



LEAD WOLF'S GUIDE
series



The
Lead Wolf
Interviewing Guide

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CEO STRATEGIST
"STRATEGIC LEADERSHIP"

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The Lead Wolf Interviewing Guide



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1

What the Interview Team Should Know About the Job Requirements

SKILLS/KNOWLEDGE

1. Technical
2. Job Expectation—output, quality and cost
3. Special Equipment Required
4. Specific Experience Required
5. Specific Skills/Knowledge Required
6. Formal Education Required
7. Job Duties Involved

ENVIRONMENT

1. Working Conditions
2. Safety Hazards
3. Hours Scheduled

RESPONSIBILITIES

1. Potential Loss to Company – quality, equipment damage, etc.
2. Safety – self and others
3. Reporting on Time
4. Attendance
5. Other Policies

PHYSICAL

1. Activity – energy required
2. Mobility – speed
3. Strength
4. Visual – auditory
5. Dexterity



2

What the Interview Team Should Discover About the Job Candidate During the Interview

SKILLS/KNOWLEDGE

1. Experience
2. Skills Acquired
3. Skill Application
4. Knowledge of Operating Environments

EDUCATION

1. Formal Education
2. Vocational Schools Attended
3. What educational area (s) interested the person and why

RESPONSIBILITY

1. Authority in prior jobs
2. Worked alone or with close supervision
3. Number of jobs in short period and why?

MOTIVATION & CHARACTER

1. Interests and Action Taken
2. Vocational Goals
3. Type of Supervision Preferred
4. Life priorities



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Overview of the Employment Process

1. APPLICATIONS

- A. If an ad is placed in a newspaper or publication to announce an open position, the ad must contain a nondiscrimination statement such as, “We are an equal opportunity employer.”
- B. Once applications are received, sort them by visual observation and content. Identify and establish important selection criteria.

2. INTERVIEW TEAMS IDENTIFIED

Teams should be composed of three people—someone from Human Resources (HR), a supervisor and someone from top management.

3. INTERVIEW TEAMS TRAINED

Team members should be trained in the following aspects of employment interviewing:

- A. Concepts of the selection process.
- B. Based on federal regulations, which questions are lawful and unlawful to ask an applicant during the interview process.
- C. Process of team interviewing includes: structured questions, rating based on skills required, team scoring and *minimum team score to be offered employment*.
- D. Teams should review the “interview log” a day prior to the actual interview in order prepare and learn more about the applicants.

Note: *This information is contained in this "Interview Guide."*

4. SCHEDULING INTERVIEWS

- A. Interviews should be managed by using an “*interview log*”—identifying the team, time of interview, applicant name, team score, job offer and comments section.
- B. Each interview will take between 30 – 45 minutes. With these time requirements in mind, it’s extremely important for the interview teams to review their applicants’ application prior to interview day. A little preparation time will save time during the actual interview and make the interview process work for the team in selecting qualified candidates.
- C. Each applicant should be informed that he or she must be on time or forfeit the interview and reschedule it at a later time. Also, if an applicant can't keep his or her scheduled interview, he or she must be responsible to immediately contact the company to cancel and reschedule.

5. EMPLOYMENT OFFER

- A. Employment offers are generally made by the HR manager after the entire interview process is completed. This allows a thorough evaluation of data collected on the candidate, which includes the application itself, personal/employment reference checks, a team-structured interview score and any one-on-one interviews conducted by the immediate supervisor. Also, depending on the level of the position, a job offer may be extended by a supervisor instead of the human resource department.
- B. Employment offer is contingent upon the applicant passing a drug test.
- C. If drug test is negative, a time is scheduled to conduct the orientation process including all necessary paperwork.



4

Determining Exact Job Requirements

Whether you're looking for people or gems stones, the first thing you must do is determine what you're looking for. While this may seem obvious, still many employment specialists and line managers fail to do it. Unfortunately, too many people making hiring decisions think since they have a pretty good idea of what they're looking for in an employee, they don't need to bother to analyze the job and its requirements.

