



BUREAU OF THE
Fiscal Service
U.S. DEPARTMENT OF THE TREASURY

Job Analysis (JA/A)

Setting the Stage for Successful Recruiting

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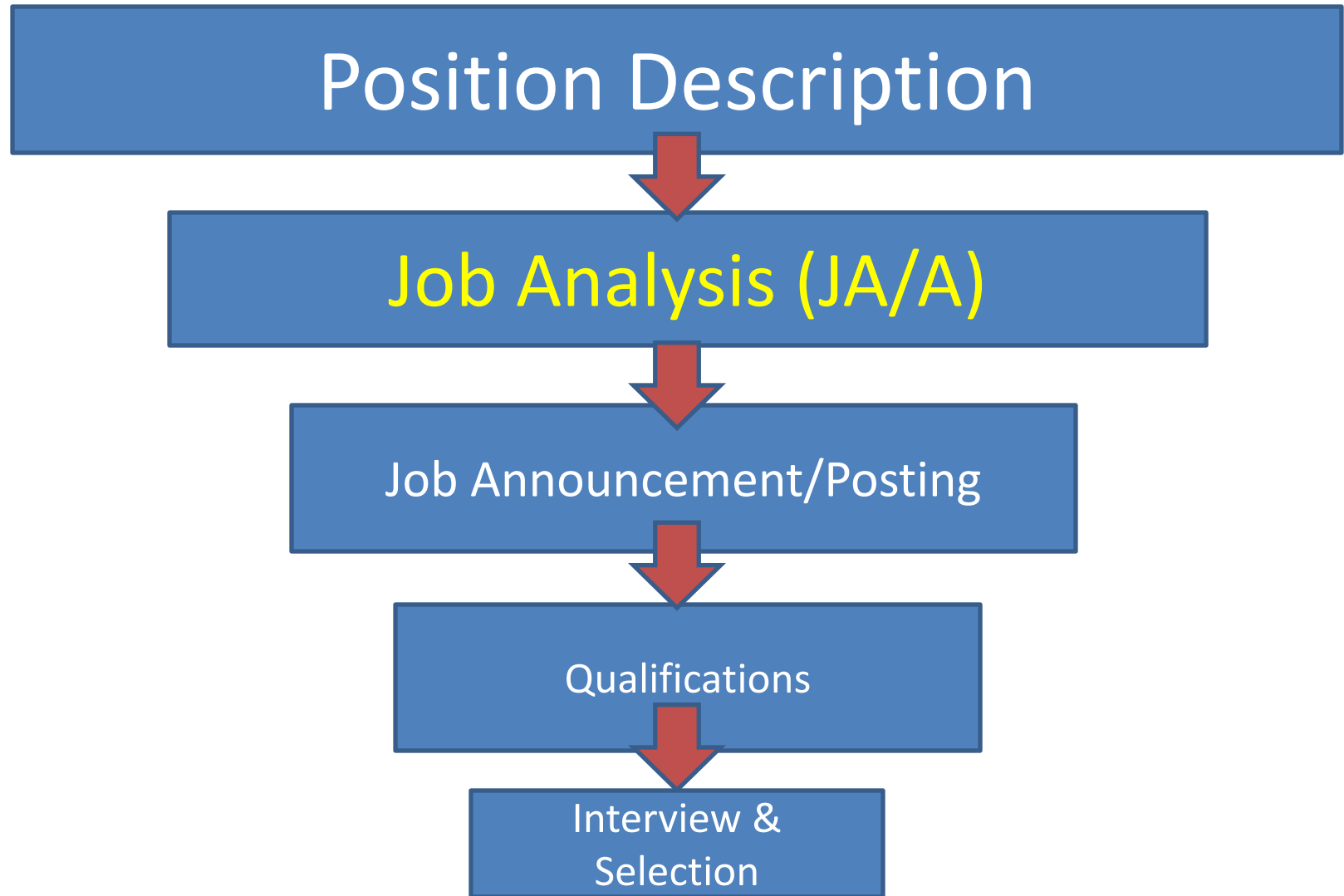
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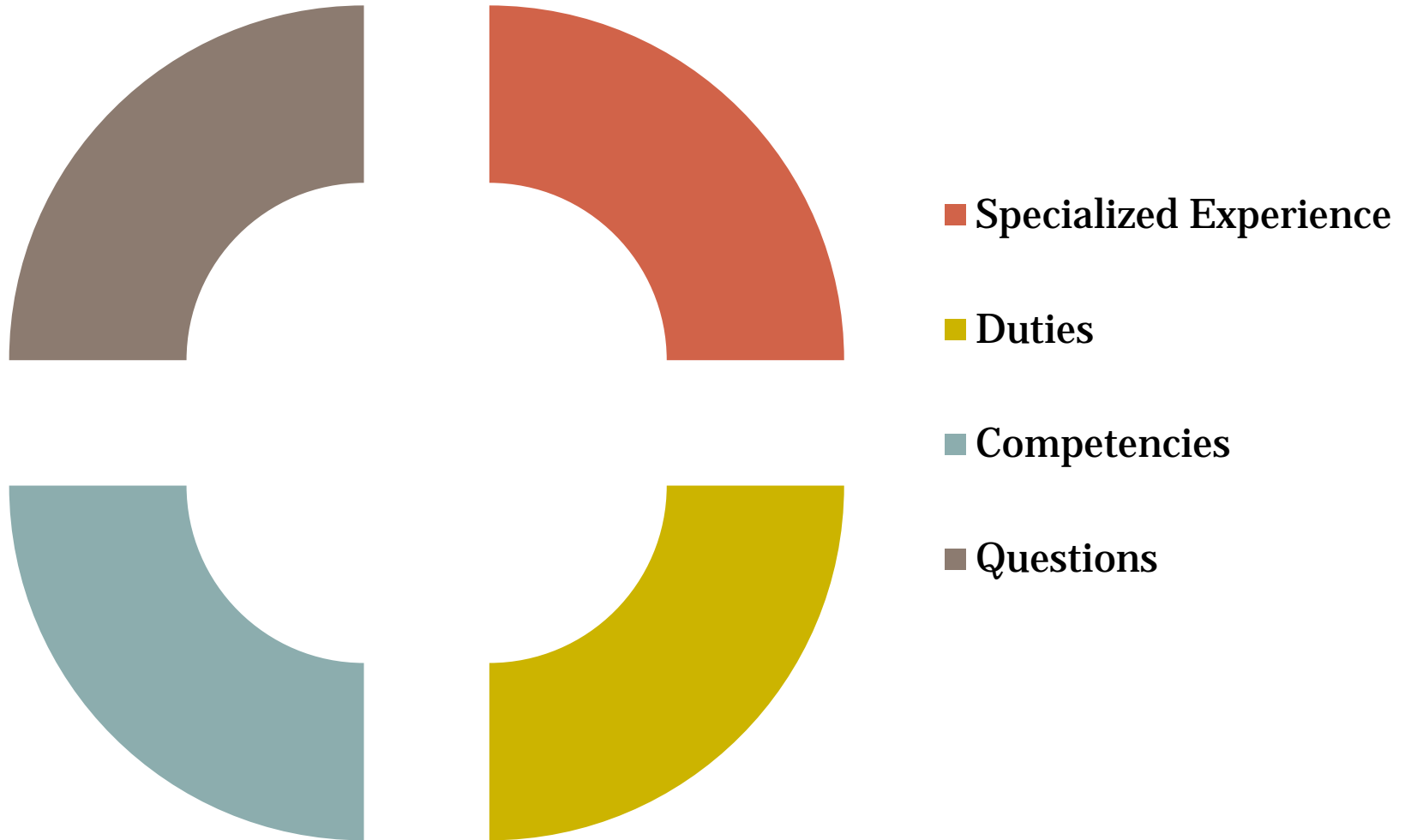
Job Analysis (JA/A)

