

**Supervisors.** Supervisors are excellent sources for use in job analysis. They not only supervise employees performing the job to be analyzed but also have played a major role in defining it and in adding or deleting job tasks (as in evolving and flexible jobs). Moreover, because supervisors ultimately have to accept the resulting descriptions and specifications for jobs they supervise, including them as a source is a good way to ensure such acceptance.

**Subject Matter Experts.** Often, job analysts, job incumbents, and supervisors are called subject matter experts (SMEs). Other individuals may also be used as SMEs. These people bring particular expertise to the job analysis process, an expertise not thought to be available through standard sources. Though the exact qualifications for being designated an SME are far from clear, examples of sources so designated include previous jobholders (e.g., recently promoted employees), private consultants, customer/clients, and citizens-at-large for some public sector jobs (e.g., superintendent of schools for a school district). Whatever the sources of SMEs, a common requirement is that they have recent, firsthand knowledge of the job being analyzed.<sup>23</sup>

### **Job Analysis Process**

Collecting job information through job analysis requires development and use of an overall process. Unfortunately, there is no set or best process to be followed; the process has to be tailor-made to suit the specifics of the situation in which it occurs. Many key issues must be dealt with in the construction and operation of the process.<sup>24</sup> Each of these is briefly commented on next.

**Purpose.** The purpose(s) of job analysis should be clearly identified and agreed on. Since job analysis is a process designed to yield job information, the organization should ask exactly what job information is desired and why. Here, it is useful to refer back to the job requirements matrix to review the types of information that can be sought and obtained in a job requirements job analysis. Management must decide exactly what types of information are desired (task statements, task dimensions, and so forth) and in what format. Once the desired output and the results of job analysis have been determined, the organization can then plan a process that will yield the desired results.

**Scope.** The issue of scope involves which job(s) to include in the job analysis. Decisions about actual scope should be based on (1) the importance of the job to the functioning of the organization, (2) the number of job applicants and incumbents, (3) whether the job is entry level and thus subject to constant staffing activity, (4) the frequency with which job requirements (both tasks and KSAs) change, and (5) the amount of time that has lapsed since the previous job analysis.