

Job Analysis in the “Real World”

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Panel Discussion

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Q1: Consider the most important challenges you have faced in your job analysis work. What approaches have you used to deal with these issues?

- The most important challenges I have faced in my job analysis work are:
 - Working with court deadlines
 - Reviewing a high volume of reports
 - Job analyses differ depending on who develop them (e.g., internal staff, vendors, etc.)
 - Determining what is unimportant, important or critical
 - Openness to feedback
 - Do not compromise quality over quantity

Q1: Consider the most important challenges you have faced in your job analysis work. What approaches have you used to deal with these issues?

- **Challenge #1: Working with court deadlines**
 - Create and maintain schedule(s) to accomplish work
 - Abolish, re-create, or adjust schedule(s) when necessary
 - Ensure schedule(s) submitted to court are realistic
 - Ensure all key players are aware of project deadlines
 - Expect the unexpected when working in a legal environment
- **Challenge #2: Reviewing a high volume of reports**
 - It pays to be very organized (e.g., have a system for filing and retrieving reports, and for following-up on changes in reports)
 - To be a reviewer requires perseverance, attention to detail, and goal orientation
 - Ideally a reviewer would be someone who is not involved in the job analysis
 - Use additional reviewers if budget permits

Q1: Consider the most important challenges you have faced in your job analysis work. What approaches have you used to deal with these issues?

- **Challenge #3: Job analyses differ depending on who develop them (e.g., internal staff, vendors, etc.)**
 - There is no one best way to conduct a job analysis (e.g., do you conduct linkages first or tasks and KSAs first?, do you use NAE screen for tasks during job analysis or exam development?, do you use NAE screen for tasks if tasks are not measured directly on an exam?, do you link KSAs to tasks or work behaviors, do you collect ratings for work behaviors?).
 - No matter what job analysis procedures you use, make sure they are defensible and follow the documentation requirements of the Uniform Guidelines.
 - Use a template for job analysis reports that can be revised as needed in order to maintain consistency in the format of job analysis reports.

Q1: Consider the most important challenges you have faced in your job analysis work. What approaches have you used to deal with these issues?

- Challenge #4: Determining what is unimportant, important, or critical
 - What is important/critical to one reviewer may not be important/critical to another reviewer or to developer of job analysis
 - To determine what is critical,
 - Have others review comments to ensure they are critical
 - Have second reviewer review report
 - Seek perspectives of experts in field
 - Ensure critical issues are addressed
- Challenge #5: Openness to feedback
 - Consider reviewer as a valuable resource (e.g., for catching any mistakes prior to sending reports to parties)
 - Do not compromise when something is clearly in error

Q1: Consider the most important challenges you have faced in your job analysis work. What approaches have you used to deal with these issues?

- Challenge #6: Do not compromise quality over quantity
 - Doing job analysis the correct way the first time will save time and effort later (e.g., during internal reviews, experts' reviews, editing stages)
 - Always review reports for accuracy, completeness, and soundness of methodology
 - The better the quality of the report, the easier it is to defend in court

Q2: How does the organizational environment (e.g., type of agency/organization, structure/bureaucracy, etc.) impact the planning and conduct of job analysis?

- The organizational environment impacts the planning and conduct of job analysis as follows:
 - The State of Alabama consists of 67 counties that cover an area of over 50,000 square miles.
 - It has approximately 100 departments or agencies that employ over 30,000 merit system employees.
 - The State has over 1,100 job classifications ranging from 1 job incumbent to several hundred job incumbents to over 1,000 job incumbents to over 2,000 job incumbents.
- Sources: State of Alabama Personnel Department (2002 a, b) and U.S. Census Bureau (2000 a, b)

Q2: How does the organizational environment (e.g., type of agency/organization, structure/bureaucracy, etc.) impact the planning and conduct of job analysis?

- The organizational environment impacts the planning and conduct of job analysis as follows (continued):
 - Job analyses are frequently developed or updated in order to develop new selection or promotional procedures. Job analyses are conducted by job analysts employed by the State Personnel Department located in Montgomery.
 - Depending on the job classification under study, a selection or promotional procedure can be developed for one specific department/agency or multiple departments/agencies in the State.
 - Therefore, job analyses developed for these procedures may involve recruitment of SMEs from a single department/agency or multiple departments/agencies spread across counties in the State. This can result in interagency differences in job tasks for the same class titles. Budgetary constraints further add to the challenge of recruiting SMEs from other counties to assist with job analysis development.

