### Sample Job Analysis Worksheet for Tasks

<table>
<thead>
<tr>
<th>Task</th>
<th>Source</th>
<th>Importance</th>
<th>Frequency</th>
<th>Distinguishing Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Contacts others orally to obtain information.</td>
<td>HR Manager</td>
<td>5</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>2. Reads and understands nontechnical materials (e.g., letters, memoranda, electronic mail, simple instructions).</td>
<td>HR Manager</td>
<td>4</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>3. Serves as primary point of contact for a specific subject area.</td>
<td>HR Manager</td>
<td>3</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4. Interprets and applies laws, regulations, policies, standards, or procedures to specific issues.</td>
<td>Position Description</td>
<td>5</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>5. Promotes or develops and maintains good working relationships with key individuals or groups.</td>
<td>Position Description</td>
<td>4</td>
<td>5</td>
<td>3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Importance Scale</th>
<th>Frequency Scale</th>
<th>Distinguishing Value Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>How important is this task to the job?</td>
<td>How often is this task performed?</td>
<td>How valuable is this task for distinguishing superior from barely acceptable employees?</td>
</tr>
<tr>
<td>0 = Not Performed</td>
<td>0 = Not Performed</td>
<td>1 = Not Valuable</td>
</tr>
<tr>
<td>1 = Not Important</td>
<td>1 = Every few months to yearly</td>
<td>2 = Somewhat Valuable</td>
</tr>
<tr>
<td>2 = Somewhat Important</td>
<td>2 = Every few weeks to monthly</td>
<td>3 = Valuable</td>
</tr>
<tr>
<td>3 = Important</td>
<td>3 = Every few days to weekly</td>
<td>4 = Very Valuable</td>
</tr>
<tr>
<td>4 = Very Important</td>
<td>4 = Every few hours to daily</td>
<td>5 = Extremely Valuable</td>
</tr>
<tr>
<td>5 = Extremely Important</td>
<td>5 = Hourly to many times each hour</td>
<td></td>
</tr>
</tbody>
</table>

Signature: ________________________ Title: ________________________ Date: ____________

Note. Based on common decision rules, tasks that receive an average (mean) rating of 3.0 or higher across all raters (subject matter experts) on importance and frequency, and are rated as ‘performed’ by at least 67% of raters are identified as core tasks. A cutoff generally is not established for Distinguishing Value.

Although collecting Distinguishing Value ratings for tasks may be helpful when developing assessment questionnaires; these ratings are not required as part of a standard job analysis.
### Sample Job Analysis Worksheet for Competencies

<table>
<thead>
<tr>
<th>Competency*</th>
<th>Source</th>
<th>Importance</th>
<th>Need At Entry</th>
<th>Distinguishing Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Reading</td>
<td>HR Manager</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>2. Writing</td>
<td>HR Manager</td>
<td>4</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3. Interpersonal Skills</td>
<td>Position Description</td>
<td>4</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>4. Oral Communication</td>
<td>Position Description</td>
<td>4</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5. Reasoning</td>
<td>Classification Standard</td>
<td>4</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>6. Customer Service</td>
<td>Classification Standard</td>
<td>5</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>7. Personnel and Human Resources</td>
<td>Classification Standard</td>
<td>5</td>
<td>2</td>
<td>4</td>
</tr>
</tbody>
</table>

**Importance Scale**

1 = Not Important  
2 = Somewhat Important  
3 = Important  
4 = Very Important  
5 = Extremely Important

**Need At Entry Scale**

1 = Not needed for entry into the program.  
2 = Needed, but not required at entry because it will be acquired through formal training (such as classroom, on the job, or field training).  
3 = Needed and required at entry because it will not be acquired through formal training (such as classroom, on the job, or field training)

**Distinguishing Value Scale**

1 = Not Valuable  
2 = Somewhat Valuable  
3 = Valuable  
4 = Very Valuable  
5 = Extremely Valuable

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Note. Based on common decision rules, competencies receiving an average (mean) rating of 3.0 or higher across all raters (subject matter experts) are identified as important; competencies rated a ‘3’ on Need at Entry by 50% or more raters are identified as needed at entry. A cutoff generally is not established for Distinguishing Value.

