



Multiple Use Job Descriptions: A Guide to Analysis, Preparation, and Applications for Human Resources Managers

Philip C. Grant

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Designed as a specialized, practical reference for human resources professionals and students, this book fully explains both how to prepare and how to use job descriptions. The author breaks new ground by identifying a more extensive array of uses for job descriptions than in previous works on the subject--132 major management uses are discussed. Particular attention is given to gathering data for job descriptions and developing task/responsibility categories as an aid to understanding the design of work. Sample job descriptions are included to illustrate points made in the text. The author demonstrates the numerous ways in which job descriptions can help management make better decisions in each of the core areas of human resource management--job design, reward system design, employee staffing, employee training, and performance control. In addition, Grant addresses in detail the many typical problems organizations have with job description preparation and use, offering a wealth of suggestions for avoiding these common pitfalls.

Finally, the book shows that the design of jobs can be accurately depicted by job descriptions if attention is given to key unconventional types of information such as task times and priorities, non-work and semi-work activity, and unplanned work. An especially valuable feature is the Appendix section which contains model forms and questionnaires, log sheets, lists of objectives, rules, regulations, policies, and more. Indispensable for personnel administrators and specialists, this book is also a unique and useful management tool for department and division heads throughout the organization.

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