Q3: What challenges have you encountered in the planning phase of job analysis research? How have you dealt with these challenges?

- The challenges I have encountered in the planning phase of job analysis research are:
 - Working with small sample sizes
 - Identifying qualified or knowledgeable SMEs
 - Using incumbents, supervisors, or both



Q3: What challenges have you encountered in the planning phase of job analysis research? How have you dealt with these challenges?

- Challenge #1: Working with Small Sample Sizes Due to Small Incumbent/Vacant/New Jobs
 - Lack of or insufficient job information
 - Lack of representation or diversity
 - SMEs unable to travel to Montgomery
 - SMEs unavailable/not showing up for meetings
 - Ratings are inadequate for statistical analyses

Q3: What challenges have you encountered in the planning phase of job analysis research? How have you dealt with these challenges?

- Challenge #1: Working with Small Sample Sizes Due to Small Incumbent/Vacant/New Jobs (cont.)
 - Lack of or insufficient job information
 - For a new job, ask supervisor(s) what the job duties will be and what they are looking for in successful candidate(s).
 - Ask persons who will be supervised by or will interact with this position on a regular basis.
 - Consult with Department Personnel Managers to select appropriate SMEs.
 - Review professional literature and background materials.
 - Obtain information on similar occupations from out-of-state (e.g., Tannebaum & Wesley (1993) found similar importance ratings for knowledges and abilities on licensing exams in a small advisory group and experts working in the field).

Q3: What challenges have you encountered in the planning phase of job analysis research? How have you dealt with these challenges?

- Challenge #1: Working with Small Sample Sizes Due to Small Incumbent/Vacant/New Jobs (cont.)
 - Lack of representation or diversity
 - Include females and minorities at the supervisory level or at the level above the immediate supervisor.
 - Use employees who are promoted or who have transferred to another position.
 - SMEs unable to travel to Montgomery (e.g., due to budgetary constraints)
 - Fax/send/e-mail information
 - Discuss over the phone
 - Travel to their locations

Q3: What challenges have you encountered in the planning phase of job analysis research? How have you dealt with these challenges?

- Challenge #1: Working with Small Sample Sizes Due to Small Incumbent/Vacant/New Jobs (cont.)
 - SMEs unavailable/not showing up for meetings (e.g., due to difficulty in getting them to meet together on a specific day)
 - Conduct individual or follow-up meetings, mail-outs, or phone interviews
 - Use all possible SMEs, including supervisors.
 - Build-in additional time to conduct job analysis.

Q3: What challenges have you encountered in the planning phase of job analysis research? How have you dealt with these challenges?

- Challenge #1: Working with Small Sample Sizes Due to Small Incumbent/Vacant/New Jobs (cont.)
 - Ratings are inadequate for statistical analyses
 - Sample sizes are not big enough to perform appropriate analyses (e.g., reliability estimates for different gender, race, department/agency, geographical location, department size, shift, etc.), and ratings based on small samples are unreliable.
 - Instead of using ratings, consider using a consensus process (see Job Analysis Procedure for Jobs with Four or Fewer SMEs described in Question 8).
 - In a consensus process, each SME may still provide independent ratings, as long as each SME later discusses his/her ratings and comes to a consensus judgment with the rest of the group.

Q3: What challenges have you encountered in the planning phase of job analysis research? How have you dealt with these challenges?

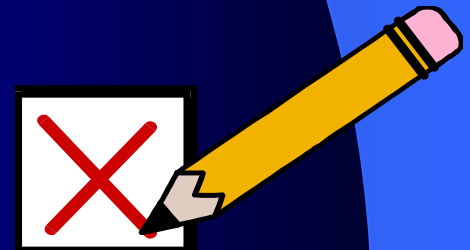
- Challenge #2: Identifying Qualified or Knowledgeable SMEs
 - Some supervisors with no working knowledge or day-to-day knowledge of the job
 - Position is vacant or new
 - Lack of information about SMEs in a large incumbent sample spread across several agencies/departments

Q3: What challenges have you encountered in the planning phase of job analysis research? How have you dealt with these challenges?

- Challenge #2: Identifying Qualified or Knowledgeable SMEs (continued)
 - Some supervisors with no working knowledge or day-to-day knowledge of the job:
 - Defer to incumbent(s)
 - Position is vacant or new:
 - Use supervisor of the vacant or new position
 - Use recently promoted or retired SMEs
 - Use incumbents or supervisors in similar positions, O'NET, etc.
 - Lack of information about SMEs in a large incumbent sample spread across several agencies/departments:
 - Ask Department Personnel Managers

Q3: What challenges have you encountered in the planning phase of job analysis research? How have you dealt with these challenges?

