

EXHIBIT 4.

signifies high reliability. If there is disagreement, the nature of the disagreement can be discussed and the task statements can be appropriately modified. It should be acknowledged that differences in task statements are not necessarily an indication of error. Different incumbents may perform their jobs in different ways.⁸ The final job analysis document should reflect these varying perspectives clearly. Failure to acknowledge this variety can lead to an overly narrow set of desired KSAsOs, and may even lead to legal problems if the job analysis documents used to make decisions do not reflect the various ways jobs are actually performed.

Task Dimensions

Task statement lists may be maintained in list form and subsequently incorporated into the job description. Often, however, it is useful to group sets of task statements into task dimensions and then attach a name to each such dimension. Other terms for task dimensions are "duties," "accountability areas," "responsibilities," and "performance dimensions."

A useful way to facilitate the grouping process is to create a task dimension matrix. Each column in the matrix represents a potential task dimension, and a label is tentatively attached to it. Each row in the matrix represents a particular task statement. Cell entries in the matrix represent the assignment of task statements to task dimensions (the grouping of tasks). The goal is to have each task statement assigned to only one task dimension.

Several things should be kept in mind about task dimensions. First, their creation is optional and should occur only if they will be useful. Second, there are many different grouping procedures, ranging from straightforward judgmental ones to highly sophisticated statistical ones.⁹ For most purposes, a simple judgmental process is sufficient, such as having the people who created the task statements also create the groupings as part of the same exercise. As a rule, there should be four to eight dimensions, depending on the number of task statements, regardless of the specific grouping procedure used. Third, it is important that the grouping procedure yield a reliable set of task dimensions acceptable to managers, job incumbents, and other organizational members.

Importance of Tasks/Dimensions

Rarely are all tasks/dimensions of a job thought to be of equal weight or importance. It is generally felt that these differences must be captured, expressed, and incorporated into job information, especially the job description. Normally, assessments of importance are made just for task dimensions, though it is certainly possible to make them for individual tasks as well.

Before actual weighting can occur, two decisions must be made: (1) the specific attribute to be assessed in terms of importance must be decided (e.g., time spent on the task/dimension or importance), and (2) whether the attribute will be measured in categorical terms (e.g., essential or nonessential) or continuous terms (e.g., per-

A.

B.

C.

D.