Project I: Job Analysis

For Project I, you will be conducting a hybrid job analysis for a job of your choice. You will work in small teams (3-5 people). The goal of this assignment is to give you exposure to the process and outcomes of a hybrid job analysis (i.e., a job analysis combining task-oriented and worker-oriented methods). <u>You should imagine that this job analysis will be used to create a hiring system for applicants to the job.</u> Thus, any decisions you need to make about the job analysis should reflect this ultimate goal.

Steps Required for the Job Analysis

In this exercise, you will practice conducting an interview and direct observation for a job. You should choose to interview an employee who works full-time (or over 20 hrs. per week) in his or her job, and who has worked at his or her job for more than 6 months. The interview could take up to one hour (you may want to tape record it) and you should arrange a follow-up with your subject (see #5 below). Your job analysis will include the following steps:

Step 1: Collect Background Information
You should first collect information relevant to the job you are studying. Include the job title, information about the organization (what business is it in, how big is it, how does the job in question fit with other jobs in the organization), and the position itself.

Step 2: Generate Interview Questions
Write down a list of the questions you will use in your interview. See the Appendix for suggestions, and come to the TA or myself if you need help.

Step 3: Conduct your Interview
Conduct your interview using information from O*Net and your interview questions.

Step 4: Develop Task & KSAO statements
Using O*NET and your interview, you will create task and KSAO statements. Although there is no minimum number of tasks or KSAOs, I would expect at least 20 task statements and 5 to 10 KSAOs. Do not just copy the information from O*Net, but rather use O*Net as a starting point. Write the statements clearly; do not be redundant.

Step 5: Task & KSA Ratings
After you have written your Task and KSA statements, you will need to meet with your subject matter expert one more time. Your subject should review the Task and KSA statements for accuracy and comprehensiveness. Then have your subject rate each statement on the following:

> Frequency (e.g., "How often do you perform this task on the job?" "How often is this KSA used on the job?" 0 = never, 1 = rarely, 2 = sometimes, 3 = often, 4 = very frequently).

> Importance (e.g., 1 = not at all important, 2 = somewhat important, 3 = important, 4 = very important, 5 = essential)

Step 6: Task-KSAO linkage
Based on the survey results, you should identify the most important KSAOs and create a task statement-KSAO linkage table. In this table, tasks are listed down the left column and KSAOs are listed across the top row. Xs are placed in the boxes when a KSAO is needed for a specific task. More than one KSAO may be required for a given task.

Written Report Rubric & Grading

Instructions for the Report
You will then write an <u>APA style (6th edition) report</u> (Times New Roman, 12 pt. font, double spaced) about what you learned from this project. There is no page requirement. However, your report, excluding the title page and appendices, should not exceed 10 double-spaced pages. Your summary should include the following sections:

- **Section 1 – Background (5 points)**: Briefly describe the position and its relevance to the organization (**2.5 points**). Include the background information you uncovered in step 1, and a short summary of the job description you found in 2, above (**2.5 points**).

- **Section 2 – Task/KSA Analysis (20 points)**: What are the minimum qualifications for employment (**5 points**)? What job activities (i.e., Tasks) are involved (**5 points**)? What KSAs (**5 points**)? Use tables to help summarize your findings (if appropriate). Quality of response is important (**5 points**).

- **Section 3 – Recommendations (30 points)**: If you were in charge of hiring employees for this job, what types of selection instruments (at least 2) would you recommend? What Tasks/KSAs would you train on the job?
    - **10 points each** for a description of the two selection instruments – quality of description and correctness
    - **5 points** for a description of the tasks/KSAs that would be trained
    - **5 points** for citing sources of information

- **Section 4 – Reflection/Conclusion (10 points)**: Briefly describe what you learned while conduction your job analysis: What did you take away from your experience (**5 points**)? What would you do differently if you were to conduct another job analysis in the future (**5 points**)?

- **Section 5 – Appendices (5 points)**: The final section of your summary should include: a copy of your interview questions (labeled Appendix A, **1 point**), a list of the Task & KSA statements you generated and the rating your subject gave each statement on frequency and importance (labeled Appendix B, **2 points**), and the Task-KSAO linkage you performed (labeled Appendix C, **2 points**).