Even though operating managers have first-hand knowledge of the jobs under their supervision, some managers still lack a clear understanding of their employee's jobs—the duties, responsibilities, skills and knowledge required.

Job Descriptions

Job descriptions are helpful in cases where they're well written and up-to-date. When you begin to analyze a job, there are six questions you should answer:

What does the employee do?

How does he or she do it?

What are the end products or objectives of the job?

What standards are used in evaluating performance?

What qualities characterize the supervisor and the employees in the work unit?

What qualifications must the employee possess in order to turn in a good performance?

To answer question number six, consider areas such as intelligence, knowledge, skills, aptitudes, physical demands, environment, personality, motivation, initiative, character, interests, and personal relationships.

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Understanding the Interview Process

An Interview is:

1. Face-to-face oral communication
2. Between an applicant and an interview team
3. Initiated for a specific purpose
4. Focused on very specific subjects

Please note: Individual, one-on-one interviews—in addition to and subsequent to team interviews—are acceptable and sometimes preferred after identifying final candidates.

Specific Interview Objectives:

1. To clarify data on the application form—searching for apparent inconsistencies, time gaps or other missing data.
2. To obtain additional information not contained in the application.
3. To a degree to test the applicant's truthfulness regarding information on the application.
4. To obtain information from the candidate to help appraise his personality, character, motivation and skills and knowledge.
5. To inform the candidate about the job, its requirements and the company.

Conducting the Interview

After you've conducted the necessary introductions and addressed work history, begin to focus more on probing for data needed to assess the candidate in reference to the specific job requirements. Avoid asking questions that can be answered *yes* or *no*. Instead, ask open-ended questions, which call for lengthier answers and answers that offer a candidate's opinion. If your questions begin with *how*, *when* and *why*, they're probably open-ended. The point is, don't ask leading questions that suggest a particular answer; the candidate will give you the answer he or she thinks you want.

For example, regarding work history, try leading with a question like, “Tell me about your job at the XYZ Company.” The response from the candidate will indicate what he or she considers important. Here’s another tip. If the candidate is slow to convey his or her thoughts, ask what he or she **liked** and **disliked** about the job and **why** he or she was interested in that job originally.

To probe more deeply, you can ask about:

1. Level and complexity of work
2. Extent of responsibilities
3. Motivation
4. Attitude and feelings
5. Effectiveness on prior jobs
6. Achievements
7. Interpersonal relationships
8. Level of accountability and authority



Here are useful questions to ask in these particular areas. But remember, don’t go down the list asking everyone in order—that would seem like an interrogation. However, these questions do suggest some useful approaches:

Level and Complexity of Work

- “What did your job at XYZ Company consist of?”
- “Could you describe a typical day at work?”
- “What sort of things took up most of your time on this job?”
- “What kind of decisions did you typically make on this job?”

Extent of Job Responsibilities

- “Explain how you fit into the organization.”
- “Tell me a little about your former boss.”
- “What were your responsibilities?”
- “How much contact did you typically have with your boss?”
- “Describe some of your interactions with your boss.”
- “Were you empowered to get your job done? How?”
- “What kind of decisions did your boss expect you to make?”

Motivation

- “How did you get into that field originally?”
- “What attracts you to this industry?”
- “When did you first think of leaving your former job?”
- “Why did you decide to make a change?”
- “What were some of the things you really liked about that job?”
- “What were some of the things you liked about that company?”
- “Describe the best boss you have ever worked for.”

- “Describe the worst boss you ever worked for.”
- “What is the worst thing a former boss ever did to you?”
- “What is the best thing a former boss ever did to you?”