- What is a JA/A - Foundation for Successful Hiring
- Understanding Roles/Responsibilities
- Strategic Conversation
 - We need your expertise!
- Specialized Experience
 - Minimally Qualified vs. Best Qualified
 - Education
 - Selective Factors
- Applicant Assessment Questions
- Best Practices





JA/A – Basis for Hiring



Job Analysis Construction



What is the JA/A?

<p>Customer Service</p> <p></p> <p>Competency</p>	<p></p> <p>Duties</p>	<p>Receives visitors and telephone calls to the office; determines the nature of requests and directs callers to appropriate staff, or personally provides the information desired when routine matters or the office's procedures are involved.</p> <p>Responds to routine and non-technical requests for information, such as status of reports, suspense dates, and similar information readily available from files.</p>	<p>1. Do you have experience communicating with multiple callers to route their call? (Yes No, Max Points: 4)</p> <ol style="list-style-type: none"> 1. Yes (4) 2. No (0) <p> Assessment Questions</p> <p><u>Category Rating (Question 1)</u></p> <p>6 Best Quality: 4 Better Quality: 4 Good Quality: 0</p> <p></p> <p>2. From the list below, select all those you have work with in a professional or academic environment? (Multiple Answer Multiple Choice, Max Points: 13)</p> <ol style="list-style-type: none"> 1. Lenders (1) 2. Real estate professionals (1) 3. Local officials (1) 4. State officials (2) 5. Federal/congressional officials (4) 6. Property owners (1) 7. Regional staff (1) 8. Managers or supervisors (1) 9. Professors or teachers (1) 10. None of the above (0) <p><u>Category Rating (Question 2)</u></p> <p>6 Best Quality: 11 Better Quality: 9 Good Quality: 0</p> <p>3. Which of the following do you have experience? (Multiple Answer Multiple Choice, Max Points: 9)</p> <ol style="list-style-type: none"> 1. Maintaining an executive calendar (2)
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JA/A – The Front End Investment

“The hiring manager plays a central role in a successful hiring process. **The most critical element of the manager's role is the front-end investment** - taking the time to critically consider and then effectively communicate to the HR partner the critical skills, experience, and abilities required for success on the job. A thoughtful, strategic front-end conversation furnishes information that will enable you to more effectively market vacancies and assess applicants.”

Reference: OPM's Hiring Toolkit http://www.opm.gov/hiringtoolkit/ht_06_00.asp

Understanding Roles and Responsibilities

Hiring Manager's Responsibilities

- Identify the appropriate advertising focus/area;
- Identify the Competencies required – measurable pattern of characteristics that are needed in order to successfully perform the work roles;
- Provide the subject matter expert for development of assessment criteria, specialized experience, and selective factors.

Understanding Roles and Responsibilities

ARC HR Specialist Responsibility

- Understand Position Description (PD)
- Determine availability of sample evaluation criteria:
 - past job analyses;
 - questions and answers;
- Advise managers and provide information on process and legal requirements – educating on what to do and what not to do;
- Assist in identifying competencies

Preparing for the Strategic Conversation

Joint Responsibility

Merit System Principles Prohibited Personnel Practices

(Please see card)

Preparing for Strategic Conversation

What is the Strategic Conversation?

The conversation(s) between the Hiring Manager and/or Subject Matter Expert (SME) and a Human Resources Specialist about those aspects of the recruitment process necessary to ensure a successful hiring activity.

Preparing for the Strategic Conversation

- Hiring Manager/SME and HR specialist work together

We need your expertise!



- Time invested now will pay dividends later – It's a front end investment

- Prepare for the conversation



Preparing for the Strategic Conversation

Prepare to Discuss

- How the position supports the organizational mission;
- The number of positions you are filling;
- The major duties of the position;