Determination of Grade

- One paper will be due (70 points) that is representative of the Group's EFFORT. Each group member will receive the same grade on the paper. Point values associated with each section of the paper are provided above. The point values are determined by (1) following directions (i.e., inclusion of the specific piece of information), (2) accuracy of the information provided, and (3) quality of the information provided (e.g., response demonstrates that students engaged in critical thinking). The team must submit a rough draft of the paper in order to receive feedback (IIT C-course requirement). **The rough draft is worth 10 points (10% of the project grade).** Points for the rough draft will be based on how complete the draft is and the quality of the information provided.

- Peer evaluations (20 points) will also be used to build accountability in the teams and help ensure that everyone pulls their weight. Everyone in the group will rate themselves in addition to their other group members' in terms of effort and participation on the group project. Your peer evaluation score is the average of your teammates' ratings of you on the Peer Evaluation Form. **Failure to turn in this form, will result in a <u>10-point deduction</u> from your (individual) overall score.**

- The team project is worth a total of 100 points toward your cumulative point total in the class. Individuals' project grades that will be used in the final course grade calculation will be the sum of (1) the group grade on the rough draft, (2) the group grade on the paper and (2) the peer evaluation grade that a person received less any incurred penalties (e.g., lateness).

- Note that the instructor reserves the right to alter peer evaluation grades in the event that particularly inappropriate ratings are given (i.e., extreme circumstances).

- ***If a team is experiencing serious problems with a team member, the team should bring this to the instructor's attention ASAP so that accommodations can be made if necessary. The instructor reserves the right to remove individuals from project teams and assign a comparable individual project if necessary.

Submission Instructions/Due Dates

The project is due Friday, November 30th by 11:59pm, and <u>only one</u> of your team members needs to submit the project via the BlackBoard assignment folder. The entire project should be contained in a single word document in the order described above. The rough draft and peer evaluation form will have separate assignment folders in Blackboard.

Project Timeline

Assignment	Due Date	Time
Step 1: Collect Background Information	*5-Oct*	*N/A*
Step 2: Generate Interview Questions	*5-Oct*	*N/A*
Step 3: Conduct your Interview	*8-Oct*	*N/A*
Step 4: Develop Task & KSAO statements	*15-Oct*	*N/A*
Step 5a: Task & KSA Ratings to SME	*15-Oct*	*N/A*
Step 5b: Task & KSA Ratings back from SME	*22-Oct*	*N/A*
Step 6: Task-KSAO linkage	*29-Oct*	*N/A*
Rough draft of report	**2-Nov**	**11:59 PM**
Written report	**30-Nov**	**11:59 PM**
Peer Evaluation Form	**30-Nov**	**11:59 PM**

*****Due dates with consequences are in bold; *suggested milestones are in italics.******

Project Tips:

1. Prepare for your interview and arrive on time. You may want to start your interview by getting the information you need to answer #1 above (i.e., Background Information).
2. Don't imply that you are evaluating the worth of the person's job.
3. See appendix for possible interview questions.
4. Clarify occupational jargon.
5. Write your Task and KSA statements at the right level of generality. For instance, "Ability to read" is too broad.
6. Try to stick with the suggested timeline above. Job analyses take time, and waiting until the last minute will NOT work.
7. Write the rough draft as you go through the steps in the timeline above. This will save you from rushing at the end.

Example Task/KSAO Inventory
The following is a partial list of the Task and KSA statements used in the job of medical technologist to give you an idea of how they are written. Task statements should follow the format discussed in class (*Does what? To whom or what? Why? How?)* Note that each KSA statement starts with the word "Knowledge," "Skill," or "Ability." To the left of your statements, you can include space for your subject's rating (use and importance ratings). Be sure to provide the rating scale in your report and in the form given to the subject.

Please rate the following tasks on frequency and importance.	Frequency					Importance				
	Rarely	Occasionally	Sometimes	Often	Very Often	Not Important	Slightly Unimportant	Neither important or unimportant	Slightly Important	Very Important
1. Provide technical information about test results to physicians, family members, or researchers. (Task)										
2. Ability to conduct blood supply inventory and make judgments of present and predicted blood supply demands.										
3. Skill in blood collection process, including arm preparation, phlebotomy, and preparation of collection bags.										
4. Knowledge of immunohematology, transfusion therapy, and phlebotomy.										

