

It also occupies a prominent position in the Uniform Guidelines on Employee Selection Procedures (UGESP). Additionally, the Americans With Disabilities Act (ADA) requires that the organization determine the essential functions of each job, and job analysis can play a pivotal role in that process. The job requirements matrix and its development are very relevant to these issues.

### Job Relatedness and Court Cases

In equal employment opportunity and affirmative action (EEO/AA) court cases, the organization is confronted with the need to justify its challenged staffing practices as being job related. Common sense suggests that this requires the organization to conduct some type of job analysis to identify job requirements. If the case involves an organization's defense of its selection procedures, the UGESP require conducting a job analysis. In addition, specific features or characteristics of the job analysis make a difference in the organization's defense. Specifically, an examination of court cases indicates that for purposes of legal defensibility the organization should conform to the following recommendations:

1. "Job analysis must be performed and must be for the job for which the selection instrument is to be utilized.
2. Analysis of the job should be in writing.
3. Job analysts should describe in detail the procedure used.
4. Job data should be collected from a variety of current sources by knowledgeable job analysts.
5. Sample size should be large and representative of the jobs for which the selection instrument is used.
6. Tasks, duties, and activities should be included in the analysis.
7. The most important tasks should be represented in the selection device.
8. Competency levels of job performance for entry-level jobs should be specified.
9. Knowledge, skills, and abilities should be specified, particularly if a content validation model is followed."<sup>39</sup>

These recommendations are consistent with our view of job analysis as the basic foundation for staffing activities. Moreover, even though these recommendations were made many years ago, there is little reason to doubt or modify any of them on the basis of more recent court cases.

### Essential Job Functions

Recall that under the ADA, the organization must not discriminate against a qualified individual with a disability who can perform the "essential functions" of the job, with or without reasonable accommodation. This requirement raises three questions: What are essential functions? What is the evidence of essential functions? What is the role of job analysis?