



THE NECESSITY TO INPLEMENT A JOB ANALYSIS SYSTEM WITHIN PUBLIC ADMINISTRATION

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ABSTRACT: *Description of the opportunities to improve human resource management in the public sector by introducing a job analysis system to the public administration. Outlining a few guidelines that will facilitate the achievement of the fourth goal of the Strategy for development of the public administration by introducing a job analysis system.*

KEY WORDS: *job analysis, job analysis system, public administration.*

The restructuring of Bulgaria's public administration according to EU's requirements calls for rethinking its goals and priorities in the view of greater efficiency and expenditure reduction. This reduction comes as a consequence of the limited resources that the state may allocate for public services. Great effort has been put towards improving efficiency, motivation and training, but a lot less emphasis is being put on optimizing business process. The emphasis is put on improving the skills and qualifications of the staff. The improvement of motivation is done primarily at linear leadership level. An adequate optimization of any business process must be done on the basis of job analysis system, but that is not usually done in this manner. Using an analysis of the business process will allow for a more adequate distribution of tasks between the departments and between specific employees. [1] Developing and introducing a job analysis system will be vital to the management of the human resources in the public administration, as well as an important tool for the optimization of the business processes and the structural development of a public institution.

The increasing demand to cut down expenditure and raise the efficiency within the public sector postulates the need to find and introduce new methods in order to achieve those very same goals. As tools that will yield such results are: better planning, more effective governing, better structuring including of the business processes, more effective control, working schemes that make personal selection and evaluation more effective, creating opportunities for career development, creating proper stimulus and better motivation.

The job analysis can be employed as a tool for perfecting the business processes. The introduction of a job analysis system will be vital to the workings of Bulgaria's public sector that is because it will allow mitigating some negative trends concerning personal selection, training, career growth, promotions. It also will be very helpful as far as restructuring and the development of the job descriptions are concerned.

According to the fourth of the Strategy for modernization of administration "Bulgaria's administration will be able to answer adequately to the needs both of the public and industry if it has well motivated personnel, who excel at their professionalism and expertise. That calls for reforms in the policy of human resource management in the administration that will allow for its management to be more efficient and effective. With emphasis on career development and acquisition of new knowledge and skill, this will enable the individual employee to better perform his tasks." [2] This strategic goal is described by its six areas which it will affect: *evaluation and planning of the needs of the personal; improved selection; improvement of skill; policies for career development; incising the capacity to participate in the EU's decision making process and to perform Bulgaria's obligations; upgrading the departments responsible for the human resources; introduction of hi-tech solutions to the business processes.*

Those six areas will greatly benefit from the information that will be gathered with a job analysis.

In the area of *evaluation and planning of the needs of the personal* the information gathered with a job analysis will be beneficial to:

Job designing— as it is pointed in the strategy the practice of job designing will expand. According to the theory and the practical experience of the successful organizations the job designing is preceded by a job analysis. According to Ivanchevich and Lobanov a job analysis goes through eight stages. During these eight stages passes in the existing organizations, and for the newly formed there are additional activities. Particularly important is considered to be the first step, which gives an overview of the functioning of the organization as a whole and reveals the importance of each position (workflow). In the second stage the analyst must decide how and which information to use for the design of the position. In the third stage is determined which position / positions to be analyzed. In the fourth stage, with the help of certain methods to collect the necessary information on the content of the position and the requirements towards the employee. The information obtained is used in the fifth stage of job description and the sixth stage of developing job specification. ***Data collected from the first to the sixth stage serve at the seventh stage to design the positions.*** In the eighth stage the designed in the previous stage positions are evaluated and introduced. [3]

The job analysis provides a solid basis for the job design, it provides for a better structuring of tasks, duties, responsibilities and demands to the one who is

going to exercise a given job. They will be taking into account the specifics of each position within every particular public institution;

– Human resource planning – a job analysis is fundamental for any HR planning. It will clarify the tasks that a given position must perform within a given administrative structure; it will also serve as a basis for determining the most optimal number of employees needed in a certain category in any general or specialized administration.

According to the strategy the methods for *improved selection* “will be modernized and improved, in order to guarantee that only the most appropriate and best qualified candidates will be hired” [2]. In order for this aim to be achieved first and foremost before starting with the selection process, the specific tasks and obligations of a given position must be defined, as well as the necessary knowledge, skill set, attitude and experience that a candidate must possess. By the *Job specification*, which will be developed during the process of analysis, will outline unified criteria for determining the requirements for attracting and selecting candidates for a given position. Professional specification or specification of the position is developed in two parts: the first are the skills needed to fulfill the position: education, training, specialized training, personal qualities and abilities and the second part includes physical requirements brought by the office to employees (requirements for walking standing, talking, etc., needed to complete a job), work environment and risk situations. Michael Armstrong formulates the following key features that must contain the professional specification, required for the job knowledge, skills and professional qualities; experience and qualifications necessary for the performance of his duties; age restrictions, if necessary; career prospects; Performance characteristics; terms and conditions of employment. [4]

During the selection process the ones conducting it will be able to use the information provided with the job specifications for a specific position to determine which of the candidates possesses the necessary knowledge and skill set to carry out the duties of that particular position.

