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Ronald L. Jacobs

Work Analysis in the Knowledge Economy

Documenting What People Do in the Workplace for Human Resource Development

- Presents work analysis strictly from a HRD perspective
- Addresses how to perform work analysis in a knowledge economy
- Offers an entire section on how to use the information gained from work analysis
- Updates competitive titles that are ten years old
- Based on 40 years of practical experience in organizations as a consultant

Work analysis seeks to breakdown the work behaviors that people do and the characteristics of people who successfully perform the work, and then to reassemble the information in a form that has many uses in practice. The information can be used to specify job expectations, establish quality standards, develop training programs, document work processes, and anticipate safety risks, among many other uses. This book is a practical guide to using the work analysis process for improving performance in the workplace, particularly with the emergence of knowledge work. Work has undergone much change, and the trend is towards increased complexity, demanding employees to use their cognitive abilities to a greater extent. Work analysis has often been criticized for its historical focus on documenting simple, observable, and routine behaviors performed by individuals involved in low-skilled production work. But it doesn't have to be so, as readers will discover. Indeed, the demands of organizations and societies in the digital age has placed greater emphasis on documenting the changing nature of work. This practical book addresses the questions of how does one perform a work analysis? How can complex work be documented? How can the information be used by organizations, technical schools, and government agencies? Readers will find detailed descriptions of numerous work analysis techniques, along with case studies and example documents from actual organizational and national workforce development situations. This book serves as a relatively comprehensive resource for human resource development professionals in range of settings. The book should also be useful for human resource managers, line managers and supervisors, and other professionals such as quality and safety staff.

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