Attitudes and Feelings

- “What did you like best about your most recent job?”
- “What kinds of things did you dislike?”
- “What was most satisfying about your most recent job?”
- “Did you like your boss?”
- “How did you feel about the company as a whole?”
- “What was the one thing you really liked about the company?”
- “If you could have changed one thing, what would it be?”
- “How would you describe the culture of the company you worked for?”
- “How much of a challenge was your former job? How?”
- “Do you feel you met your personal goals at your job?”

Job Effectiveness

- “Did you receive any awards or commendations?”
- “To what extent were you able to increase your earnings?”
- “What aspects of the job challenged you the most?”
- “What did your boss say during your last performance review with regard to job specifics?”
- “Did you agree with your how your boss assessed your performance?”

Academic Achievements

- “How well did you do in school? What was your GPA?”
- “What were the courses you did the best in? Why?”
- “What courses did you have trouble with? Why?”
- “What courses did you get the most out of?”
- “How have you applied academics to your real world job performance?”
- “How do you feel about the school you attended?”
- “What did you like the most about school?”



Personal Goals & Objectives

This should include a discussion about what the applicant aims toward in terms of the immediate job opening and long range objectives. This is often a good way to develop insight concerning the candidate’s ambitions and motivation.

- “Could you explain exactly what you’re looking for in a job change at this time?”
- “If you had the opportunity, how would you write the job description for this job?”

- “What values and standards would you desire in the company where you intend to complete your career?”
- “If you had to start all over again, would you choose to do the same kind of work?”

Outside Interests

A person’s out-of-the-office activities can be particularly revealing because they’re choices where the person has much more freedom of choice. So, note how varied or restricted the job candidate’s outside activities are and whether they’re solitary in nature, family in nature or group type activities. Solitary activities might indicate the person is a loner. Extensive group activities could indicate an outgoing nature and an aptitude for leadership. And extensive participation in sports could indicate a high energy level and good physical health and an ability to work closely with others in a team environment. Of course, all these observations can be backed up with personality profile testing. There are numerous tests available.

- “How do you spend your free time?”
- “What sorts of things interest you outside work?”
- “What consumes most of your free time?”
- “What kind of activities do you like to do best?”
- “What things outside of work give you the most satisfaction?”
- “How did you get interested in such and such?”
- “Do you participate in any type of sports?”
- “Did you play organized sports in school? Intramural?”



Personal References

Don’t rule out the value of personal references even though they’re friends or family. Although a candidate is highly unlikely to write down the name of a reference who won’t offer glowing comments about them, sometimes they’re not all plants. This is particularly true for young workers, who have only one or two work references to use, which means personal references become necessary in these cases. However, try to uncover names of other people and former work associates not on the reference list. These people are likely to give a less biased reference.

- “Tell me about some of your co-workers and how they performed on the job.”
- “Tell me about other supervisors at your last job. Who were they? How did you interact with them?”
- “Who did you not get along well with at your former job?”
- “Which family member do you have the most difficulty understanding?”
- “What kind of reference would they give you?”
- “Do you mind if we call him or her?”

6

Using Collected Data to Evaluate Candidates

Test the Relevancy of Past Work Experience

1. How relevant is past experience to the requirements of this particular job requirements, skills and responsibilities?
2. Don't insist on *identical experience*, you'll seldom get it. Similar experience may well be very sufficient.
3. Compare amounts of supervision, autonomy and empowerment in the job opening as compared to what the candidate was used to. This can prevent a problem if this job requires much more supervision than the candidate is accustomed to. It can also work in reverse if the candidate is not used to using his or her own initiative.
4. Try to evaluate and compare the leadership style of the job's supervisor as compared to the leadership style of the candidate's former supervisors.
5. Was this candidate's success in his or her past job a result of luck, skill or due to the effective leadership of his or her boss? Or, was it a combination of several factors?
6. What's the reason for this candidate leaving prior employment? This information can be especially significant if the candidate is no longer employed. Also, if he or she is really open and honest about it, this will help you determine the probable level of job satisfaction the candidate is likely to experience at your company. If the candidate has experienced a succession of many jobs lasting for short periods of time (1, 2 or 3 years), this should raise some doubts concerning the candidate's past performance, motivation, attitude and your company's ability to satisfy his or her yet undiscovered passion for success.