Preparing for the Strategic Conversation

Prepare to Discuss

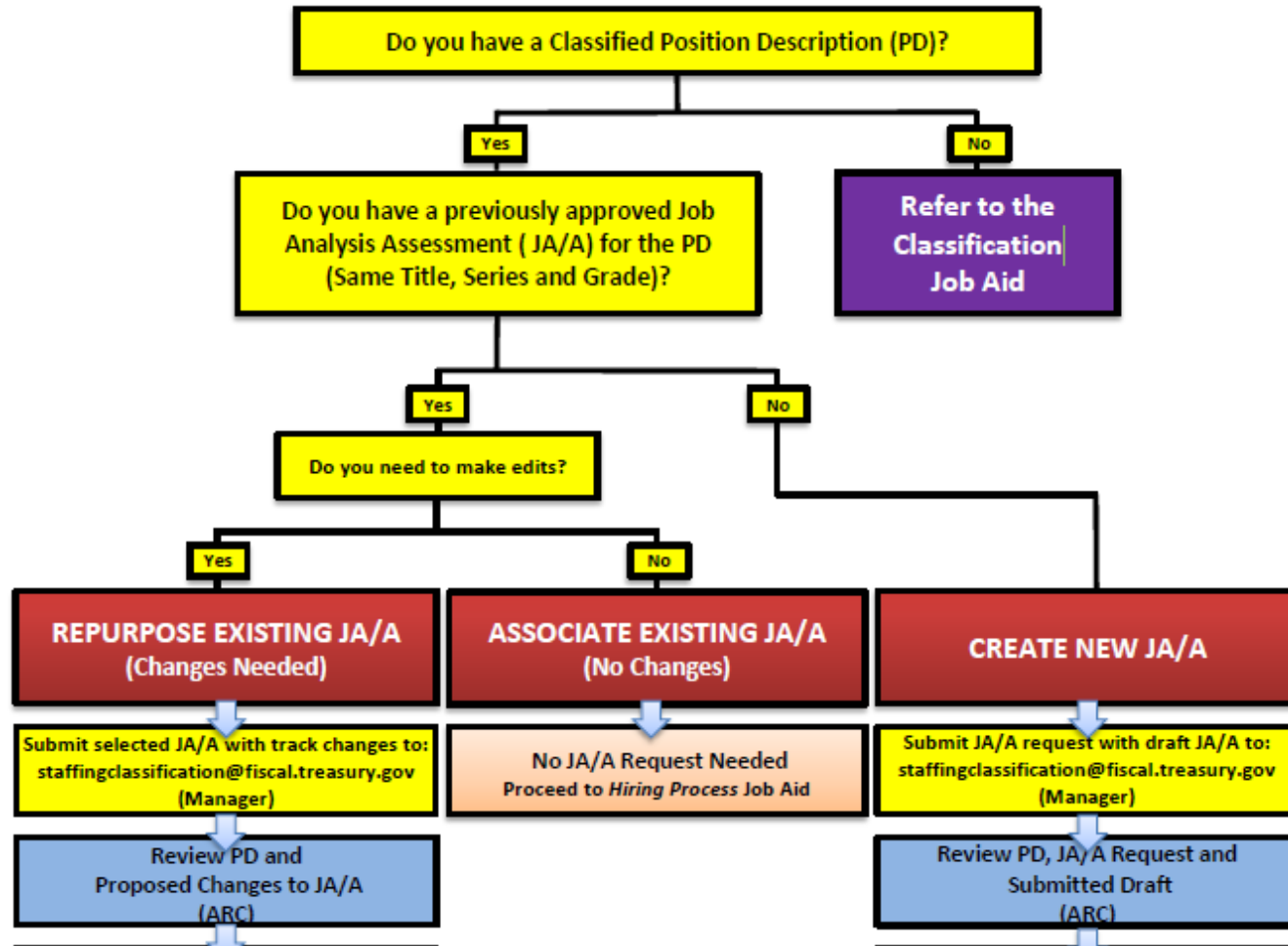
New JA/A

- Don't have an existing JAA/
Never posted the position before
- Similar positions?
- Any internal positions that progress to the vacant positions?

Repurposing JA/A

- Have existing JA/A- may be older or didn't get the applicant pool desired
- What worked before & what didn't?

Job Analysis Job Aid



Preparing for Strategic Conversation

Prepare to Discuss

- **Minimally Qualified vs. Best qualified**
 - The type of experience needed in order to be able to do this job- *minimally* qualified
 - Describe your ideal candidate – *best* qualified
- **Area of Consideration**
 - Where people with this type of experience can be found (Public? Internal? Federal?)
- What are the most important competencies?
- Similar jobs and specialized experience?

Specialized Experience Statement

MINIMUM level of experience

Experience needed to be able to successfully perform the duties.

- Defined at the next lower grade level
 - (i.e., Posting a GS-13 position, what experience would you expect from someone at the GS-12 level?)
- Concrete and measureable
(must be *experience*, not knowledge);
- Experience that must be supported by applicant's resume
- Not too narrow BUT.... not too broad
It's a science!



