Hiring Reform:
Job Analysis and
Specialized Experience Training
Topics

- What is a Job Analysis?
- Legal Requirements
- When to Conduct a Job Analysis
- How to Conduct a Job Analysis
- KSA Statements
- Competencies
What is A Job Analysis?

- Identifies the competencies/KSAs directly related to performance on the job
- Systematic procedure for gathering, documenting, and analyzing information about the content, context, and requirements of the job
- Demonstrates a clear relationship between the duties of the job and the competencies/KSAs required to perform those duties
- Competencies and KSAs serve the same function in the job analysis process
- Forms the basis of valid and effective applicant assessment tools
Employment practices should be based on a job analysis to identify:

- Basic duties and responsibilities
- KSAs required to perform the duties and responsibilities
- Factors that are important in evaluating candidates (5 CFR Part 300)
- When and how to conduct a job analysis that will meet the Uniform Guidelines on Employment Selection Procedures (29 CFR Part 1607)
Importance of Job Analysis

• By systematically examining what the job entails, you can identify the key competencies/KSAs necessary for successful performance on the job

• Once key competencies/KSAs are identified, valid and effective selection tools can be developed to identify and attract highly qualified candidates for the job

• Job analysis can be used to determine:
  ▪ Job requirements
  ▪ Training needs
  ▪ Other personnel actions such as promotions and performance appraisals
When to Conduct a Job Analysis

- Anytime a position is advertised
- Where job openings in the same occupation recur frequently, you may use a previously developed job analysis
How to Conduct a Job Analysis

Overview:

• Job Analysis Definitions
• Gathering Information
• Multi-Grade Recruitment
• Developing KSA Statements
• Identifying Competencies
• Use of Selective Factors
• Rating KSAs and Competencies
• Finalizing a Job Analysis
• Sources of Additional Information
**Job Analysis Definitions**

**Competency** - A measurable pattern of knowledge, skills, abilities, behaviors and other characteristics that an individual needs in order to perform work roles or occupational functions successfully. Examples include oral communication, flexibility, customer service, leadership, decision making, problem solving.

**KSAs** - The knowledge, skills, and abilities that an individual needs in order to successfully carry out the functions of the job on a regular and recurring basis.

**Ratings/Cutoffs** - Computed numerical thresholds that determine which tasks and competencies are required to successfully perform the job.

**Subject Matter Expert (SME)** - An individual (usually first line supervisor of the position being filled or superior incumbent of the position) who has full knowledge of the duties of the position and the skills and abilities necessary to perform the work. Responsible for providing relevant information and assisting in the development of the job analysis.
Gathering Information

- Position Description (PD)
- Performance Appraisal Plan
- Position Classification Standards
- Position Qualification Standards
- Job Announcements
- Internet searches
- Old crediting plans
Conducting A Job Analysis

• Steps associated with developing a job analysis are covered in DOC’s HR Bulletin on Job Analysis

• HR Specialist and SME jointly summarize the major functions of the position and the KSAs/competencies necessary to perform these functions
Job analysis for multi-grade recruitments:

• May be similar at each grade level
  ▪ Grade level distinctions exist in level of supervision

• Job analysis must be conducted
  ▪ For the full performance level and/or highest grade level advertised
  ▪ On the lowest grade level for multiple-grade recruitments that cover positions 3 or more grade levels below the full-performance level
  ▪ On any grade level that requires a different KSA than the full performance level
Developing KSA Statements

- Develop KSAs by gathering information from various sources (e.g. PD, classification standards, hiring manager)
- Write them using the general formula
  - Perform *What?* + to *Whom?* or *What?* + to produce *What?* or *Why?* *How?*

Example: Identify+ competencies + to develop a job analysis
Good KSA statements:

- Clear and concise as possible
- Measure ONE factor or characteristic
- Not too specific or too general
- Written in plain language
- Avoid use of qualitative adjectives
- Avoid vague or ambiguous terms
- Avoid requiring job-specific or agency-specific knowledge that could be learned in a reasonable period of time on the job
Examples of KSA Statements:

• **Poorly Written:** Demonstrated ability to check time reports for persons under own supervision for errors in addition and hours claimed within the NFC system, uses daily work summary sheets as a resources if necessary, signs time reports and/or payroll sheets, and routes to payroll department before pay period deadline in order to authorize payment for time worked

• **Well Written:** Ability to audit employee time reports using an automated system
Identifying Competencies

• Define competencies simply and clearly
• Make sure competencies embody a single, readily identifiable characteristic
  ▪ Examples include oral communication, flexibility, customer service, leadership, decision making, problem solving
• Avoid stating a competency in a way that would confuse it with a KSA
  ▪ Frequently happens when competency statement begins with “Ability to perform a task”
• Make competency definitions behaviorally based
  ▪ Ensure competency can be assessed through measurable behaviors (e.g. incorporate action verbs into the competency definitions)
• Remove unnecessary qualifiers such as “thorough knowledge”, “considerable skill”, or “basic understanding”
Use of Selective Factors

- Selective factors are specific qualifications that are required in order for an employee to successfully perform the duties of the position.

- Selective factor(s):
  - Must be identified in the job analysis and job announcement.
  - Are part of minimum qualification requirements.
  - Can include requirements for licensure or certification.
  - Can be used for positions at any grade level where its use is deemed appropriate.
Use of Selective Factors

• Selective factors cannot:
  ▪ Preclude applicants who could perform the duties of the position
  ▪ Require KSAs or agency-specific knowledge that could be learned in a reasonable period of time on the job
  ▪ Interfere with the goal of placing applicants from priority placement lists

• Applicants who do not meet selective factors are ineligible for further consideration
• Once KSA/Competencies have been identified, capture them in one document

• SME (with the assistance of the HR Specialist) will:
  ▪ Validate KSAs or competencies by determining if they are essential or desirable
  ▪ Validate if desirable competencies are ratable or measurable
  ▪ Review KSAs for repetition or redundancy; delete duplicates and/or combine similar KSAs
  ▪ Establish importance of each KSA by determining frequency, distinguishing value, and need at entry
Completing A Job Analysis

- Finalize KSAs and competencies
- Include selective factors (if any) in job analysis
- Job analysis is signed by SME and HR Specialist to indicate agreement/approval
Thank You!