*All competencies should be defined for Subject Matter Experts.*
Sample Job Analysis for Task and Competency Linkage

Task-competency linkages are important for ensuring the effectiveness and defensibility of selection instruments. By linking tasks to competencies, evidence related to how each competency is required on the job is established. In addition, these linkages improve the effectiveness and efficiency of selection instruments. They verify that the competencies identified for selection purposes are most representative of the tasks being performed.

### Linkage Scale
How important is this competency for effective performance of this task?

- 1 = Not Important
- 2 = Somewhat Important
- 3 = Important
- 4 = Very Important
- 5 = Extremely Important

<table>
<thead>
<tr>
<th>Competency Number</th>
<th>Task Number</th>
<th>Reading</th>
<th>Writing</th>
<th>Interpersonal Skills</th>
<th>Oral Communication</th>
<th>Reasoning</th>
<th>Customer Service</th>
<th>Personnel and Human Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Contacts others orally to obtain information.</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>5</td>
<td>3</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>2.</td>
<td>Reads and understands nontechnical materials (e.g., letters, memoranda, electronic mail, simple instructions).</td>
<td>5</td>
<td>1</td>
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<td>1</td>
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<td>3</td>
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<td>3.</td>
<td>Serves as primary point of contact for a specific subject area.</td>
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<tr>
<td>4.</td>
<td>Interprets and applies laws, regulations, policies, standards, or procedures to specific issues.</td>
<td>4</td>
<td>4</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>5.</td>
<td>Promotes or develops and maintains good working relationships with key individuals or groups.</td>
<td>1</td>
<td>3</td>
<td>5</td>
<td>5</td>
<td>3</td>
<td>5</td>
<td>3</td>
</tr>
</tbody>
</table>

Signature: ______________________________ Title: ______________________________ Date: ______________________________
Subject Matter Expert Background Information Sheet

Please provide us with some information about you. This information is requested so that we may document the qualifications and ensure a representative sample of subject matter experts is obtained. If an item does not apply to you, indicate that it is not applicable by marking NA.

Panel Date: ______________ Place of Panel: ________________________________
Name: __________________________________________________________________
Address: __________________________________________________________________
E-Mail Address: ______________ Phone Number: ______________ FAX: ______________
Job Title and Grade/Series: __________________________________________________________________
Years in present job series: ______________ Geographic area: ________________________________
How many years have you worked for your current agency? ______________
What other Federal occupations have you worked in? ______________
If you are or have been a supervisor, manager, or member of the SES, please indicate how many years you served in each capacity:
Years as supervisor: ______________ Years as manager: ______________ Years as member of the SES: ______________
What occupations do you currently supervise or have you supervised in the past?
________________________________________________________________________

Education. What is your highest level of education (please circle one):
A. High school graduate or GED
B. Attended college, no degree
C. Associate degree or equivalent (2 years of college)
D. College graduate (bachelor's degree)
E. Some graduate school, no degree
F. Master's degree
G. Doctoral degree (Ph.D., M.D., J.D., Ed.D., etc.)

Race. The categories below are designed to identify your race. This information is to be provided on a strictly voluntary basis and will be used only to evaluate the diversity of the pool of Subject Matter Experts consulted (please circle all that apply):
A. American Indian or Alaskan Native
B. Asian
C. Black or African American
D. Native Hawaiian or Other Pacific Islander
E. White

Ethnicity. With which ethnic category do you most closely identify yourself? This information is to be provided on a strictly voluntary basis and will be used only to evaluate the diversity of the pool of Subject Matter Experts consulted (please circle one):
A. Hispanic, Latino, or Spanish origin
B. Not Hispanic, Latino, or Spanish origin

Gender (please circle):
A. Male
B. Female

PRIVACY ACT INFORMATION
GENERAL
This information is provided pursuant to Public Law 93-579 (Privacy Act of 1974), December 31, 1974, for individuals completing Federal records and forms that solicit personal information.

AUTHORITY
Section 1302, 3301, 3304, and 7201 of Title 5 of the US Code.

PURPOSE AND ROUTINE USES
The information from this questionnaire will be used for research purposes only to examine crucial issues in the areas of recruitment, training, and selection. Your responses will be used for this research effort only and will not be disclosed for any other purpose.

EFFECTS OF NONDISCLOSURE
Providing this information is voluntary. No individual personnel selections are made based on this information.