



Approved for Release  
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Date

**DEPARTMENT OF COMMERCE  
OFFICE OF HUMAN RESOURCES MANAGEMENT**

**HUMAN RESOURCES (HR) BULLETIN # 033, FY06**

**SUBJECT:** Job Analysis—Roles and Responsibilities

**EFFECTIVE DATE:** Upon release of this HR Bulletin

**SUPERSEDES:** N/A

**BACKGROUND:** The lack of job analysis documentation was reported as a finding throughout human resources (HR) offices during the Department's 2005 Office of Personnel Management (OPM) audit. On September 20, 2005, the Department issued a memorandum regarding the requirements for conducting and documenting a job analysis.

**PURPOSE:** The purpose of this HR Bulletin is to provide operational procedures to ensure the process of conducting a job analysis is consistent throughout the Department, that all involved parties have a clearer understanding of their roles/responsibilities that are associated with this task, and that we exceed the expectations of our hiring managers by providing them with certificates of quality candidates. To assist with meeting these objectives, included in this bulletin are standard operating procedures developed by one of the offices within the National Oceanic and Atmospheric Administration. This SOP was sighted as an exemplary model by the OPM auditors.

**RESPONSIBILITIES:** The HR specialist must serve as the HR advisor during the entire recruitment process. HR specialists are expected to consult with the subject matter expert (SME) and hiring manager to gain an understanding and identify the basic duties and responsibilities required for the position(s) to be filled. Specialists must take the lead and identify the best questions to ask based on the knowledge, skills, and abilities (KSA's) that are essential to that specific position and work closely with the SME and hiring manager to finalize the vacancy announcement. This also includes ensuring scores are properly assigned in relation to the most important KSA's of the position being filled. Specialists are reminded that our automated hiring system exists as a means to collect applications electronically and screen out applicants that do not meet the above criteria. The automated system does not replace or eliminate the HR specialist advisory role or the use of SME's.

**HR Specialists or HR Advisors**--Responsible for developing and completing a job analysis for each vacancy being filled competitively. Although hiring officials and/or subject matter experts participate in the development of job analyses, responsibility for the accuracy of the job analysis documentation lies with the HR Specialist/HR Advisor.

**Subject-Matter Expert (SME)**—An individual(s) who have full knowledge of the duties of the position and the skills and abilities necessary to perform the work. SME's are responsible for providing relevant information and assisting in the development of the job analysis. The SME signs the job analysis to indicate approval/agreement.

The first line **supervisor of the position to be filled** is responsible for assisting in the identification of an appropriate SME, providing relevant information pertaining to the position, and assisting in the development of the job analysis in the absence of a SME.

**PROCEDURES:**

<u>Responsible Person</u>	<u>Task</u>	<u>Action</u>
HR Specialist/Advisor	1	Gathers and reviews available information regarding the job, which may include, but is not limited to, the position description, evaluation statement, classification standard, qualification standard, and performance plan.
	2	Meets with the designated SME to explain the purpose of job analysis, (i.e. Uniform Guidelines developed by EEOC, DOL and DOJ) and provide overview of the analysis process.
HR Specialist/Advisor/SME	3	Jointly summarize the major functions of the position, identify the knowledge, skills and abilities (KSAs) necessary to perform these functions, and list the major duties and KSAs on the job analysis KSA development form (Exhibit 1).

HR Specialist/Advisor	4	Transfers resulting KSA listing to the KSA Evaluation Form (Exhibit 2)
SME/HR Specialist/Advisor	5	With assistance of the HR Specialist/Advisor, validates each knowledge, skill, or ability by determining if the KSA is essential or desirable. Completes the "Essential/Desirable" column by designating each KSA as "E" for essential or "D" for desired.
	6	Determines whether the desirable KSAs are ratable. Completes the "Ratable" column by placing "Yes" or "No" beside each desirable KSA.
	7	Determines if possession of the desirable KSAs distinguish superior candidates from those who are minimally qualified. Completes the "Distinguishes Superior from Barely Acceptable" column by placing "Yes" or "No" beside the desirable KSAs.
	8	Reviews for repetition or redundancy. Deletes duplicates and/or combines similar KSAs.
	9	Establishes the importance of KSAs by assigning a weight to each. The sum of all KSA weights should equal 100.
HR Specialist/Advisor/SME	10	Develops questions (and/or selects questions from the automated staffing system) that assess or measure each of the remaining KSAs.