According to the strategy the *policies for career development* will be based on the elaboration of “specific career pathways, which will provide for the employ a clear perspective of their career development, according to their own interests and competence”. [2] The introduction of a comprehensive and systematic job analysis to all the positions in the administration will provide information for all the functions, activities and tasks performed by a given administrative structure, which will be grouped in fields according to function and performed tasks – that by itself is the outline of a career field. Within a specific field the functions, the tasks, the responsibilities will be organized in hierarchical manner, and this will enable the creation of career pathways. They will give the opportunity to an employee to have a horizontal as well as vertical career development. Within one career field many career pathways may be

developed, it is desirable that they be tied to achieving certain benchmarks. When the job specification for every position is written down, then it becomes clear, what are the required skills for performing the duties of every given position. When we take into account the fact that the professional development is a voluntary process and the forcible one is undesirable, it becomes apparent that the employees that should be stimulated are not just the ones who have the abilities, but also the desire to. This should be a “step by step” process where periodically goals are set and those goals are related to the career development of an employee. It’s advisable that those goals are set during the process of attestation. In that way the links between professional development and evaluation will be improved. Then it will be possible to assess the fitness of an employee to the position that this person desires, as well as making apparent any need for him to acquire more knowledge and professional experience before furthering one’s career.

The elaboration of a system for career development will take the information gathered during the job analysis and will provide with a understanding which positions will benefit from horizontal and which will benefit from vertical development and in what way the career fields and pathways must be synchronized.

Skill improvement within the dynamic development of the internal and external environment of the public institutions calls for an ongoing improvement of the skill set, the knowledge and attitude of the employees. The restructuring, modernization as well as the introduction of a hi-tech solutions calls for a constant improvement of the skill set, the knowledge and attitude of the employees. Through the job analysis it is possible to determine the changes that are occurring in the business processes, the new demands and the demands that are outdated towards the skill set, the knowledge and attitude. It will be possible to assess which is outdated and no longer needed, and which one needs updating. On that basis it will be determined the need for higher or lower demands towards the level of education and/or skill for a specific tenure.

The ever growing demand for improvement of the skills in the modern world calls for investment in the human resources. In order to avoid the scattering of resources by conducting mass trainings – that is the usual practice at the moment – only the employees that are lacking in knowledge should attend any trainings and it must be in the area where they need it. After the job analysis outlines the necessary skill set, knowledge, attitude and experience only then it is possible to compare between what is needed and the actual situation. After that it can be evaluated where a skill set needs improving or the attitude is in need of improvement or the knowledge of the employee is not up to date.

According to the strategy in the areas of *upgrading the departments responsible for the human resources and introduction of hi-tech solutions to the business processes* the emphasis is put on “introducing hi – tech solutions to the

management of human resources in the public administration". [2] The development of the organizations structure ways as well as the staff itself and the functional structuring of their human resources management units will be the basis for increasing the efficiency of the public organizations. In order to create the optimal structure and standards, which intertwine the number of employees needed at the human resource departments with the overall number of employees in a given institution an analysis of the business processes and tasks needs to be conducted. It will provide the necessary information and show where certain business processes and departments need to be restructured, according to their tasks, obligations and responsibilities and the opportunities for them to be grouped by positions. According to Beers design of a position is a process that must go through three phases. The first is an analysis of individual tasks (*what tasks will be implemented*). The second phase is the specification of methods for implementation of each task (*exactly how to be performed*). The third phase is a combination of individual tasks in specific works and giving them to the employee (*how to group the various tasks to form the position*). This phase corresponds closely to the process of organizational structuring and creation of job descriptions.[5]

The job analysis may show if there is a need for any change in the number of employees for optimal efficiency.

The employment of the job analysis as a practical tool by the HR specialists in the public sector is rarely done. The job analysis is a very labor intensive and time-consuming – which calls for understanding its importance, understanding the process itself and the products coming out of the business processes as well as their application to the function of an employee, time to produce well-trained analysts. Every organization needs to apply a suited for her conditions model for job analysis, which will facilitate the personal management, as well as the basic management functions. The job analysis as a tool for surveying the state and content of the positions is a prerequisite for improving the management of human resources. The introduction of an integrated system for it to the public sector in Bulgaria will give the ability for the management of the human factor on the basis of position requirements, and not to be used as a way of finding a new job for the already employed.

It is a challenge for the employers to develop and introduce a working system for job analysis because the process of that analysis is very labor intensive, it calls for interdisciplinary knowledge, understanding and effort, and the fact that it is not very popular makes the implementation even harder.

The analytical models may be called differently it does not matter if they are called a technique, system or a method. The important thing is to realize that they are a tool for gathering, analyzing, sorting, using and storing information through which a real survey of the content and state of positions is being conducted as well as of the employees that hold them. The gathered information

is needed by the leadership and the experts at strategic level, when HR managing programs are being elaborated and by the specialists at operative level.

The introduction of a job analysis system will answer to the challenges of our present – more flexible, more efficient and productive employees, who are fulfilling the requirements of their job descriptions and at the same time they are satisfied with their occupation.

The introduction of an integrated system for job analysis in the public administration will give the ability for the management of the human factor on the basis of position requirements.

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