Quick Reference:
Job Analysis

☐ ## Step 1 - Identify work activities

- What are the main duties (roles, functions) of this position? What are the major tasks (specific steps, or procedures) performed in order to achieve particular outcomes, products, or position responsibilities?
- What is the purpose of this position? Why does it exist? What does this position get paid to do?

Tips for writing work activity statements:

- Use clear action verbs to describe the work.
- Keep the focus on measurable or observable interactions with people, data, or things.
- Describe the outcome of the work activity.

☐ ## Step 2 - Rank work activities

- How frequently is this activity performed?
- How much time is spent on this activity?
- How severe are the consequences if this activity is performed poorly or incorrectly?
- How difficult to perform is this activity?
- Would this work activity be a focal point during a performance evaluation? Would this work activity require significant attention and improvement if it were being done poorly?

☐ ## Step 3 - Identify essential functions

- Functions that are fundamental to the position and help define the position in terms of description, classification, salary, and/or contribution to the organization – the position exists to perform that function.

- Functions that cannot be assumed by another employee yet must be accomplished.
- Special requirements and/or working conditions that are essential to the position.

☐ ## Step 4 – Identify capabilities/ competencies for most important work activities

- What specific knowledge, skills or skill sets, and/or abilities are necessary to perform the critical work activities well?
- What specific behaviors or other characteristics are necessary to perform the above work activities well?
- Think of some critical on-the-job situations related to the work activities. What competencies make the difference between handling these situations well or poorly?

☐ ## Step 5 - Identify job readiness factors

- What are the working conditions (environmental factors, mental and physical demands, willingness issues) of this position? Examples: extensive travel, working outdoors, working alone, uniforms, constant deadlines.
- What specific experiences, activities, interests, education, or other factors in a person's background would indicate that a person is likely to do this job well? (Think of the best performers you have known. What in their backgrounds prepared them to perform this job so well?)

Step 6a – Associate competencies with qualifications

- Which qualifications indicate specific experiences, accomplishments, or credentials that are likely to reflect proficiency in the competencies identified?

Step 6b – Associate capabilities/competencies with performance statements

- What behaviors or performance expectations should be assessed in potential candidates and/or incumbents?

Step 7 – Plan use of competencies

- Which competencies and/or qualifications should be highlighted in recruitment, assessment, certification, selection, layoff, performance management, career and workforce planning, training, compensation, and other HR functions?

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