

Referring to Exhibit 4.3, five specific tasks identified via job analysis are listed. Note that only a portion of the total tasks for the job is shown. In turn, these have been categorized into two general task dimensions—supervision and word processing. Their importance to the overall job is indicated with the percentage of time spent on each—30% and 20%, respectively. For each task dimension and its specific tasks, several KSAOs have been inferred to be necessary for performance. The nature of these KSAOs is presented, along with a 1–5 rating of how important each KSAO is for performance of the task dimension. At the bottom of the matrix are indications of job context factors pertaining to work setting (indoors), privacy of work area (cubicle), attire (business clothes), body positioning (mostly sitting and standing), and physical work conditions (no environmental or job hazards).

### Task Statements

Job analysis begins with the development of task statements. Task statements are objectively written descriptions of the major tasks an employee performs in a job. They serve as the building blocks for the remainder of the job requirements job analysis. The statements are made in simple declarative sentences. Ideally, each task statement will show several things:

1. What the employee does, using a specific action verb at the start of the task statement
2. To whom or what the employee does what he or she does, stating the object of the verb
3. What is produced, indicating the expected output of the verb
4. What equipment, materials, tools, or procedures are used

In addition to the preceding four requirements, there are several other suggestions for effectively writing task statements. First, use specific action verbs that have only one meaning. Examples of verbs that do not conform to this suggestion include “supports,” “assists,” and “handles.”

Second, focus on recording tasks, as opposed to specific elements that compose a task. This requires the use of considerable judgment because the distinction between a task and an element is relative and often fuzzy. Note that most jobs can be adequately described within a range of 15–25 task statements. A task statement list exceeding this range is a warning that it may be too narrow in terms of activities defined.

Third, do not include minor or trivial activities in task statements; focus only on major tasks and activities. An exception to this recommendation occurs when a so-called minor task is judged to have great importance to the job (see the following discussion).

Fourth, ensure that the list of task statements is reliable.<sup>7</sup> A good way to do this is to have two or more people (analysts) independently evaluate the task statement list in terms of both inclusiveness and clarity. Close agreement between people