

they should be derived from an explicit consideration of their probable links to the essential tasks. Third, with regard to tasks, the focus should be on the tasks themselves and the outcome or results of the tasks, rather than the methods by which they are performed. Finally, the job analysis should be useful in identifying potential reasonable accommodations.<sup>41</sup>

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## SUMMARY

Organizations design and use various types of jobs—as jobs change and evolve, new design approaches are sometimes needed. All design approaches result in job content in the form of job requirements and rewards. Job analysis is described as the process used to gather, analyze, synthesize, and report information about job content. The job requirements approach to job analysis focuses on job-specific tasks, KSAOs, and job context. Competency-based job analysis seeks to identify more general KSAOs that apply across jobs and roles. The job rewards approach focuses on understanding the outcomes of work for employees.

The job requirements approach is guided by the job requirements matrix. The matrix calls for information about tasks and task dimensions, as well as their importance. In a parallel fashion, it requires information about KSAOs required for the tasks, plus indications about the importance of those KSAOs. The final component of the matrix deals with numerous elements of the job context.

When gathering the information called for by the job requirements matrix, the organization is confronted with a multitude of choices. Those choices are shown to revolve around various job analysis methods, sources, and processes. The organization must choose from among these: all have advantages and disadvantages associated with them. The choices should be guided by a concern for the accuracy and acceptability of the information being gathered.

Competency-based job analysis seeks to identify general competencies (KSAOs) necessary for all jobs because the competencies support the organization's mission and goals. Within work units, other general competencies (job-spanning KSAOs) may also be established that cut across multiple jobs. Potential techniques and processes for collecting competency information were suggested.

Jobs offer a variety of rewards, both extrinsic and intrinsic. The totality of these rewards constitutes the EVP. To help form EVPs, it is necessary to collect information about employee reward preferences and rewards given to employees at other organizations. Numerous techniques for doing this are available.

From a legal perspective, job analysis is very important in creating staffing systems and practices that comply with EEO/AA laws and regulations. The employer must ensure (or be able to show) that its practices are job related. This requires not only conducting a job requirements job analysis but also using a process that itself has defensible characteristics. Under the ADA, the organization must identify the essential functions of the job. Though this does not require a job analysis, the

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