- Challenge #2: Identifying Qualified or Knowledgeable SMEs (continued)
 - Criteria for selection:
 - Off probation
 - Experience/expertise
 - Service ratings/appraisal ratings
 - Others: Demographics, department/agency, geographic location, department size, tenure, shifts, incumbents/supervisors, etc.



Q3: What challenges have you encountered in the planning phase of job analysis research? How have you dealt with these challenges?

- Challenge #2: Identifying Qualified or Knowledgeable SMEs (continued)
 - Off probation:
 - Use SMEs who have completed their 6 months probationary period.
 - Experience/Expertise:
 - Use SMEs who have experience/expertise in the job.
 - Service Ratings/Appraisal Ratings:
 - Use SMEs who have adequate service/appraisal ratings.
 - Others:
 - Use a diverse group of SMEs by department/agency, geographic location, department size, tenure, shift, incumbent and supervisory groups, etc.

Q3: What challenges have you encountered in the planning phase of job analysis research? How have you dealt with these challenges?

- Challenge #3: Using Incumbents, Supervisors, or Both
 - Misconceptions About Using Supervisors As SMEs:
 - Avoid using supervisors and their subordinates in the same meeting, because subordinates may not participate or may defer to their supervisors in the meeting.
 - Supervisors cannot change what incumbents have reviewed or rated.
 - Supervisors are not knowledgeable of or are not familiar with what incumbents do on the job.

Q3: What challenges have you encountered in the planning phase of job analysis research? How have you dealt with these challenges?

- Challenge #3: Using Incumbents, Supervisors, or Both

- Principles:

- “Sources of information should be credible.” (p. 5)
- “Determination of both [tasks, activities, or responsibilities of the job incumbents AND worker specifications] requires a job analysis based on judgments of informed persons such as...job incumbents, their supervisors, or personnel analysts.” (p. 21)

Q3: What challenges have you encountered in the planning phase of job analysis research? How have you dealt with these challenges?

- Challenge #3: Using Incumbents, Supervisors, or Both (continued)

- State Personnel Department (2000) defined a SME as:

- “A person judged to provide detailed information about specific aspects of a job under analysis. SMEs typically include experienced job incumbents, immediate supervisors, and occasionally knowledge area technical experts, clients and/or customers.” (State Personnel Department, 2000)

- Locklear, Prewett, Champion, Livingston, & Veres (1993) defined a SME as:

- “...a job incumbent or immediate supervisor of a job targeted for job analysis. They are called subject matter experts because job incumbents and supervisors naturally are the most knowledgeable individuals regarding what is done on the job, and what is required to perform the job.” (p. 6)

Q3: What challenges have you encountered in the planning phase of job analysis research? How have you dealt with these challenges?

- Challenge #3: Using Incumbents, Supervisors, or Both (continued)
 - Thompson & Thompson (1982) (as cited in Locklear et al., 1993, p. 4):
 - Reviewed several employment discrimination lawsuits to determine the criteria that federal courts use in evaluating job analysis for selection. One of the conclusions they reached was that “data should be collected from a variety of sources (i.e., incumbents, supervisors, job experts).”

Q3: What challenges have you encountered in the planning phase of job analysis research? How have you dealt with these challenges?

- Challenge #3: Using Incumbents, Supervisors, or Both (continued)
 - Buckner (1989) (also as cited in Locklear et al., 1993, p. 4):
 - Reviewed 185 court cases from 1979 to 1987 that deal with hiring, promotion, reclassification, and training, and found among her findings for content-related validation studies, that the courts generally ruled in favor of employers when subject matter experts (i.e., incumbents and/or supervisors) are used to rate KSA importance.

Q3: What challenges have you encountered in the planning phase of job analysis research? How have you dealt with these challenges?

- Challenge #3: Using Incumbents, Supervisors, or Both (continued)
 - Recommendations:
 - Always use qualified incumbents, but use supervisors also if they are knowledgeable, experienced, or familiar with the job.
 - Use both groups in meetings, or meet with them separately
 - Call on incumbents for their opinions in meetings. Avoid letting supervisors dominate the meetings.
 - If there are no incumbents, review previous job studies, and speak to agency director, supervisor, or employees/supervisors in similar job classes.

