

*The questionnaire method* is useful whenever a large and dispersed population has to be covered. It may be supplemented by interviews in some cases. The data presented in questionnaire form does not necessarily constitute a job description. Questionnaire information, however, does form the basis for the completion of a Job Analysis Schedule by an analyst which includes a description of duties with factor or specification information. The final factor descriptions or specifications, including those in bench-mark positions used in classification standards, should be written without the use of any words or phrases which predetermine the rating. Otherwise, the effect is that the evaluation is done by the analyst, or at least predetermined by him, rather than by the preferred approach of the classification committee. The not uncommon practice in the government service of classifiers filling the dual role of analyst and sole evaluator runs counter to good job evaluation practice. The exercise of pooled judgement is the best way of ensuring that all evaluation plans are fairly and effectively used.

The design of job analysis questionnaires and job analysis schedules is a task which should be done by a group of specialists possessing experience and skill in this field. Usually these persons are also concerned with the development of classification standards. Departmental variations of these questionnaires and schedules should only be used when the exigencies of a particular situation demand it and then only with the approval of the central standards group.

When questionnaires are used, it is important that the employee's supervisor be involved. The questionnaire should come through the supervisor to the analyst and should be the basis for the analyst's discussion of the job with the supervisor. This approach is important because employees do not necessarily recall and identify all their duties. Alternatively, they may over-emphasize one duty and under-emphasize another or they may not express themselves clearly. For these reasons, questionnaires alone have their limitations and can only be used when there is a reasonable expectation that the respondents can express themselves in writing and can understand and follow the instructions provided. In some situations, for example, when dealing with a trades and labour group, it might be preferable to have a questionnaire completed by someone at a supervisory level rather than by the employee.

The position description will have to be written, or at least drafted, by the supervisor himself whenever a new position is being created or when significant changes are to be made in the duties of a position. Moreover, *position descriptions should always be reviewed when a position becomes vacant and should be rewritten or revised if work changes have either taken place or have been approved.*

*The interview combined with observation* is conducted at the work site. The analyst observes and questions the worker about the tasks being performed. It provides complete and accurate job information which minimizes the likelihood of interpretive errors. This method is used whenever the jobs being covered require observation as well as interview for a full appreciation of what is being done. It is therefore appropriate for operational and technical jobs as well as for some in the clerical and administrative groups. It may also be used, with less emphasis on observation, for professional and executive jobs which may be difficult to comprehend without a first-hand account of the work from the incumbent.

Managers have an important role to play in the preparation for and conduct of interviews. The analyst who may be a classification specialist or member of the manager's staff selected for this purpose should have an opportunity to study and familiarize himself with the data relevant to the position in question. This may consist of organizational charts, statements of work objectives, work flow statistics, programme reports, descriptions of related positions and written instructions which provide guidelines for the work. The job analyst should in the first instance consult the manager to determine the selection of background job data.

Several interview sessions may be required in the analysis of a single position. These can best be arranged through the auspices of management in order that they are conducted at a time and place convenient to the work and under conditions which facilitate the provision of information.

In essence, the purpose of a job analysis interview is to determine the 'What', 'Why' and 'How' of each duty allocated to the position by management. In addition, the skill and knowledge required to perform the duties must be identified and described. *Information gathered during a job analysis and incorporated in a job description must be authenticated by management before the description is considered valid.*