Example Linkage Table
This is a partial example of linkage table for a TSA agent. Notice that four tasks performed by a TSA agent are in the first column. Eight KSAOs needed by TSA agents form the labels for each column. X's are placed in the box when a task requires a given KSAO.

Tasks	Oral Communication	English Language	Security Policy & Procedure Knowledge	Security Equipment Knowledge	Visual Observation	Attention to Detail	Customer Service	Conflict Management
1. Perform security screening of persons, including pat-down or hand-held wand searches of passengers who have triggered machine alarms, who are unable to pass through metal detectors, or who have been randomly identified for such searches.	X	X	X	X	X	X	X	X
2. Monitoring walk-through metal detector screening equipment.	X		X	X	X	X		
3. Record information about any baggage that sets off alarms in monitoring equipment.					X	X		
4. Search carry-on or checked baggage by hand when it is suspected to contain prohibited items.	X	X	X		X	X	X	X

Appendix
Example Job Analysis Interview Questionnaire

"Job Title" – "Organization"

I. Introduction

"First, I want to thank you for your help and participation in this analysis. I am ___, and I am a student in Introduction to Industrial/Organizational Psychology at Rice University. One of the requirements for my class is that I complete a job analysis of a position in the local community. A job analysis is a detailed look at all the necessary tasks, skills, knowledge, and abilities needed for successful performance in a specific job position. Part of this process involves interviewing those who work in the position of interest. This interview should take no more than 60 minutes, and your information will be kept confidential: only the instructor and I will have access to this information. I want to stress that your job performance is not being evaluated; I am only seeking your assistance in investigating the required tasks, skills, knowledge, and abilities for your position. I would also like to ask you for an email address or other method of contact so that you may review my findings for accuracy. Is there an email address we may have to contact you with?"

Email/Contact:

"Please be as open and give as much information as you are able in your responses. Please assume that I have no prior knowledge of your job position. The questions may seem repetitive, but this is necessary in order to fully understand your position. If there is a question that is unclear, feel free to ask for clarification. Do you have any questions before we begin the interview?"

Interviewer Name(s):

Employee Name:

Job Title:

Date/Time:

Location:

Supervisor:

(Additional Interviewer Comments):

II. Introductory Questions

How long have you been an employee at ___?

What is your typical work schedule for the week?

In your opinion, what is the minimum number of years of experience for someone starting your position?

What area(s) of prior experience are required for a new employee in your position?

III. General Daily Requirements

Could you describe your typical workday?

III. Job Tasks:

What do you consider to be the major tasks of your job?

What types of interactions do you have with coworkers (supervisors, customers, etc.)?

What paper work are you responsible for?

How much time do you spend attending work related meetings? (Nature of meetings?)

Are you responsible for any budgeting decisions?

Are there any other tasks we did not ask you about that we should include?

IV. Equipment

Do you use any tools or equipment to perform your job? (e.g., Computer)

Do you use any specialized software in the course of your work?

Does the equipment you use require any special training?

V. Knowledge

What kind of knowledge do you need for your position?

Policies, Procedures, Guidelines & Rules?

What kind of training did you receive for any of this knowledge?

In your opinion, what is the minimum degree or amount of education required to perform your position?

VI. Skills

Can you think of any specific skills needed to be successful at your position?

VII. Abilities
        What abilities do you feel are required for your position?

        Physical (Lifting, Standing):

        Mental (Memorization, Decision Making):

        Interpersonal (Communication):

VIII. Personal Attributes
        What are the essential personality traits a person should have in your
        position?

IX. Context/Work Environment
        Please describe your work environment:

        What potential hazards are present in your work environment?

        How does your position relate/interact with other positions in the
        organization?

        What supervisors do you report to and how often? (How?)

        What, if any, feedback or recommendations do you contribute to supervisors or other
        staff members?

        Do you provide any training or supervision for others? (Who/How?)

        Are you responsible for the performance evaluation of supervisees? (How?)

X. Sources of Difficulty & Benefits
        What aspects of your job are the most demanding, challenging, or stressful?

        What do you like the most about your job?

XI. Other
        Is there any additional information that we have not covered that you with to tell
        us about, or otherwise feel is important for our analysis of your job position?