Q3: What challenges have you encountered in the planning phase of job analysis research? How have you dealt with these challenges?

- Challenge #3: Using Incumbents, Supervisors, or Both

- Recommendations (continued):

- According to Locklear et al. (1993), it may be appropriate for supervisors to review task and KSA lists for job content. Job analysts must use their professional judgment to determine how supervisory feedback will be incorporated into the final task and KSA lists. Job analysts may wish to make changes to the lists if supervisors indicate that an important component of the job content has been omitted by incumbents. Job analysts must also determine if it is necessary to consult with incumbents prior to incorporating the changes into the final lists. (p. 47)

Q4: What challenges have you encountered in carrying out data collection (e.g., working with SMEs, surveys, etc.)? How have you dealt with these challenges?

- The challenges that I have encountered in carrying out data collection are:
 - Lack of SME participation (e.g., due to lack of interest, emergencies, scheduling conflict, busy time periods, no travel funds)
 - Maintaining SME participation in multiple or consecutive meetings (e.g., due to work interruptions, supervisors unwilling to release employees, turnover between meetings)

Q4: What challenges have you encountered in carrying out data collection (e.g., working with SMEs, surveys, etc.)? How have you dealt with these challenges?

- Challenge #1: Lack of SME participation (e.g., due to lack of interest, emergencies, scheduling conflict, busy time periods, no travel funds)
- *Prior to meeting...*
 - Contact Department Personnel Managers and ask them to distribute letters to SMEs to enlist their participation.
 - Notify their supervisors.
 - Schedule more SMEs than needed and plan for no shows.
 - Contact SMEs a day or two before meeting to remind them of meeting/to encourage them to attend.
 - Stress importance/purpose of meeting (e.g., their participation is vital to job study and development of new selection procedures).

Q4: What challenges have you encountered in carrying out data collection (e.g., working with SMEs, surveys, etc.)? How have you dealt with these challenges?

- Challenge #1: Lack of SME participation (e.g., due to lack of interest, emergencies, scheduling conflict, busy periods, no travel funds) (continued)

If SMEs do not attend...

- Reschedule meetings to accommodate SMEs' schedules.
- Phone, fax, e-mail, hand-deliver, or conduct face-to-face meetings.
- Ask Department Personnel Managers to distribute and collect questionnaires.
- Conduct meetings at more than one location.
- Go to SMEs or meet at their locations.
- Seek substitutes or replacements.
- Document SMEs who were invited but did not attend.

Q4: What challenges have you encountered in carrying out data collection (e.g., working with SMEs, surveys, etc.)? How have you dealt with these challenges?

- Challenge #2: Maintaining SME participation in multiple or consecutive meetings (e.g., due to work interruptions, supervisors unwilling to release employees, turnover between meetings)
- *In addition to previous suggestions...*
 - Schedule SMEs for shorter durations (e.g., attorneys)
 - Rotate SMEs working in same section/department
 - Involve supervisors in selection of SMEs and setting dates
 - Hold meetings closer to each another
 - Explain limited number of people who can participate
 - Try to be understanding (e.g., when SMEs are asked to participate in several job classes or for multiple entities).

Q5: What challenges have you encountered to obtaining quality results, and developing conclusions based on the results? How have you dealt with these challenges?

- The challenges I have encountered to obtaining quality results and developing conclusions based on the results are:
 - After applying the standard cutoff scores, too few qualifying tasks or KSAs remain.
 - After applying the standard cutoff scores, too many qualifying tasks or KSAs remain.

Q5: What challenges have you encountered to obtaining quality results, and developing conclusions based on the results? How have you dealt with these challenges?

- **Challenge #1: After applying the standard cutoff scores, too few qualifying tasks or KSAs remain**
 - Always follow your standard cutoff scores for tasks (e.g., on percent performed, frequency, importance, and NAE screens) and KSAs (e.g., on percent performed, importance, NAE, and recall level screens) first.
 - If absolutely necessary (e.g., when a relatively small number of tasks and/or KSAs remain, or when technical tasks and/or KSAs fall out and only basic ones remain – such as oral and written communication skills -- because the same position operates differently in different agencies),
 - Have SMEs (i.e., incumbents and supervisors) review the surviving tasks and KSAs to determine if JAQ adequately covers or is representative of the job at entry and if not, obtain additional information as necessary.

Q5: What challenges have you encountered to obtaining quality results, and developing conclusions based on the results? How have you dealt with these challenges?