Formula for Specialized Experience

- **Perform What?** (Action Verb) + **To Whom or What?** (Direct Object) + **To Produce What?** OR **Why? How?** (Qualifying Statement)

Examples:

- Sort + incoming mail + into functional groups for distribution.
- Edit + letters, memos, e-mail or other written communication documents + to address format or grammatical errors.

Specialized experience

Too stringent :

- Very limited applicant pool. (Or no qualified applicants)
- Can be viewed as violating Merit System Principles or committing a Prohibited Personnel Practices
- Leaving out people who may be qualified
- Not many applicants on the certificate
- Result in reposting



Too broad:

- Longer turn-around time in getting certificates.
- Very large applicant pool – including those who are not really what you want
- A longer interview/selection process
- Result in reposting

Good Practices for Specialized Experience

DO

- Make the experience concrete and measurable
- Use action verbs to describe experience
- Tie the experience to the position description
- Assess minimum qualifications
- Address one task (action) at a time.

DO NOT

- Use adjectives like: complex, expert, routine
- Use number of years, education level, or GPA, (except as prescribed by OPM)
- Use “Knowledge of...,” “Ability to...,” “Skill in...”
- Be too general
- Be too specific
- Use abbreviations and/or acronyms
- Require Federal experience in Public job announcements.

Specialized Experience

- **Specialized Experience Statement**
 - Communicate orally and in writing.
 - Review and analyze **broad, complex** policies.

Lets apply it...

You have two applicants –

Management Analyst GS-14 Position

First applicant - currently a manager at a fast food restaurant.

Second applicant - currently a community development director for the local city

First Applicant

- Job Title: Manager, Customer Service Specialist & Policy Developer
 - Fast Food Restaurant since March 2009 to Present

Communicate with customers and officials on a daily basis and providing written feedback to employees. Developing policies and procedures for employees interacting with customers and office officials. Reviewed previous procedures of the work place, created data on the effectiveness and revised them for quicker time service. Also, looked at previous policies in place, including dress code and intense customer interaction training, and made new suggestions for change.

Second Applicant

- Job Title: Community Development Director
 - City of Middletown, March 2015- Present

Supervise a team of 12 employees. Interact daily with officials throughout the area, local, state, and federal. Attend and participate in local projects presenting information on best practices for budget in development projects and achieving grant money. Develop data to show the current upswing in community involvement and present the analysis to supporters, donors, and officials. Provided solid data on the two years of financial use throughout the City and provided local officials with recommendation for better budgeting in the future.

Example of Specialized Experience

Who is going to show up on your certificate?

A. Applicant 1 only

B. Applicant 2 only

C. Both Applicants

C. Both Applicants

Example of Edited Specialized Experience

- **Original:**
 - Communicate orally and in writing.
- **Edited:**
 - Serve as a spokesperson during meetings designed to solicit input from stakeholders.
 - Prepare correspondence in connection with requests for information.

Example of Edited Specialized Experience

- **Original:**
 - Review and analyze **broad, complex** policies.
- **Edited:**
 - Review and analyze financial market data.
 - Providing documentation to develop data standards, policies, and procedures.

Education, Can It Be Required?

- **Established by OPM – ONLY**
- Two types of education
 - **Individual Occupational Requirement (IOR)** –
Must have the education to be considered
 - **Substitute Qualifications for Education**– Can
substitute defined education for experience

Individual Occupational Requirement

U.S. OFFICE OF PERSONNEL MANAGEMENT

CLASSIFICATION & QUALIFICATIONS GENERAL SCHEDULE QUALIFICATION STANDARDS

Accounting Series, 0510

Individual Occupational Requirements Basic Requirements

1. **Degree:** accounting; or a degree in a related field such as business administration, finance, or public administration that included or was supplemented by 24 semester hours in accounting. The 24 hours may include up to 6 hours of credit in business law. (The term "accounting" means "accounting and/or auditing" in this standard. Similarly, "accountant" should be interpreted, generally, as "accountant and/or auditor.")