	11	Lists the question or question numbers adjacent to the appropriate KSA. If an appropriate question does not exist in the automated staffing system, annotates "new" in the final column and lists the question at the end of the document.
	12	Signs the job analysis form to indicate agreement/approval.
HR Specialist/Advisor	13	Develops crediting plan. (See Section F. below.)
	14	Files a copy of the completed job analysis in the appropriate staffing file and faxes a copy to the automated system for the vacancy announcement.

## OTHER INFORMATION

**Determining if a KSA is essential or desirable:** A KSA is essential if the knowledge, skill, or ability is critical for performance of the work of the position **immediately upon entry** into the position. If a person could obtain the knowledge, skill or ability in a reasonable period of time, i.e. approximately 90 days, after entry into the position, the KSA may be **desirable**, but is not essential. Essential KSAs are considered so critical that they must be present for a candidate to be considered minimally qualified for the position. If not already described in the basic OPM qualification requirements for the position, these KSA may be considered as potential selective factors in the selection process. If the determination is that the KSA is a selective factor, this must be documented in writing.

**Determining if a desirable KSA is ratable:** For a KSA to be ratable, it must be possible for potential applicants to show they possess the particular knowledge, skill, or ability through descriptions of experience, training and education, awards, outside activities or hobbies, and/or performance appraisal. KSAs which are not ratable are eliminated from consideration in the job analysis process, but may be assessed in other processes such as job interviews or background checks.

**Determining if a KSA distinguishes superior candidates from those minimally qualified:** The best way to assist the SME is to ask him/her to visualize the ideal

candidate for the position and assess whether that individual possesses the KSA. An alternative is for the SME to think about persons who perform or have performed the job or similar jobs, and decide if possession of the KSA made them superior to others who did not. If not, or if employees performing at a minimally acceptable level possessed the KSA, then it is not appropriate to use the KSA in rating applicants.

**Developing crediting plans (rating schedules):** The format and structure of crediting plans (or rating schedules) is driven by the requirements of the automated staffing system. The weights established for KSAs during the job analysis process should be used in determining the maximum point values assigned to each assessment question. To create an effective automated tool for distinguishing between candidates, use of multi-response questions is desirable. To assist in determining possible benchmark levels of these responses, consider the following:

- **Superior:** The superior credit level should generally reflect full demonstrated ability on all aspects of the KSA measured by the question. A person credited at this level has the expertise to perform the task independently and/or has trained or supervised others. At this level, a person should need only a brief period of orientation to the minor particulars of the job in order to perform with full effectiveness the job functions which require this ability.
- **Above acceptable:** The above acceptable credit level should define a level of ability which, with reasonable certainty, would enable a person to satisfactorily carry out most of the normal functions of the position with no more than normal orientation or supervision. There should be evidence of above acceptable ability for most aspects of the KSA in order for a candidate to receive credit at this level.
- **Acceptable:** The acceptable credit level should define the minimum level of ability that is required to successfully perform the job functions that require this ability after a normal period of orientation. This level will normally reflect minimum qualifications for the position. A person presents evidence of the potential to do acceptable work on the job functions requiring this ability but who has not fully demonstrated the above acceptable level of ability would normally be credited at this level.
- **Ability of some value:** The ability credit level should contain examples of experience which, though relevant, do not indicate that the applicant has the level of ability required to perform those job functions requiring this element at an acceptable level of competence. This could be education or experience which is not sufficiently relevant to the job to be filled, the level of responsibility of the applicant's experience may be too low in relation to the requirements of the position, work may have been done poorly as reflected in performance evaluations, or similar reasons.

**Job Analysis for multi-grade recruitments:** KSAs in a multi-grade recruitment may be similar at each grade level because the grade level distinctions in level of supervision rather than differences in knowledge, skill, or ability. Job analysis must always be

completed for the full performance level and/or the highest grade level advertised. For multi-grade recruitments that cover positions three or more grade levels below the full-performance level or highest grade advertised, job analysis must be completed on the lowest or entry-level grade. Job analysis must be completed on any grade level that requires a different knowledge, skill or ability than the full performance level and the entry level position.

**Job Analysis for interdisciplinary recruitments:** Job analysis conducted for interdisciplinary positions should contain identical KSAs regardless of occupational series. Although the qualification requirements are different, applicants must be rated against the same criteria.

