

The logo of the City of Dallas is a large, light blue watermark in the background. It consists of a stylized 'D' shape formed by three concentric, rounded rectangular lines. In the center of the 'D' is a green five-pointed star with a vertical stem, representing the city's seal.

City of Dallas

Civil Service Department

Job Analysis Informational Manual

I. AGENDA

A. Welcome

This document serves to review the general steps associated with researching a job, also known as a job analysis.

II. What is it?

III. Why do we do it?

IV. How is it done (steps)?

V. What is the output?

II. JOB ANALYSIS: *WHAT?*

The job analysis is a systematic process for collecting information about a job. Tasks conducted on the job, tools used to conduct the tasks, knowledge, skills, and abilities (KSAs) needed to conduct the tasks, and the context in which tasks are conducted are collected. The information gained from a job analysis assists in the development of a test plan.

A. Tasks

Tasks or work conducted on the job in the form of task statements are collected. Tasks are a meaningful unit of work. Each task has a beginning and ending point. Task statements consist of an action verb and object. For instance, in the first example: ensures completion of data entry in order to comply with state regulations, ensures is the action verb and data entry is the object. For the second example, conducts size up of fire scene to determine action plan, conducts is the action verb and size-up of fire scene is the object.

B. Tools

Tools are also collected for each of the tasks. Tools are objects used to perform tasks on the job. Tools can include computers, vehicles, equipment, etc. Examples of tools for the given task statement, cuts through doors and windows to ventilate areas, are pike pole, saw, axe, etc. For the task statement completes report on fire incident, an example tool is station computer.

C. Knowledge, Skills, and Abilities (KSAs)

Knowledge

Knowledge statements are collected for each of the tasks. Knowledge statements consist of the body of factual information needed to successfully complete the task. For example, for the task to cut through doors and windows to ventilate the area, knowledge of field operations is necessary to successfully complete the task.

Skill

Skill statements are also collected for each of the tasks. Skills are described as the level of motor or verbal proficiency needed to complete the task. For the task statement shoot handgun as needed, the skill statement would be skill in the use of handguns per departmental qualifying standards. For the task statement record the information received from a call in the computer word processing program, an example skill statement would be skill in typing 45 words per minute.

Ability

In addition to knowledge and skill statements, ability statements are also collected. Ability refers to the inherent trait or cognitive capacity needed to perform the task. For example, ability to size-up/evaluate situations is required to perform incident command duties. An ability to motivate others is needed to lead subordinates to complete utility presentations.

D. Context

Last, the context or the environment(s) in which tasks are performed are collected. To complete fire-fighting tasks the context would include high temperature (100 °C or higher), stressful situation, tight space, etc.

III. JOB ANALYSIS: *WHY?*

A job analysis is required for two main reasons: legal and selection.

By law a job analysis is required for each position with 15 or more people. This requirement stems from the ruling of two court cases, *Griggs v. Duke Power Co.* (1970) and *Albemarle Paper Co. v. Moody* (1975).

Additionally, a job analysis is conducted to develop selection tools for positions. A selection tool is an instrument to determine if a person possesses the KSAs to perform well in the position. The ruling from the two court cases (*Griggs v. Duke Power Co.* (1970) and *Albemarle Paper Co. v. Moody* (1975)) also requires that the selection tool is job-related. A job analysis is required to develop a selection tool that is job-related.

IV. JOB ANALYSIS: *HOW?*

The general steps to conduct a job analysis are as follows: research the job, conduct job observations, conduct focus groups, administer surveys, and conduct data analysis.

A. Research the Job

Research the job involves reading past job analyses, procedures, processes or any other information about the job. Researching the job helps to understand the position.

B. Job Observation

Job observation involves observing how people conduct the work in the position. Conducting job observations helps to see how tasks are conducted and with what tools.

C. Focus Groups

Focus groups involve collecting the tasks, tools, work context, and KSAs from incumbents. Conducting focus groups helps to formally and accurately collect the tasks conducted on the job from a demographically diverse group of incumbents, tools needed to conduct the tasks, and the KSAs needed to successfully perform the tasks from incumbents. Upon collection of the tasks, tools, and KSAs lists from incumbents the collected lists are verified with supervisors.

D. Administer Surveys/Data Analysis

Surveys involve asking incumbents and supervisors to make a series of judgments on the tasks, tools, work context, and KSAs collected from the focus groups. Types of judgments include importance and frequency of each of the tasks collected and the level of knowledge required to successfully complete tasks. Analysis of the information collected from the surveys help to determine the most important information to successfully complete the job and subsequently develop selection tool(s) for the position.

IV. JOB ANALYSIS: *OUTPUT?*

The job analysis helps to determine the most important and frequent tasks conducted on the job and KSAs needed to perform those tasks. This information is used to develop selection tool(s) or instrument(s). The job analysis helps to ensure that the developed selection tool or instrument is job related. Selection tool(s) or instrument(s) helps to identify people who are likely to successfully perform on the job.

This concludes the informational manual on job analyses. For further information or questions please call the City of Dallas Civil Service Department at 214-670-5915 from Monday to Friday, between the hours of 8:15 a.m. and 5:15 p.m. Thank you.