

Exhibit 4.8. Care should be taken to ensure that these factors truly are job requirements, as opposed to whimsical and ill-defined preferences of the organization.

KSAO Importance

As suggested in the job requirements matrix, the KSAOs of a job may differ in their weight or contribution to task performance. Hence, their relative importance must be explicitly considered, defined, and indicated. Failure to do so means that all KSAOs will be assumed to be of equal importance by default.

As with task importance, deriving KSAO importance requires two decisions. First, what will be the specific attribute(s) on which importance is judged? Second, will the measurement of each attribute be categorical (e.g., required-preferred) or continuous (e.g., 1–5 rating scale)? Examples of formats for indicating KSAO importance are shown in Exhibit 4.9. O*NET uses a 1–5 rating scale format and also provides actual importance ratings for many jobs.

Ratings of KSAO importance generally can be divided into time and importance.¹⁶ Time-oriented measures include things like time spent, frequency, and duration scales. Importance includes things like criticality, difficulty, and overall importance. In most organizations, time spent and importance are completely distinct, and so both should be measured to get a full picture of the job's requirements. It should be noted that there are systematic differences in ratings of time spent and importance across observers. For example, new employees may spend more time developing relationships, whereas established employees spend time maintaining relationships. Thus, multiple perspectives will need to be integrated.

Job Context

As shown in the job requirements matrix, tasks and KSAOs occur within a broader job context. A job requirements job analysis should include consideration of the job context and the factors that are important in defining it. Such consideration

EXHIBIT 4.8 Examples of Other Job Requirements

Personality

- Conscientiousness
- Extraversion
- Agreeableness
- Confidence/assertiveness

Training and Experience

- Licensing
- Certificates
- Registrations
- Clean criminal background

Values and Interests

- Moral and ethical principles
- Independence
- Creativity