OR

2. **Combination of education and experience:** at least 4 years of experience in accounting, or an equivalent combination of accounting experience, college-level education, and training that provided professional accounting knowledge. The applicant's background must also include *one* of the following:
 1. Twenty-four semester hours in accounting or auditing courses of appropriate type and quality. This can include up to 6 hours of business law;
 2. A certificate as Certified Public Accountant or a Certified Internal Auditor, obtained through written examination; or
 3. Completion of the requirements for a degree that included substantial course work in accounting or auditing, e.g., 15 semester hours, but that does not fully satisfy the 24-semester-hour requirement of paragraph A, provided that (a) the applicant has successfully worked at the full-performance level in accounting, auditing, or a related field, e.g., valuation engineering or financial institution examining; (b) a panel of at least two higher level professional accountants or auditors has determined that the applicant has demonstrated a good knowledge of accounting and of related and underlying fields that equals in breadth, depth, currency, and level of advancement that which is normally associated with successful completion of the 4-year course of study described in paragraph A; and (c) except for literal nonconformance to the requirement of 24 semester hours in accounting, the applicant's education, training, and experience fully meet the specified requirements.

MUST have
education to
be considered
(+) must have
Specialized
Experience

Examples of OPM Qualification Standard



Allows
Experience
to be
substituted
for
Specialized
Experience

GRADE	EDUCATION	EXPERIENCE	
		GENERAL	SPECIALIZED
GS-5	4-year course of study leading to a bachelor's degree	3 years, 1 year of which was equivalent to at least GS-4	None
GS-7	1 full year of graduate level education or superior academic achievement	None	1 year equivalent to at least GS-5
GS-9	master's or equivalent graduate degree or 2 full years of progressively higher level graduate education leading to such a degree or LL.B. or J.D., if related	None	1 year equivalent to at least GS-7
GS-11	Ph.D. or equivalent doctoral degree or 3 full years of progressively higher level graduate education leading to such a degree or LL.M., if related	None	1 year equivalent to at least GS-9
GS-12 and above	None	None	1 year equivalent to at least next lower grade level

NOTE: Equivalent combinations of education and experience are qualifying for all grade levels for which both education and experience are acceptable.

Education in a JA/A

- Educational/Certification Requirements- established by OPM standards
 - Cannot be modified or taken out.
 - Has to be listed in the job analysis and announcement.

- If there is not an educational/certification requirement – **cannot require one.**

- Education Required – Often can be substituted for a combination of experience and education

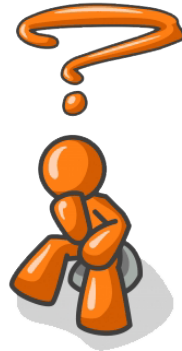
Selective Factors

- Used in addition to the specialized experience statement
- Examples:
 - **Fluent in a foreign language**
 - **Experience with a certain IT program**
- Essential to the position
- Can't be learned within 90 days
- Typically a '**skill**' versus '**experience**'
- Must appear in Position Description & requires justification

You Want the Best Qualified

Specialized experience has found the minimally qualified applicants

How do you get your **best** applicants?



The assessment questions!

Assessing Experience through Questions

Specialized Experience = Minimally Qualified

Assessment Questions = Best Qualified

- Asking questions that are relevant, or more important, to the job.
- Properly assigning points/scores to the most relevant questions.

Types of questions you may use:

- T/F - True or False
- Y/N - Yes or No
- MC - Multiple Choice
- MAMC - Multiple Answer Multiple Choice
- SA - Short Answer
- NA - No Answer

***You may not use long answer/narrative questions based on hiring reform.**

Assessing Experience through Questions

Ask the RIGHT questions in the RIGHT way in order to get the information to support which applicants are most qualified to do your job.

Assessing Experience through Questions

- Develop 3-4 questions per competency that represent what is needed for the job.
- Make sure the questions and weights are relative to job importance.
- Be specific – Do not leave room for applicant interpretation.
- Competency must tie back to PD.

Assessing Experience through Questions

- Applicants self-certify experience based on answers to the questions.
- The Hiring Manager/SME will add points to the questions in accordance with importance.
- Too many questions – waters down other questions.

