



TenStep Supplemental Paper

28 January 2004

Assessing Jobs, Not People

Job Analysis (JA) is a process to identify and determine in detail not only a job's particular responsibilities and requirements, but also the relative importance of these responsibilities. It is a process where judgments are made about data collected on a job.

An important idea to remember about this tool is that it analyzes the job, not the person. The data required may be collected from incumbents through interviews or questionnaires.

Job Analysis can be used in:

- assessment tests to measure effectiveness of training
- Identifying methods of training (i.e. small group, computer-based, video, classroom...)

It can also be used to structure compensation based on:

- skill level of an employee
- hazards at the work place
- responsibilities of supervisors
- required level of training needed to perform the job

Selection Procedures

This technique can be used in selection procedures to identify or develop:

- job duties that should be included in advertisements of vacant positions
- appropriate salary for the position
- interview questions
- selection tools
- performance appraisal / evaluation forms
- orientation material for new employees

Job Analysis can be used in performance reviews to identify or develop:

- goals and objectives
- performance standards
- evaluation criteria
- length of probationary periods

Methods of Job Analysis

Several methods exist that may be used individually or combined. These include:



TenStep Supplemental Paper

- review of job classification systems
- incumbent interviews
- supervisor interviews
- expert panels
- structured questionnaires
- task inventories
- checklists
- open-ended questionnaires

A common method of analyzing a job would be a simple questionnaire (filled out by the incumbent) to identify job duties, responsibilities, equipment used, work relationships and work environment. The completed questionnaire would then be used to conduct an interview with the incumbent. A draft of identified job duties, responsibilities, equipment, relationships and work environment would be reviewed with the supervisor for accuracy. The analyst would then prepare a job description and / or job specifications.