- Challenge #1: After applying the standard cutoff scores, too few qualifying tasks or KSAs remain (continued)
 - Consider lowering the cutoff scores from .67 to .50 for percent performed and necessary at entry, and have SMEs verify that tasks and/or KSAs falling between .50-.67 are important for inclusion in exam development.
 - Properly document procedures used in report.

Q5: What challenges have you encountered to obtaining quality results, and developing conclusions based on the results? How have you dealt with these challenges?

- Challenge #2: After applying the standard cutoff scores, too many qualifying tasks or KSAs remain
 - Always follow your standard cutoff scores for tasks (e.g., on percent performed, frequency, importance, and NAE screens) and KSAs (e.g., on percent used, importance, NAE, and recall level screens) first.

Q5: What challenges have you encountered to obtaining quality results, and developing conclusions based on the results? How have you dealt with these challenges?

- Challenge #2: After applying the standard cutoff scores, too many qualifying tasks or KSAs remain
 - For purposes of linkages and if absolutely necessary, the following are recommended to avoid rater fatigue and ensure reliable ratings:
 - Raise cutoff scores for tasks and/or KSAs to keep linkages to a reasonable number (e.g., when sample sizes are relatively small).
 - Have SMEs complete half of the linkage questionnaire on one day, and the other half on another day (e.g., when sample sizes are relatively small).
 - Split the group into two halves and have each group complete half of the linkage questionnaire (e.g., when sample sizes are relatively large).
 - Properly document procedures used in report.

Q6: What are the challenges to planning and carrying out job analysis presented by a consent decree or other legally sensitive environment? How have you dealt with these challenges?

- The challenges to planning and carrying out job analysis presented by a consent decree or other legally sensitive environment are:
 - In 1985, an employment discrimination lawsuit was filed under Title VII of the Civil Rights Act of 1964 called *Reynolds et al. v Alabama Department of Transportation et al.* In that lawsuit, African American employees and applicants claimed that the Department of Transportation (ALDOT) discriminated against them in their employment practices.
 - This class action lawsuit resulted in a Consent Decree in 1994, which requires among other things that ALDOT, in cooperation with State Personnel Department, develop and implement selection procedures that are validated according to the Uniform Guidelines, and that they be based on the results of a job analysis.

Q6: What are the challenges to planning and carrying out job analysis presented by a consent decree or other legally sensitive environment? How have you dealt with these challenges?

- ALDOT is the second largest agency in the State of Alabama, employing 4,068 employees.*
- Note: The Consent Decree applies specifically to the Alabama Department Transportation. It does not apply to the rest of the State agencies.
- What follow are some job analysis issues/arguments that surfaced between 1998 and 2000 and what Plaintiff and Defendant’s experts had agreed on in terms of these issues. Note: SPD Transportation Team and vendors developing job analyses (and selection procedures) for ALDOT are not bound to these agreements.
- This panel member will discuss some of the job analysis issues and agreements that emerged during 1998 to 2000 for “non-project” classes mentioned in the Consent Decree.
- *Source: State of Alabama Personnel Department (2002a)

Q6: What are the challenges to planning and carrying out job analysis presented by a consent decree or other legally sensitive environment? How have you dealt with these challenges?

- The challenges to planning and carrying out job analysis presented by a consent decree or other legally sensitive environment are (cont.):
 - “Project” classes refer to those classes at the Department of Transportation that are specifically listed in the Consent Decree. They are to be validated within 2 years of the effective date of the Decree.
 - “Non-project” classes, on the other hand, refer to all other classes at the Department of Transportation. Validation of these classes are to be completed within a reasonable period after the effective date of the Decree.

Q6: What are the challenges to planning and carrying out job analysis presented by a consent decree or other legally sensitive environment? How have you dealt with these challenges?

- **Argument #1:**

- The sampling plan did not include the only available female in the job observation or JAQ.
- Or the one black supervisor did not participate in either the job observation or JAQ.
- It would be useful to include him/her in these stages.

- **Rationale:**

- Female incumbent or black supervisor may not be available.
- Or only black supervisor may not have the day-to-day knowledge to participate in job observation or JAQ process.

Q6: What are the challenges to planning and carrying out job analysis presented by a consent decree or other legally sensitive environment? How have you dealt with these challenges?

- Agreement:

- Include the minority in all aspects of job analysis whenever feasible. If not, explain.
- If the minority did not participate in job observation/interview, include him/her in job analysis development and/or rating process.

