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The human resource approach utilizes knowledge about existingpersonnel to develop a comprehensive analysis of an organization· Information about personnel may be acquired from existing data or byconducting an assessment of personnel This kind of analytic report can bethe first step in a comprehensive assessment and evaluation of the existingworkforce It should include job and skills analyses A job analysis is adetailed description of the workplace activities of individual employees Itcan include a detailed description of the activities required to complete eachtask assigned to an individual or a group responsible for a specific task ortasks

Organizational specialists use a variety of tools to conduct job analyses· Another source that might be drawn upon would be job and positiondescriptions held by the human resources department which also retains theoriginal application of individual employees Unfortunately updatedinformation about the employee may be inconsistent For instance if theemployee completes additional training——especially outside of work——thehuman resources department may not place that information in theindividual'S file Normally specialized training provided by the company or contracted bv the company for the individual or team is recorded in employee files Nonetheless the initiation of an organizational analytic report iS an excellentopportunity to make employee files current In effect the assessment of employee skills provides the material needed for the organizational report In developing a comprehensive picture of the work and the worker

an organizational analysis based on the human resource approach IS the best method for planning organizational change and for assessmg organizational capabilities A prospective customer may reqmre a company to provlde a detailed analysis of itS workforce facilities and capital to ensure that the company will be able to meet the customer's needs Such an analysis may call for the number and educational credentials of managers engineers' shop floor personnel and support staff

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