**Release of Information:** In accordance with DEU Handbook, Chapter 7, Section B, rating information is not releasable through Privacy Act or FOIA regulations.

**EXHIBITS:**

- Exhibit 1 – KSA Development Form 1
- Exhibit 2 – KSA Evaluation Form 2
- Exhibit 3 – Sample Job Analysis

### KSA Development Form

**Position / Title:**

**Series / Grade:**

**Location:**

<b>COLUMN 1</b>	<b>COLUMN 2</b>
a. What are the major functions to be performed on this job?	b. For each function, what KSAs are required?
1.	
2.	
3.	
4.	
5.	
6.	

### KSA Evaluation Form

**Position Title:**  
**Series / Grade:**  
**Location:**

KSAs	E: Essential (Selective Factor) D: Desirable (Quality Ranking Factor)	Ratable (Y/N)	Distinguishes Superior from Minimally Qualified (Y/N)	Weight (Should total 100)	Automated System Question Number

\_\_\_\_\_  
**HR Specialist Signature/Date**

\_\_\_\_\_  
**SME Signature/Date**



Exhibit 3 (Sample Job Analysis)

**KSA Development Form**

**Position / Title: Fishery Biologist**

**Series / Grade: ZP-0482-03**

**Location: NWRO**

<b>COLUMN 1</b>	<b>COLUMN 2</b>
<b>a. What are the major functions to be performed on this job?</b>	<b>b. For each function, what KSA's are required?</b>
1. Coordinates division environmental policy	Knowledge of project management methods and techniques
2. Provides technical oversight and quality assurance for NEPA.	<ul style="list-style-type: none"> <li>• Knowledge of NEPA</li> <li>• Ability to develop, implement, and/or monitor fishery conservation and management programs under the National Environmental Policy Act, Magnuson-Stevens Fishery Conservation and Management Act and other applicable laws (ESA, MMPA, etc.).</li> </ul>
3. Prepares NEPA documents	Ability to interpret and communicate technical information orally and in writing

## KSA Evaluation Form

**Position Title:** Fishery Biologist

**Series / Grade:** ZP-0482-03

**Location:** NWRO

KSAs	E: Essential (Selective Factor) D: Desirable (Quality Ranking Factor)	Ratable (Y/N)	Distinguishes Superior from Minimally Qualified (Y/N)	Weight (Should total 100)	Automated System Question Number
Knowledge of NEPA.	D	Y	Y	25	173
Ability to interpret and communicate technical information orally and in writing	D	Y	Y	20	
Knowledge of project management methods and techniques	D	Y	Y	20	New
Ability to develop, implement, and/or monitor fishery conservation and management programs under the National Environmental Policy Act, Magnuson-Stevens Fishery Conservation and Management Act and other applicable laws (ESA, MMPA, etc.).	D	Y	Y	35	New

### Fishery Biologist

**ZP-0482-03**

**KSA: Knowledge of NEPA.**

What type of experience do you have implementing the National Environmental Policy Act (NEPA)?  
Have you received training in preparing and/or reviewing analytical documents required by the National Environmental Policy Act, the Magnuson-Fishery Conservation and Management Act, or other Federal Legislation that require analyses of alternative management proposals?

**KSA: Ability to interpret and communicate technical information orally and in writing.**

Do you have experience communicating with federal, state and local agencies, commercial and recreational fisherman groups and general public on living marine resource management issues?  
Do you have experience writing and presenting technical or policy papers?

**KSA: Knowledge of project management methods and techniques.**

What is your experience with project management?

Do you have project management experience developing work, plans, balancing workloads, meeting deadlines, producing products, briefing colleagues/supervisors to put project results into action?

KSA: Ability to develop, implement, and/or monitor fishery conservation and management programs under the National Environmental Policy Act, Magnuson-Stevens Fishery Conservation and Management Act and other applicable laws (ESA, MMPA, etc.).

Do you have knowledge and experience of Endangered Species Act (ESA)?

Do you have experience with the Federal Regulatory Process?

**REFERENCES:**

Department of Commerce memorandum dated September 20, 2005,

Subject: Job Analysis

5 CFR 300.103

29 CFR 1607, Uniform Guidelines

OPM Delegated Examining Handbook

OPM Qualification Standards

OPM Classification Standards

Position Descriptions (PDs)

PD Evaluation Statements (if applicable)

Performance Plans

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