

4. Unrealistic percentages for each duty, e.g., too much for supervisory, planning or liaison activities, insufficient for certain minor, easily overlooked or underestimated duties such as answering enquiries, filing, attending the public.
5. "Over-writing", i.e., creating a false impression of the importance of the job by use of grandiose terminology, e.g., "co-ordinates" for "assigning", "statistics" instead of "data" or "lists", "auditing" instead of "perusing", "checking" or "inspecting", "directing" instead of "supervising", "negotiations" instead of "discussions" or "meetings", "researches" instead of "locates", "seeks", or "studies".
6. "Under-writing" by predetermining the important aspect of the job and not giving proper attention to other aspects which may be equally important from the job evaluation standpoint.
7. Using adjectives unduly – these are value words which should be used only in conjunction with examples, e.g., "reviews the more complex cases, for example....." Some adjectives commonly used without definition or illustration are "difficult", "major", "specialized", "significant".
8. Describing the job as it should be done when in fact it is done quite differently; this is a systems approach, not job analysis from the job evaluation standpoint.
9. Making unsupported judgemental statements such as "the work is complex and varied" in the factor descriptions instead of providing, as far as is possible, facts and evidence to support the job description. The factor description for "Complexity" or "Decision Making" for example, should provide concrete illustrations of the judgement and initiative required in the work and the freedom to take independent action to judge the degree of the factor.

The work is performed in accordance with general departmental instructions and established practice. It requires modifications to general departmental instructions in order to meet the requirements of the specific institution, and changes in established practices to meet emergency and other special situations.

10. Including employee qualifications that are personal and do not relate to the job, or including duties that an employee is qualified to perform but is not required to perform; this is an incumbent-oriented approach and is not proper job analysis.
11. Pre-supposing job content on the basis of one's knowledge of the field or of a similar job; if one is familiar with a particular field of work it is very easy to make assumptions about a particular job in that field.