

# Job Analysis

## Experience

Our staff members have conducted hundreds of job analyses for jobs ranging from executive level, professional positions to entry-level, manual labor positions for both private and public sector clients. Our job analysis studies comply with federal regulatory guidelines and professional standards and will provide your organization with detailed information about a position as well as the validation necessary to support a number of human resources functions.

## Methodology

At the core of job analysis is the process of determining the work behaviors and tasks that comprise the content of a position or job, as well as the knowledge, skills, abilities, and physical abilities that are important for successful performance of the job. We will work closely with your organization to coordinate and conduct the job analysis activities such as site observations, individual interviews, group discussions, brainstorming sessions, and the administration of questionnaires. Job analysis is an involved process that includes collecting, analyzing, and interpreting job-related information that can be used for a variety of purposes. The method we use is a comprehensive system providing vital information for the following uses:

- Selection/Promotion
- Job Evaluation/Job Classification
- Job Descriptions
- Training or Recruitment
- Compensation
- Performance Appraisal
- Career Planning
- Job Design

## Collection of Background Information

The purpose of this step is to familiarize our analysts with the job under review. We begin this process by reviewing the professional literature or previous studies conducted on the job. Additionally, our staff will review other materials such as the Dictionary of Occupational Titles (Department of Labor, 1977) and Sidney Gael's Job Analysis Handbook for Business, Industry, and Government (Page & Caskey, 1988). We also will concentrate our review on other documents pertaining to the job under review (e.g., organizational charts, policies and procedure manuals, training guides).

## Site Observations

We will work closely with your incumbents, called subject matter experts (SMEs), to become familiar with their jobs and your organization. During this phase we will interview and observe incumbents performing their job duties to outline job functions and collect information concerning physical requirements and work conditions. This step also assists us in obtaining information needed for group meetings with the job incumbents.

## Group Meetings

Following the background information review and site observations, we conduct group meetings to collect detailed information about a) work behaviors (WBs) and tasks, b) knowledge, skills, and abilities (KSAs), c) physical abilities (PAs), and d) work conditions. The purpose of these meetings is to provide a

comprehensive description of the job under review and to ensure that all information gathered is specific to your organization.

### **Development and Administration of the Job Analysis Questionnaire**

The group meetings with incumbents provide an overall blueprint of the job content domain; however they do not provide a standardized measure of the importance, criticality, frequency, and other criteria necessary to comply with professional standards. We will design a job analysis questionnaire to collect this information in a standardized format from a representative sample of job incumbents. Next we will compile the data from the questionnaires. The results will reveal a number of criteria necessary for developing content valid selection procedures such as frequency, criticality, and importance ratings. These results are also important for use in the development of other human resource systems (e.g., performance management systems). Our results also provide information regarding essential job functions and physical requirements important to complying with the Americans with Disabilities Act (ADA).

### **Identification of the Job Content Domain**

Based upon the statistical analyses of the job analysis questionnaires, we can define the job content domain. The job content domain identifies those work behaviors and tasks, as well as the knowledges, skills, and abilities which are sufficiently important, frequent, or essential to the job under study. This is done in compliance with professional and federal regulatory guidelines such as the Uniform Guidelines on Employee Selection Procedures (29CFR1607), the Standards for Educational and Psychological Testing (American Research Association, American Psychological Association, and the National Council on Measurement in Education, 1999), and the Principles for the Validation and Use of Personnel Selection Procedures (Society for Industrial and Organizational Psychology, 2003). And best of all, our in-depth process documents the job content at your organization, not a generic job for persons in the same or similar position at other organizations.

### **Job Analysis Documentation**

A report detailing the job analysis method and outcome is essential in documenting the validity of the analysis. We provide job analysis reports that comply with professional and regulatory guidelines.