

EXHIBIT 4.1 Comparison of Types of Job Analysis

| | Job Analysis Technique | | |
|------------------------------|--|---|---|
| | Job Requirements | Competency | Job Rewards |
| Method | Collect information on activities performed on the job and use this information to assess needed KSAOs for each job | Collect information on company strategy and use this information to determine KSAOs and behavioral capabilities needed across the organization | Collect information from employees on preferences and outcomes of jobs and combine with preferences identified in the labor market as a whole |
| Process | Review occupational requirements; collect data on tasks, duties, and responsibilities from incumbents and supervisors; develop job requirements matrix | Discuss strategy with executives to determine overall goals, then meet with division or department leaders to review how each job fits with the overall goals | Develop a list of potential rewards for a job and survey job incumbents and leaders |
| Staffing Implications | Documents task requirements for legal purposes and determines specific KSAOs for selection | Links organizational strategy with planning process and determines broad KSAOs for selection | Provides guidance for how to develop recruiting materials and retention strategies |

The Changing Nature of Jobs

The traditional way of designing a job is to identify and define its elements and tasks precisely and then incorporate them into a job description. The core task includes virtually all tasks associated with the job, and from it a fairly inclusive list of KSAOs will flow. Thus defined, there are clear lines of demarcation between jobs in terms of both tasks and KSAOs, and there is little overlap between jobs. Each job also has its own set of extrinsic and intrinsic rewards. Such job design is marked by formal organization charts, clear and precise job descriptions and specifications, and well-defined relationships between jobs in terms of mobility (promotion and transfer) paths. Also, traditional jobs are very static, with little or no change occurring in tasks or KSAOs.

One challenge to this traditional perspective is that jobs are constantly evolving.¹ Generally, these changes are not so radical that a job ceases to exist, and they