Q6: What are the challenges to planning and carrying out job analysis presented by a consent decree or other legally sensitive environment? How have you dealt with these challenges?

- **Argument #2:**

- The job observations/interviews, group meetings, and/or JAQ rating groups lacked sufficient number of participants and diversity. The job analysis made inadequate use of available SMEs.

- **Rationale:**

- Only a few SMEs were interviewed, or participated in group or JAQ rating meetings.
- Or only a few supervisors or African Americans were represented in the job analysis phases.
- Or no supervisors or African Americans were interviewed during the on-site observations/interviews or participated in group meetings or JAQ rating meetings.

Q6: What are the challenges to planning and carrying out job analysis presented by a consent decree or other legally sensitive environment? How have you dealt with these challenges?

- Agreement:

- In the future, use a large and diverse group of SMEs (females, African Americans, supervisors) when available. If not, explain.

Q6: What are the challenges to planning and carrying out job analysis presented by a consent decree or other legally sensitive environment? How have you dealt with these challenges?

- **Argument #3:**

- Work behaviors rather than tasks were linked to KSAs. While work behaviors (WBs) are useful as a way to organize tasks for job analyses, they are too general to be used for test design.

- **Rationale:**

- Each WB subsumes a complex set of tasks and it is unclear which of those tasks SMEs focus on when making ratings.

- **Agreement:**

- KSAs should be linked to tasks, ratings for WBs should be dropped, and WBs should not be used in the actual test design.

Q6: What are the challenges to planning and carrying out job analysis presented by a consent decree or other legally sensitive environment? How have you dealt with these challenges?

- Argument #4:

- Detailed information about incumbents and supervisors is required (how many there are and their demographic characteristics).
- Reports provide demographics only for SMEs used in job analysis but not for total available sample.
- Information on how many persons are mailed surveys rather than completing them is not included.

- Rationale:

- Information is required to evaluate if proper sample of incumbents and supervisors is used in job analysis procedures. Without this information, the representativeness of SMEs is unknown.

Q6: What are the challenges to planning and carrying out job analysis presented by a consent decree or other legally sensitive environment? How have you dealt with these challenges?

- Agreement:

- Lists of tasks and KSAs should be reviewed by a diverse group of incumbents and supervisors (e.g., race, gender, agency/location, tenure).
- Care should be taken to prepare and review reports.

Q6: What are the challenges to planning and carrying out job analysis presented by a consent decree or other legally sensitive environment? How have you dealt with these challenges?

- **Argument #5:**

- There seems to be a “boilerplate” problem where pre-existing text from one job is being inappropriately applied to another job.

- **Rationale:**

- This issue was bothersome and confusing to the reader.

- **Agreement:**

- Reports should be reviewed to ensure that information included in reports are accurate and needed for the job being studied/reported and “boiler plate” text should be used only when appropriate.

Q6: What are the challenges to planning and carrying out job analysis presented by a consent decree or other legally sensitive environment? How have you dealt with these challenges?

- **Argument #6:**

- There is a concern about the accuracy of the job analysis data collected through the use of mailed job analysis questionnaires. This issue is especially problematic when mailed questionnaires are used with small sample jobs.

- **Rationale:**

- The small number and variety of SMEs made it difficult to defend the job analysis procedures. There was no attempt to verify or validate the information (tasks and KSAs and data for tasks and KSAs) provided by the SMEs.

Q6: What are the challenges to planning and carrying out job analysis presented by a consent decree or other legally sensitive environment? How have you dealt with these challenges?

- Agreement:

- In job analyses conducted with small samples of incumbents and supervisors, the small sample job analysis procedure should be used rather than mailed surveys.
- A discussion should be held with SMEs on the resulting tasks and KSAs and the data in a face-to-face meeting and a consensus should be reached on their importance and whether or not they are necessary at entry.
- This information should be verified through additional relevant SMEs (e.g., within the State or data gathered from SMEs in similar jobs in other states).

- Note: Procedures followed in Reynolds' Consent Decree may not be required under the Uniform Guidelines (e.g., adjusting cutoff scores for tasks and KSAs; linking KSAs to tasks, documenting why minority SMEs did not participate in job analysis meetings, etc.).

Q7: Based upon your experiences, do you feel that there are practical issues that are not addressed in the Guidelines, Principles, and/or Standards?

