

Interviews are, of course, necessary to supplement information gathered by other methods when the data appears to be incomplete, vague or lacking in objectivity. They will also be combined with observation in conducting classification audits.

There are other methods of collecting job data which are less frequently used than those already mentioned but they have limitations which restrict their use to particular situations or circumstances. An example is the use of a *Technical Advisory Committee*, which is usually a group of officers senior to those whose job or jobs are to be described and who are fully conversant with a fairly complex type of work. There is also *the group interview*, when a number of persons doing the same job are brought together to write a composite job description. This may be used on occasion for intermediate or senior officers, who all do the same type of work, and who, perhaps, are being brought together for a training seminar or workshop.

Another approach is to have management personnel briefed to write their own job descriptions in close-to-final form. This is often a very useful exercise as it disciplines the individual to think through, carefully, what he has been doing and the extent to which his duties and responsibilities do, in fact, match his terms of reference.

The Job Description

The job description is, in fact, the very essence of the job analysis process, since it is the distillation of all the data that have been collected about the work performed, put down in logical, orderly, and concise form. It is the starting point for the preparation of recruiting specifications, for the rating or evaluation of jobs, for the study of training needs, and for the preparation of occupational or class descriptions. If it is incorrect or misleading, then a number of important judgements, related to these personnel activities and based on the job description, will be unsound.

Job descriptions vary somewhat in format from one agency or department to another. However, the majority of descriptions are written in three recognizable parts:

1. **Job Identification.** All the information necessary to identify the job without describing it in any detail.
2. **Job Summary.** This may be a one sentence statement of the essential purpose of the job or it may be a paragraph briefly describing the purpose, scope, and content of the job.
3. **Job Duties.** A more detailed description of the work performed, duty by duty, by order of importance, or in chronological order and frequently showing the percentage of time spent on each.

Analysis of Job Data

When the analyst has collected all the job data necessary, he reviews it to determine the major and minor essential ingredients, in order to prepare his job description. He may have an employee questionnaire or a rough job description and, if he has interviewed the worker, a series of notes. He may also have supporting data, such as organization and work flow charts, and samples of the work done by the employee: reports, art work, publications, financial statements, and so forth. He analyzes this information, verifying his preliminary conclusions concerning the duties and the mental, physical and responsibility demands against the supporting data and the objectives of the work, makes any adjustments indicated, and arranges the duties in logical order. He determines **WHAT** is done, **HOW** and **WHY** it is done and the **SKILL INVOLVED**, and organizes the facts concerning each duty in terms of this formula.

Job Description Writing

After this preliminary analysis and organization of his material the analyst, beginning with the most important duty, composes a paragraph on each which will tell the reader **WHAT** is done, **HOW** it is done and **WHY** it is done. Each duty should begin with an underlined flag statement which gives the key to the whole duty. The flag statement will be the beginning of the longer sentence and will state **WHAT** is done.

For example:

"Reviews office procedures and methods to ensure the fastest and most efficient flow of documents to the units which will take the actions required...."