than 8.5% labor expense	To schedule labor (include that assigned to work with several departments). To supervise labor assigned to department.			Labor reports		Supervision training. Adequate preparation areas.	

7) Floor cleaned by 8:30 a.m. each morning--also between 2:00-3:00 p.m. on Friday and Saturday	To schedule own and other department labor to accomplish duty.	Spot checks	Check list for department inspection. Adequate labor.
8) Department dressed by 9:30 a.m. each morning	To schedule own and other department labor to accomplish duty.	Spot checks	Check list for department inspection. Adequate labor.



