

Job Analysis System

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1. Identify job tasks. Ask a Subject Matter Expert (SME) what he/she does, how he/she does it, and why he/she does it. A SME is a jobholder, his or her supervisor, or another person knowledgeable about the job under study. Record on the Job Analysis Worksheet the SME responses to these three questions.

2. Determine which tasks are essential. Ask the SME the questions below.

- Must you perform this function?
- Would removing this function fundamentally change the job because the position exists to perform this function?
- If you fail to perform this function, would there be serious consequences?
- Is this function highly specialized for which you were specifically hired?
- Does the function occupy a great deal of your time?

Consider the task an essential function if the SME answers the first four questions affirmatively. The fifth question substantiates the other questions and does not require an affirmative response. A task can be essential, even though it is performed infrequently. On the Job Analysis Worksheet, mark whether or not the task is essential. Also, write the percentage of time the task is performed.

3. Identify knowledges, skills, and abilities (KSAs). Ask the SME what KSAs are needed to perform each task and then record them on the Job Analysis Worksheet. A KSA may be linked to more than one task. Knowledge is a body of information applied directly to the performance of a function. Skill is a refined ability based on knowledge and experience. Ability is a competence to perform a task or function with little regard to experience or knowledge.

4. Write a job description. Include in your job description the following sections: job title, summary (usually written after developing the job description), essential and nonessential tasks, KSAs, minimum education and experience, and job environment (physical and mental characteristics, distinguishing characteristics, supervision received or given).

Task statements begin with an active verb describing *what* gets done, followed by an object (person or thing) receiving action, and end with an infinitive phrase that describes the purpose or the *why* of the task. Sometimes the *how* (using what tools, equipment, aids, or processes) is included where ever appropriate. A word of caution however. Because of the Americans with Disability Act (ADA), task statements should emphasize what is accomplished (*why*) rather than focus on *how* the task is performed. This affords an employee the flexibility to perform the task in a manner consistent with the reasonable accommodation principle and for the intended purpose of the task. List essential and nonessential tasks in reverse order of the relative time an employee spends performing each task. Also, include only tasks which comprise at least 5% of the job. An example follows:

Types monthly ethnic census forms to (or for the purpose of complying) comply with provisions of the City's Affirmative Action Plan using a PC and Word software.

KSA statements delineate *what* KSA is needed (i.e., knowledge of what, skilled at what, ability to do what), specify *how* much of the KSA is required to perform the job successfully at the time of hire, and to *what* effect is the KSA used. Examples follow:

- Ability to lift 50 pound boxes for six hours a day
- Ability to type documents, correspondence, and forms at a constant rate of 45 words per minutes without errors
- Knowledge of advanced MS Word functions to prepare memos and various documents.