- Based upon my experiences, I feel that there are practical issues that are not addressed in the Guidelines, Principles, and/or Standards:
 - In the context of content validity/content-oriented strategies, the Guidelines, Principles and Standards do not adequately address:
 - How to conduct job analysis with small sample sizes
 - How to deal with representativeness in small samples
 - How to draw conclusions from small samples

Q8: What factors did you consider in selecting your approach in light of these issues?

- For a significant number of job classes in the State, there are very few incumbents.
- Of the total number of job classes last year*,
 - Thirty-one percent (31%) has only one incumbent.
 - Forty-one percent (41%) has two or less incumbents.
 - Forty-nine percent (49%) has three or less incumbents.
 - Fifty-five percent (55%) has four or less incumbents.
- *Source: State of Alabama Personnel Department (2002b). Total job classes = 1,131.

Q8: What factors did you consider in selecting your approach in light of these issues?

- The Principles stated that,
 - “...The choice of the job analysis method and the specific details of the method (e.g., number and kinds of questions to be asked, who is to answer them, the number and method of choice of incumbents to be observed and surveyed) depend on the objectives and on the constraints existing within the situation. Factors to be considered include, among others, the nature of any personnel problems, the jobs, the situation, and the resources available.” (p. 6)
- Due to the unique circumstances facing the State, plaintiff and defendant experts developed a modified job analysis procedure in 1998 for job classifications with four or fewer incumbents. This procedure will be described next.

Q8: What factors did you consider in selecting your approach in light of these issues?

- Job Analysis Procedure for Jobs with Four or Fewer SMEs:
 - Given that the State has a significant number of job classes with four or fewer incumbents to serve as subject matter experts (SMEs), the job analysis procedures have been modified (Outtz, Lefkowitz, Goldstein, & Schneider, 1998).



Q8: What factors did you consider in selecting your approach in light of these issues?

- The modified job analysis procedure will not result in less attention to the details of a job, but will result in a procedure that requires fewer formal ratings than is typical for job analyses.
- For the modified job analysis procedure, the job analyst will play an important role in maintaining the quality of the tasks and KSAs generated from the SMEs. It will include leading discussions that result in judgment about the importance of tasks and KSAs and the degree to which the tasks and KSAs are needed at entry.

Q8: What factors did you consider in selecting your approach in light of these issues?

- In the standard JA procedure when the incumbent pool from which SMEs can be drawn is large, a representation of incumbents participate in generating and rating tasks and KSAs, and in linking KSAs to tasks. The tasks, KSAs, and linkages are subject to pre-specified criteria (e.g., frequency, importance, NAE).

Q8: What factors did you consider in selecting your approach in light of these issues?

- In the modified job analysis procedure, consensus among the SMEs is used instead of independent ratings of tasks and KSAs. All the incumbents (and the immediate supervisor if there is only one incumbent) should serve as SMEs. They work as a group to generate tasks and KSAs and make judgments about importance and NAE for tasks and KSAs.
- If the supervisor is not needed as a SME, s/he will verify the list of tasks and KSAs generated and the judgments made about importance and NAE.
- If the supervisor is required as a SME, then a second level supervisor will verify the list of tasks and KSAs and the judgments made about importance and NAE.

Q8: What factors did you consider in selecting your approach in light of these issues?

- Standard JA Procedure (Step 1):
 - Analyst will review all available job info., including previous job analyses, Form 40s of incumbent(s), job description, DOT's job descriptions, and any org. information on the job (e.g., training materials, tech. manuals, org. charts, etc.).
 - From this review, analyst will develop a preliminary list of the tasks and KSAs to stimulate discussion by SMEs during the job analysis meeting.
- Modified JA Procedure (Step 1):
 - Same

Q8: What factors did you consider in selecting your approach in light of these issues?

- Standard JA Procedure (Step 2):
 - The job analyst will observe incumbents on site to more fully understand the nature and context of the job.
 - From this observation, the analyst will add to and refine the preliminary list of tasks and KSAs for discussion at the job analysis meeting.
- Modified JA Procedure (Step 2):
 - Same

Q8: What factors did you consider in selecting your approach in light of these issues?

- Standard JA Procedure (Step 3):
 - The analyst will meet with all SMEs at one time to generate a comprehensive list of tasks.
 - S/he should explain the definition of a task and how to write a good task statement.
 - S/he will then lead the discussion generating the list of tasks.
 - The preliminary task list developed by the analyst will be used to stimulate discussion and to fill any gaps.
 - When the task list is complete, the group will review it for duplication, clarity, comprehensiveness, and specificity.
- Modified JA Procedure (Step 3):
 - Same

Q8: What factors did you consider in selecting your approach in light of these issues?