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Pre-Employment Questions Guide

SUBJECT	DO NOT ASK	OKAY TO ASK
Sex	<p>Are you a male or female? What are the names and relationships of the people living with you?</p>	NONE
Residence	<p>Do you own or rent your home? Who lives there?</p>	<p>What is your present address?</p>
Race	<p>What is your race? What color is your skin, hair, eyes, etc.?</p>	NONE
Age	<p>How old are you? What is your date of birth?</p>	<p>If hired, can you prove you are 18?</p>
Nationality	<p>What is your nationality, decent, ancestry or parentage? What is your native language? What about your spouse?</p>	<p>What languages do you speak fluently? Ask only if it's job related.</p>
Marital Status	<p>Are you married? What is your spouse's name? What is your maiden name? How many kids do you have? Are you pregnant? Do you plan to have more kids? What daycare provisions have you made?</p>	<p>NONE—you can only ask if they have any commitments or responsibilities that would interfere with attendance or if they anticipate any lengthy work absence. This question, if asked, must be asked of all applicants.</p>
Arrests & Convictions	<p>Have you ever been arrested? Have you ever been charged with a crime?</p>	<p>Have you ever been convicted of any crime? (If the application form asks for information on</p>

		<p>convictions, the employer should indicate that a conviction itself does not constitute an automatic bar to employment and will be considered as it relates to fitness to perform the job in question).</p>
Religion	<p>What is your religion affiliation or denomination?</p>	<p>NONE. (If you need to know if an applicant is available to work on Saturday or Sunday shifts, ask: "Are you available to work on Saturday or Sunday?"</p>
Disabilities	<p>Are you disabled? Do you have any physical disabilities?</p>	<p>Are you capable of performing the essential functions of this position with or without reasonable accommodation?</p>
Citizenship	<p>What country are you a citizen of?</p>	<p>Are you capable of performing in the U.S.? If hired, are you able to prove eligibility to work in the U.S.?</p>

Revealing questions to ask a sales candidate:

These are just a few examples to get you started in the interview.

- Tell me about why you want to succeed at sales.**
- Where does your sales passion come from?**
- What is the last sales book you read?**
- Tell me about the last book you've read on creativity.**
- Tell me about the biggest sale you've ever made.**
- What was the biggest reason you got it?**
- Tell me about a sale you lost.**
- What do you say when a prospect says, "I want to think it over?"**
- What do you say when a prospect says, "I'm satisfied with my presentsupplier?"**
- What do you say when a prospect says, "Your price is too high?"**
- How often do you listen to or read personal development information?**
- When did you attend your last seminar?**
- How do you improve your presentation skills?**
- What is your most creative approach to follow up?**
- Give me your 30-second personal commercial.**

8

Do You Have a Human Resource Strategy?

This new century demands that management utilize adaptive skills working across the generation diversity that exists in today's workplace. No doubt, people are an organization's most precious asset. And yet, unlike any other time in history, today that asset is filled with generational diversity—sitting side-by-side, shoulder-to-shoulder, cubicle-to-cubicle and warehouseman to warehouseman. Therefore, this generational diversity can create tension, mistrust and conflict and negate loyalty to the company in general.

How is "Generational Diversity" Defined?

Today the most publicized and visible generation grouping is the *Baby Boomers*, born between 1943 and 1965. Then society recognizes the *Generation Xers*, born between 1965 and 1980. And finally, we pinpoint the *Generation Veterans*, nearing retirement and born between 1935 and 1942. Generalities tell us that the *Boomers* think the *Xers* are greedy, lazy and have a poor work ethic. *The Xers* think the *Boomers* are obsessive, dictatorial and lack understanding and empathy. In essence it's thought one by the other that the *Boomers* "live to work" and the *Xers* "work to live." On the other hand, the action-oriented *Boomers* and the technology-crazed *Xers* consider the *generation veterans* a pain in the backside.

