

Three Parts to the Job Analysis

DEVELOPING AN INITIAL LIST OF DUTIES AND TASKS TO PERFORM A JOB TASK ANALYSIS

Job Task Analysis (JTA): A systematic and thorough study of all the knowledge and skills required to succeed in an occupation. The end product is a comprehensive list of duties (related tasks), tasks, and general knowledge and skills. (ATTA: A)

IDENTIFYING AND DESCRIBING THE OCCUPATION

Some useful sources for developing the description include (Note- this list is not all inclusive):

- O-NET (<http://www.onetonline.org/>)
ONET provides generic job descriptions; categorizes jobs by skill type/level; highlights job-specific software and tools; and crosswalks ONET with other classification systems.
- INDEED (www.indeed.com/)
INDEED provides FREE access to job postings and resumes which highlight occupational skills needed by specific industries and employers.
- Organizational charts, process flows, and completed job descriptions for similar positions
- Manufacturer's manuals
Technical manuals and handbooks provide instructions/tasks for maintaining and operating the equipment, tools, and software associated with specific jobs
- Observation and Face-to-Face interviews
Interviewing and observing workers performing the job can provide insights for emerging or rapidly changing occupations for which there is very little published information

Once the initial tasks are compiled, at least two Subject Matter Experts (SMEs), should review the list and add, delete tasks and clarify any unclear issues.

SMEs may be found within industry associations, professional associations, and regulatory agencies; as well as, within individual companies.

Generally, the best SMEs are supervisory personnel with at least one year of experience who have advanced from entry level. Immediate supervisors tend to have more detailed information that makes the data more meaningful than others who lack direct oversight of day-to-day job performance (i.e. Business Owners and HR personnel).

ORGANIZING JTA INFORMATION

Key considerations for identifying and ranking the overall importance of each task:

- Use only action verbs in the task list; the resulting actions should be measurable. Include active verbs which clarify actions – like “Create”, “Manipulate”, “Prepare”, “Compile”, and “Operate”. Avoid verbs like “know” and “understand” which cannot be observed or measured.
- End duty statements with the suffix ‘ing’ to distinguish them from tasks.
- Determine prerequisite knowledge and skills (Is there any order to learning the tasks?)
- Group tasks that logically fit together to make a major function (what is usually called a duty statement).
- Don’t include tasks which overlap other tasks.
- Rank each task in using the following categories (from 1 to 4; 1 is highest):
 - Entry level skill (proficiency);
 - Frequency (of use);
 - Difficulty (Task complexity);
 - Importance (to overall job performance).

See attachment C for a sample evaluation form – to include detailed completion instructions.

VALIDATION PROCESS

- Form a validation study group – with SMEs from multiple companies across the industry (or in some cases multiple industries)
- Invite study group participants to a 1-2 hour meeting to review the initial list of duties and tasks. Provide a read-ahead containing the list, as well as, rating instructions, and expectations for the meeting.
- Designate a facilitator (meeting manager) and a recorder. The facilitator will open the meeting and review content of the read-ahead. Included in the introduction will be the job title and description and an explanation of the rating scale and ranking process.
- The facilitator will process down the task list and each participant will rank each duty and task in four areas (Proficiency, Frequency, Difficulty, and Importance). The facilitator is not necessarily looking for a consensus but rather for representative ratings. The purpose of the process is to ensure rating consistency, as well as, to identify items with a wide variance of ratings and briefly discuss the reason for such variance. After brief discussion, each participant will individually record results using a standardized form. Composite data will be captured in spreadsheet/tabular format.