- Standard JA Procedure (Step 4):
 - The analyst will lead a discussion with the objective of arriving at task ratings from SMEs on frequency, importance, and necessary at entry.
 - The tasks of interest are those that meet the pre-specified screens.
 - Tasks that meet all the pre-specified screens are considered critical for successful job performance.
- Modified JA Procedure (Step 4):
 - The analyst will lead a discussion with the objective of arriving at a consensus judgment on whether each task is important or not for successful job performance.
 - The analyst will have SMEs make preliminary judgment regarding whether each task is important or not for effective job performance.
 - The analyst must continually remind SMEs that the tasks of interest are those performed by most, if not all, of the incumbents in the job.
 - A final consensus judgment will be made regarding whether or not the tasks are performed at entry into the job.

Q8: What factors did you consider in selecting your approach in light of these issues?

- Standard JA Procedure (Step 5):
 - The analyst will direct the SMEs (in same or second meeting) in generating the list of KSAs.
 - The analyst should explain the definition of a KSA and how to write a good KSA.
 - The analyst should make it clear that the KSAs generated are those that are necessary to perform the important tasks identified in Step 4.
 - The analyst should ask the participants to identify the KSAs that are required for successful performance of the tasks.
 - The preliminary list of KSAs developed by the analyst will be used to stimulate discussion and fill any gaps.
- Modified JA Procedure (Step 5):
 - Same

Q8: What factors did you consider in selecting your approach in light of these issues?

- Standard JA Procedure (Step 5) (continued):
 - When the KSA list is complete, the group will review for duplications, clarity, comprehensiveness, and specificity.
- Modified JA Procedure (Step 5) (continued):
 - Same

Q8: What factors did you consider in selecting your approach in light of these issues?

- Standard JA Procedure (Step 6:)

- The analyst will lead a discussion with the objective of arriving at KSA ratings from SMEs on importance, and necessary at entry scales.
- The KSAs of interest are those that meet the pre-specified screens.
- KSAs that meet all the pre-specified screens are considered critical for successful performance of the tasks.

- Modified JA Procedure (Step 6):

- The analyst will lead a discussion with the objective of arriving at a consensus judgment of whether or not each KSA is important or not for successful job performance.
- The analyst will have the SMEs make a preliminary judgment regarding whether the performance of each KSA is important or not for effective job performance.
- The analyst must continually remind the SMEs that the KSAs of interest are those: a) used by most if not all of the incumbents in the job, and b) they must be needed at entry into the job.

Q8: What factors did you consider in selecting your approach in light of these issues?

- Standard JA Procedure (Step 7:)
 - The completed lists of tasks and KSAs and the ratings made on frequency, importance, and necessary at entry for these tasks and KSAs do not need to be reviewed/verified by a first or second level supervisor.
- Modified JA Procedure (Step 7):
 - The completed lists of tasks and KSAs and the judgments made about the importance of those tasks and KSAs and whether they are needed at entry should be verified by a reviewer.
 - This may be a first level supervisor if that person is not included in the original group that developed the tasks/KSAs. A second level supervisor is the recommended reviewer/verifier if the first level supervisor was in the task and KSA development groups.

Q8: What factors did you consider in selecting your approach in light of these issues?

- Standard JA Procedure (Step 8:)
 - The tasks and KSA lists should be used as a basis for the development of minimum qualifications (MQs), when appropriate, and for the design of a test plan to serve as a basis for examination development.
 - When MQs are developed based on this standard job analysis procedure, only KSAs that are frequently used and are important and necessary at entry will be used as a basis for MQs.
- Modified JA Procedure (Step 8):
 - Same

Q8: What factors did you consider in selecting your approach in light of these issues?

- Standard JA Procedure (Step 9):
 - A report, documenting the steps taken, and the results achieved should be prepared following normal guidelines for the preparation of job analysis reports.
- Modified JA Procedure (Step 9):
 - Same

Q9: Of the challenges you mentioned in response to the previous question, what has had the largest impact on your approach to conducting job analysis and why?

- The largest impact on my approach to conducting job analysis is the modified job analysis procedure.
- The modified job analysis procedure has been very helpful in that it provides some systematic procedures that job analysts can follow for job classes with four or fewer SMEs. This modified job analysis procedure is still being used today by job analysts for small sample classifications involved in the Reynolds' Consent Decree.

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