To add even more challenge to your objectives in human resources, consider the workforce born between 1981 and 2000. These are the youngsters just now entering the work force. Let's call them *The Nexters*. Early on, many in this group primarily hang out in the service industries such as fast food. In fact, you may run into a few of these *Nexters* out on your warehouse floor. As they age and gain more education you'll find them entrenched in technology, e-business and many becoming web-head evangelists. They're eager to learn and willing to work, but lack the loyalty the *Boomers* expect from their employees. At the same time, the *Generation Xers* consider the *Nexters* self-absorbed, spoiled brats.

Actually, you might find it helpful to create a portrait of each generation. Study it, understand it and try to learn what each values most. Listen to them. Try to understand the historical events that shaped their lives (Vietnam, Woodstock, Gulf War, civil rights, birth control, Kent State University shootings, safe water, safe environments). Try to profit from their perspectives and insight. Take advantage of the youthful energetic innocence and the wisdom of the experienced.

Things to Be Aware Of

Since we're experiencing the most value-diverse workforce this country has every known, traditional thoughts in the area of human resources must be challenged. The *Xters* and *Nexters* have a completely different mind set and value system than most of the executives in the distribution industry who happen to be *Boomers*. Therefore, we can no longer think afford to think this generation should be grateful for the opportunity to work for us. In fact, we may have to consider hiring bonuses. Furthermore, we must temper our expectations of long-term loyalty. In fact, as one *Generation Xer* put it, "If you want loyalty, buy a dog." The *Xers* and *Nexters* are much more technically savvy. They carry laptops, they're much more mobile, and they maintain a whole different value system.

A Human Resource Strategy is Key to Becoming Employer of Choice

A human resource strategy must be included in your corporate plan. Furthermore, make sure you have a HR professional on your staff to deal with the sweeping changes in the workplace. This person must be a skilled, knowledgeable business partner who will play a vital role in helping your organization become or remain competitive in the labor marketplace. Frankly, becoming the *employer of choice* begins and ends with your human resource staff. However, it's not their task alone because every manager—from the president to the warehouse supervisor—shares responsibility.

Where are you now?

Determine where you are today in relationship to becoming an employer of choice. What strengths can you build on? What competencies must you develop?

As an example, consider your company's current performance in the following areas. You may want to assign a score of 1-10 to each item and include a list of its strengths and weaknesses:

- Human relations leadership skills
- Commitment to treating employees as your most valuable asset
- Training

- Credibility of your management team and company vision
- Communication skills
- Decision-making skills
- Benefits
- Other employee related support systems

Create a Human Resource Vision

Once you've determined the current state of your human resource function, create a vision of what your human resource competency should be. Take note, however, that you must be committed to becoming employer of choice, and your vision must evolve around that commitment. It must be developed with intelligence, sound judgment, a willingness to step outside the box, and most importantly, a focus on your most precious asset—your employees.

Frankly, the HR professional must be promoted from the “back room” to the “boardroom,” if you expect to become employer of choice. Emphasis and focus must be placed on the importance of continuous progress and managing change through goal setting. Goals must be realistic, reasonable, challenging and attainable:

- Long term
- Intermediate
- Short term

Developing Your Human Resource Strategy

Once you've established your vision, the next step is to develop your human resource strategy. This strategy is the process by which you will achieve your vision of becoming an employer of choice. Keep in mind that you must be committed to becoming employer of choice. Your strategy must evolve around that commitment, which demonstrates intelligence, judgment, and again, focuses on your most precious asset—your employees.

