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The practical side of business and management



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Work Phases: Organizational Design

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Date from: \_\_\_\_\_ to:

Company: \_\_\_\_\_

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Marketing Term:  Any  Advertising Agencies  Aerospace Arms Defense  Ag Chemicals

Industry:  Any  Advertising Agencies  Aerospace Arms Defense  Ag Chemicals

Document Type:  Any  Business Newspaper  Case Study  Cross Company Study

SIC Product: \_\_\_\_\_

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Business & Management Practices (195)

19493215

**Title:** A systematic protocol for assessing the currency ("up-to-dateness") of job-analytic information.  
**Source:** Public Personnel Management, 37 (3): 261, September 2008. ISSN: 0011-0260  
**Publisher:** International Personnel Management Association  
**Document Type:** Journal  
**Record Type:** Abstract, Fulltext  
**Word Count:** 7798  
**Publication Country:** United States  
**Language:** English

**Abstract:**  
 Job-analytic information is central to a variety of human resource activities (e.g., selection system development, compensation system development, organizational design). It is also well understood that many jobs are changing due to forces such as technological advances, a drive for teamwork, and various organizational interventions. In addressing such changes when using job-analytic information, human resource practitioners might be faced with questions about the currency, or "up-to-dateness," of their existing job analysis. Unfortunately, there is almost no guidance for practitioners regarding what methods might be used to check job analyses for currency (i.e., if there are any changes to the job that might influence the job analysis, how does one systematically assess such changes). We review the current literature in this area and offer a protocol that we developed and implemented within a litigious environment. The protocol is systematic and focused on job change, in order to be as efficient as possible (and sensitive to organizational resource expenditures), the protocol begins on one job-analytic information. Two examples of the protocol's implementation are provided. We also present a variety of lessons learned during the development and implementation of this relatively unique currency protocol, as well as a discussion of some possible variants of the method.

**Text:**  
 It is often given that some jobs have the potential to change rapidly over time. Some of these changes are the result of new or developing technology. That is, technology appears to be changing at ever-increasing rates as new materials are being used in production settings, innovation is being generated and managed in new ways (i.e., computerization), and so forth. Clearly, these changes in technology influence applied psychology and human resource management systems. (1) Jobs also may be changing given an increased emphasis on teamwork in organizations, (2) empowerment of employees, (3) or other managerial interventions such as quality management systems. (2) These changes and interventions may subsequently influence the nature of the knowledge, skills, or abilities involved at work. In all of these instances, researchers and human resource practitioners are often faced with concerns about the currency (or "up-to-dateness") of their existing job analyses. However, there is a marked contrast between what is written about the dynamic nature of organizations and the literature addressing changes in job analysis. That is, there is a relative dearth of literature suggesting that some jobs might be changing in significant ways, but little guidance as to how to cope with such changes when existing job analyses. It is also clear that the job analysis plays a pivotal role when designing organizational interventions, such as selection systems. (6) In fact, test developers and users, in general, need to consider that the underlying job-analytic information will change. For example, response to a thorough job analysis took place several years ago, but a new selection system is being designed and there is an underlying concern that the job may have changed in some respects. The up-to-dateness (currency) of the job-analytic information is important to organizations for at least two sets of reasons. First, organizations strive to maximize the effectiveness of their organizational interventions and processes. For example, valid selection systems that identify the best possible workers might necessitate an up-to-date understanding of the job, so such information could influence the content validity of the exam. A second, related reason that currency is important might occur if an organization incurs legal action against one or more of its human resources systems. For example, a job analysis is often used as a foundation for establishing the validity (and particularly content validity) of a personnel selection system. The nature of the job analysis could influence how convincingly the system is presented to regulatory agencies and defended in court. (7) We therefore also examined legally obtained documents for indication of job-analytic currency methods. The purpose of this article is to review existing procedures and/or writings and then to present the development and implementation of a systematic protocol for assessing the "up-to-dateness" (currency) of job-analytic information collected at some point in time. The protocol also provides a systematic way of identifying related changes, if any occurred. As will be noted later, there are three variations to the method that might be viable in certain situations, but it is believed that this protocol provides an important first step in existing common, systematic procedures and methods for checking on currency. **Peer Literature and Professional Standards** Peer literature. As noted, the literature on the currency of job-analytic information is quite scant. Reviews of job analysis techniques typically do not even mention when, or how, to check for currency of job-analytic information. (8, 9, 10, 11, 12) A few sources briefly mention job-analytic currency issues. Demerouti and Levis (13) indicate it is important to check that job analyses are not "stale." Morgeson and Campion (14) indicate that accuracy of job analyses may be difficult to assess if jobs change over time. Sackett and Luzzo (15) mention job analysis for "future" jobs and suggest asking subject matter experts (SMEs) to "think about what aspects of jobs are most likely to change and what skills or attributes are important to those aspects" (p. 33). The concept of a "recently changed" job is mentioned but not operationalized. Dumaine (16) suggested that the "several government's Dictionary of Occupational Titles was limited because of difficulties in keeping the information current. Also, Canada's (17) human resources management text mentions the notion of a "periodic audit" of job-analytic data. There is also a limited literature on the shelf life of tests. (18, 19) but those efforts do not directly address the currency of underlying job analyses (e.g., other factors such as lack of security might affect shelf life). Also, this literature does not address how to check for job-analytic currency.

▲ Typical document display.

Search Results, matches 1-20 of 467  
 Words and Phrases: Organizational Design

Business & Management Practices (195)

19493215

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**Document Type:** Journal  
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▲ Typical results of an advanced search of "Organizational Design."

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