Comparison of Question Types

Not the best questions:

1. I work with a wide range of high level officials

1. Yes (8)
2. No (0)

Better Option to compare:

1. Select the audiences with which you have discussed sensitive or delicate issues as part of your professional work. (Multiple Answer Multiple Choice, Max Points: 24)

1. Grantees (3)
2. Customers or clients (2)
3. Peers or coworkers (1)
4. Managers or supervisors (1)
5. External federal agency executives (3)
6. Local-level officials (2)
7. State-level officials (2)
8. Members of congress and their staff (2)
9. None of the above (0)

Comparison of Question Types

4. Describe your experience(s) interpreting and applying policy, guidance, or procedural documents (e.g., operating instructions, regulations, memos) to various situations. (multiple choice)

1. I have experience independently reviewing and analyzing policies and guidance, reviewing procedural documents and providing policy information to supervisory officials.(8)
2. I have experience independently reviewing and analyzing policies and guidance and reviewing procedural documents.(6)
3. I have experience independently reviewing and analyzing policies and guidance.(4)
4. None of the above. (0)

4. Describe your experience(s) interpreting and applying policy, guidance, or procedural documents (e.g., operating instructions, regulations, memos) to various situations. (Multiple Answer Multiple Choice, Max Points: 8)

1. Experience independently reviewing and analyzing policies and guidance. (2)
2. Experience independently reviewing procedural documents. (2)
3. Experience providing policy information to supervisory officials. (2)
4. Experience helping to interpret policies and procedural documents. (2)
5. None of the above. (0)

**Let's Hire a
Person
to Cut Hair**



ilisko1

Questions to Consider

- What would be appropriate specialized experience for this position?
- What competencies should be used?
- Where will I find the best candidates?

Specialized Experience:

“You must have at least one year of experience cutting hair”

**WHO WILL WE
GET?**



Specialized Experience:

“You must have at least one year of experience cutting hair”

Our Assessment Questions

1. Which of the following represent your level of experience in working with hair? (AA)

- a. I have had education or training in performing the task, but have not yet performed it on the job. (1)
- b. I have performed this task on the job. My work on this task was closely monitored by either a supervisor or by a senior employee in order to ensure compliance with proper procedures. (3)
- c. I have performed this task as a regular part of a job. I have performed it independently and normally without review by a supervisor or senior employee. (5)
- d. I have led or overseen the performance of this task by lower level employees, and/or I am normally the person who is consulted by other workers to guide them in performing this task because of my expertise. (7)
- e. I have not had education, training or experience in performing this task. (0)

Specialized Experience:

“You must have at least one year of experience cutting hair”

Our Assessment Questions

2. Which of the following are true of working with others in a hair styling environment? (AA)

- a. I have had education or training in performing the task, but have not yet performed it on the job. (1)
- b. I have performed this task on the job. My work on this task was closely monitored by either a supervisor or by a senior employee in order to ensure compliance with proper procedures. (3)
- c. I have performed this task as a regular part of a job. I have performed it independently and normally without review by a supervisor or senior employee. (5)
- d. I have led or overseen the performance of this task by lower level employees, and/or I am normally the person who is consulted by other workers to guide them in performing this task because of my expertise. (7)
- e. I have not had education, training or experience in performing this task. (0)

Specialized Experience:

“You must have at least one year of experience cutting hair”

Our Assessment Questions

3. Performs a variety of routine hair styles & cuts. (AA)

- a. I have had education or training in performing the task, but have not yet performed it on the job. (1)
- b. I have performed this task on the job. My work on this task was closely monitored by either a supervisor or by a senior employee in order to ensure compliance with proper procedures. (3)
- c. I have performed this task as a regular part of a job. I have performed it independently and normally without review by a supervisor or senior employee. (5)
- d. I have led or overseen the performance of this task by lower level employees, and/or I am normally the person who is consulted by other workers to guide them in performing this task because of my expertise. (7)
- e. I have not had education, training or experience in performing this task. (0)

Specialized Experience:

“You must have at least one year of experience cutting hair”

Our Assessment Questions

4. How long have you worked with hair? (MC)

- a. 1 year (1)
- b. 2 years (3)
- c. 3 years (5)
- d. 4 or more years (7)
- e. None of the above (0)

Specialized Experience:

“You must have at least one year of experience cutting hair”

Our Assessment Questions

5. Do you have experience using hair styling equipment? (Y/N)

- a. Yes (7)
- b. No (0)

Specialized Experience:

“You must have at least one year of experience cutting hair”

Our Assessment Questions

6. Are you a good hairstylist? (Y/N)

- a. Yes (7)
- b. No (0)

Specialized Experience:

“You must have at least one year of experience cutting hair”

APPLICANT 1:

The Hollywood Stylist

- Non Vet
- Has been a stylist to the stars
- Has over 10 years of experience and work could really better be classified as a “Hair Artiste”. Also has experience with makeup and nails.