Do not let ego get in the way of judgment. After all, managers need to challenge old ways. In fact, you must be determined to create a culture where worth is determined by a willingness to learn new skills and adapt to change. You must create an environment where it's fun to go to work. In reality, do not measure how well you are doing; instead *measure how much you have changed.*

”In the years ahead, workforce stability will be a company’s competitive sales edge. In these turbulent times, exacerbated by a tight labor market, employers will be continually challenged to locate, attract, optimize and retain the talent they need to serve their customers. The most successful employers will be those who

legitimately inspire highly talented workers to join them and stay with them.”

(Excerpt from work entitled, *How to Become an Employer of Choice* by Roger E. Herman and Joyce L. Gioia.)

Adam Fein of Pembroke Consulting reports in *Facing the Forces of Change* that nearly 20% of the U.S. workforce will be 55 years old or over by 2010, up 13%. He states that baby boomers are aging and the situation will get worse. The 25-44 year old segment will decrease by another 6% to 26% by 2010. All these facts mixed together only heighten the importance of your Human Resource strategy.

The Human Resource Planning Process

Clearly define the HR role in the strategic business plan. Set specific objectives, assign accountability and develop time lines for becoming employer of choice.

Follow the planning process map:

- Develop performance drivers
- Develop recruitment and retention strategies
- Create a scorecard
- Define policies and practices
- Career counseling
- Coaching and mentoring
- Internship program
- Education and training
- Creative employee support (day care, job sharing, etc.)



Make It Fun to Come To Work

The key to employee retention is not necessarily compensation based. It has been proven time and time again that money is not high on the motivational factor list. However, money can rise to the top of the list of complaints if an employee does not enjoy coming to work every day. When an employee really likes his or her job, environment and peers and feels he or she is well treated and respected, then money becomes a non-issue in most cases.

I encourage you to read a book on this topic entitled, *1001 Ways to Reward Employees* (author, Bob Nelson, Workman Publishing).

Human Resource is an Investment in Your Employees

Unleash yourself from the self-imposed trap many of us have placed ourselves in by considering HR a cost center. In reality, if you develop a definitive HR strategy geared to make your company the employer of choice in your markets, human resource will become a profit center. Recruitment and retention alone will create a tremendous return on investment to your company

In fact, research shows that it costs between 50-150% of an employee's annual salary to replace him or her. Actually, this doesn't even include actual salary. For example, the cost to replace an inside sales person who just resigned could exceed \$75,000. The cost to replace an employee includes costs for both recruiting and training the new employee plus the loss of productivity while the position is empty and even during the "learning curve." The exact cost depends on the level of the position and the current market demand for that position. However, consider having to replace 15 employees over the course of a year. Suppose the average salary is \$40,000. The replacement cost of those employees would be as follows:

10 employees @ \$40,000 = \$400,000 x 150% = \$600,000 and that doesn't include their pay. This is a phenomenal hidden expense.

Even if you use the more conservative statistic of 100% of salary, the cost savings would be \$400,000.

This does not include the lost opportunity costs in the market place.

Don't underestimate the power of your employees. Treat them with respect, gain their trust, invest in becoming employer of choice, and you will release more discretionary energy, creativity and innovation than you can imagine.



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Planning an Interview Guide

Applicant's name: _____

Interviewer's name: _____

Date/time of interview: _____

Position applied for: _____

Location: _____

How to Plan:

1. Specify selection standards including, where applicable, special conditions/ requirements of the job.
2. Review applicant's background data (application/resume), circling incomplete or confusing information
3. Complete planning section of interviewing guide by
 Formulating opening questions regarding job selection standards

How to Evaluate:

1. Note evidence from all sources on evaluation section of *Interviewing Guide*.
2. Rate evidence for each standard as outstanding, acceptable, questionable or unacceptable.
3. Make hiring recommendation based on rating of evidence.

How to Debrief:

1. Gather additional evidence obtained by other interviewers.
2. Analyze recommendations.

Planning (Complete Before Interview)

Incomplete or confusing background data to be clarified	Possible opening questions to clarify background data:
Selection standards from job description:	Possible opening questions to probe selection standards
Special job conditions/requirements of the job:	
Notes during interview	

Evaluation (Complete After Interview)

1. Has evidence* of the person's competency in the selection standards been gathered? 2. Was candidate's behavior/communication style appropriate for the job?				
Evidence of Standard:				
	Outstanding	Acceptable	Questionable	Unacceptable
	Outstanding	Acceptable	Questionable	Unacceptable
	Outstanding	Acceptable	Questionable	Unacceptable
	Outstanding	Acceptable	Questionable	Unacceptable
	Outstanding	Acceptable	Questionable	Unacceptable
	Outstanding	Acceptable	Questionable	Unacceptable
Recommended for Hiring:				
<input type="checkbox"/> Yes <input type="checkbox"/> No				
*Evidence – A demonstration of facts, information or proof.				

Debriefing

Additional evidence obtained by other interviewers:
(Selection standards; observed behavior/communication style).

Hiring recommendations of other interviewers:

Areas requiring special training or attention if hired:

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Job Analysis

Job analysis refers to the systematic process of describing and recording aspects of jobs. Therefore, job descriptions and job specifications are the results of the job analysis process.

The job description includes a statement of job purposes, its major duties or activities and the conditions under which the job is performed. Furthermore, job specifications detail the skills, knowledge and abilities that individuals need in order to perform a job.

Why is Job Analysis Important?

Job analysis serves several purposes:

It's necessary for legally validating methods used in making employment decisions.

It aides the supervisor and employee in defining each employee's duties and related tasks.

It serves as a reference to guide employees in the correct work-related direction.

It prescribes the importance and time requirements for a worker's efforts.

It provides job applicants with realistic job information regarding duties, working conditions and job requirements.

It identifies reporting relationships for supervisors and subordinates.

It guides change in work design and task management.

It determines job relative worth in order to maintain external and internal pay equity.

It ensures that companies do not violate The Equal Pay Act of 1963.

It provides selection information necessary to make employment decisions consistent wit the Civil Rights Act of 1964 and 1991.

It serves as a basis for establishing career development programs and paths for employees.

It identifies worker redundancies during mergers, acquisitions and downsizing.
It guides supervisors and incumbents in writing references and preparing resumes, respectively for employees leaving and seeking new employment.

It helps identify essential job functions that can assist organizations in complying with Americans with Disabilities Act of 1990.

Job Analysis

Process of job study

Identifies critical:

- Responsibilities
- Tasks
- Work behaviors
- Work outcomes

Job Description

A summary of the most important features of a job including the general nature of the work performed, specific responsibilities and employee characteristics (including skills) required to perform the job.



11

Formulas and Definitions

Appendix

Turnover Rates: (New hires plus terminations divided by two) divided by (beginning and ending head counts divided by two).

Stability Index: Number of employees with more than one year in their current position divided by the total number of employees.

Personal Productivity Ratio: Total divisional payroll, including payroll taxes and benefits, divided by gross margin.

Employee Turnover	=	$\frac{\text{New Hires and Terminations}}{2}$ Average headcount
--------------------------	---	---

Average Head Count	=	$\frac{\text{January 1 headcount} + \text{December 31 headcount}}{2}$
---------------------------	---	---

Stability Index

Stability Index	=	% of employees in their current position longer than 12 months
Target Stability Should	=	75%
Greater than 75%		Means you need new blood—fresh ideas
Less than 75%		Means you have expertise and training issues—likely higher error rate



Rick Johnson: Built on Success

Imparting rubber-meets-the-road leadership skills that 35 years of “**putting MORE PROFIT into business**” have taught him, Rick’s keynote speeches, workshops as well as his *Lead Wolf* series of products focus on strategic leadership, sales effectiveness and the power of unlocking employee potential.

To sign-up for Rick's no charge monthly newsletter, [The Howl](#), go to www.CEOstrategist.com. You'll also receive a complimentary copy of Rick's reports, [The Lead Wolf Interviewing Guide](#) and [Sales Training 101](#).

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