APPLICANT 2:

The Salon Hair Stylist

- Non Vet
- Experience is in cutting men’s, women’s, and children’s hair.
- Has worked in a beauty shop for over 7 years and is often tipped well for the work done.

Specialized Experience:

“You must have at least one year of experience cutting hair”

APPLICANT 3:

The Military Barber

- TP Vet
- Experience has been giving “buzz-cuts” in the military only. Performed this duty for 3 years.

APPLICANT 4:

The Barber

- CPS Vet
- Experience has been cutting men’s hair only. Performed in civilian barber shop for five years.

Specialized Experience:

“You must have at least one year of experience cutting hair”

APPLICANT 5:

The “Family” Hairstylist

- Non-vet
- Has cut family’s hair for years. Method – putting a bowl on children’s or spouse’s head and using scissors to cut around. Person saved lots of money this way.

APPLICANT 6:

The Beauty Shop Owner

- Non-vet
- Own shop and supervise hairstylists.
- Has not cut or styled hair for 15 years. However, before owning the shop was a seasoned and successful stylist.

Specialized Experience:

“You must have at least one year of experience cutting hair”

APPLICANT 7:

The Nursing Home Stylist

- Non-vet
- Has styled, colored, permed, and teased hair for residents in a nursing home for approximately 10 years. Experience is only with the elderly.

Specialized Experience:

“You must have at least one year of experience cutting hair”

Who meets Specialized Experience?

Hollywood Stylist

Salon Hair Stylist

Military Barber

The Barber

“Family” Hairstylist

Beauty Shop Owner

Nursing Home stylist

Who is on your public certificate?

The Barber (CPS vet)

Military Barber (TP vet)

Our **NEW** Specialized Experience

You must have at least one year of

_____.

Perform What? (Action Verb) + **To Whom or What?** (Direct Object) + **To Produce What?** OR **Why? How?** (Qualifying Statement)

Our **NEW** Specialized Experience

**You must have at least one year of experience
cutting and styling men's and women's hair in a
salon environment.**

Our **NEW** Assessment Questions

1. What types of hair equipment and chemicals/solutions have you used as a regular and recurring part of your job? (MAMC)

- a. Razor (1)
- b. Curling Iron (2)
- c. Permanent Solution (5)
- d. Hair Coloring Chemicals (5)
- e. Teasing Comb (2)
- f. Hair Spray (1)
- g. Hair Gels (1)
- h. Hair Bleaching Chemicals (5)
- i. Other (1)
- j. None of the above (0)

Specialized Experience:

“You must have at least one year of experience cutting and styling men’s and women’s hair in a salon environment.”

Who meets Specialized Experience?

Hollywood Stylist

Salon Hair Stylist

~~**Military Barber**~~

~~**The Barber**~~

~~**“Family” Hairstylist**~~

Beauty Shop Owner

Nursing Home stylist

Who is on your certificate?

Hollywood Stylist

Salon Hair Stylist

Beauty Shop Owner

Nursing Home stylist

JA/A – Foundation for Successful Hiring

“Job analysis is the **foundation** of human resources management and is **vital to selecting employees**. Identifying the best person for the job requires that you fully understand the nature and essential duties of the job. By conducting a job analysis, you can systematically identify the competencies necessary for success on the job. Then you can develop valid and effective selection tools.”

- OPM

It is a rational approach to selecting employees.

Recap

- Strategic Conversation
 - Put the time in the beginning, to save time and money later!
- Specialized experience
 - Minimally qualified
 - Must tie back to PD
 - Education – Defined by OPM
 - Selective Factor
- Assessment Questions and Scoring
 - Develop to get your best qualified
- It all must tie back to the PD

Questions?



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