



Hi, my name is Taylor and I work at the Experience Management Institute. Today I'm going to walk you through the job analysis questionnaire process and a little bit about JAQ's before we dive into this project.



At Experience Management Institute, we help organizations build more human workplaces.

We are a woman-owned social enterprise with extensive experience in organizational strategy, compensation design, human capital management, and process improvement. Our clients range from professional associations to public school districts and charter management organizations to nonprofits.

Our consultants have experience completing similar projects with more than 300 public school districts of varying size.

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At EXMI, we help organizations build more human workplaces. We're a woman owned social enterprise with extensive experience in organizational strategy, compensation design, and process improvement. Our clients range from professional associations to public school districts and charter schools and also nonprofits. Our team of consultants has a lot of experience completing projects similar to this one with Kirkwood with more than 300 public school districts of varying size across the United States.

## Learning Objectives

1. Understand the importance of job analysis and how it connects to other HR processes.
2. Recognize how job analysis fits into the overall staffing assessment and evaluation work we're doing with Kirkwood
3. Learn the process for completing a job analysis questionnaire.

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The learning objectives for the session include understanding the importance of job analysis and how it connects to other HR processes, recognizing how job analysis fits into the overall staffing assessment and evaluation work that we're doing with Kirkwood, and the process for completing your job analysis questionnaire.

## Project Scope

EXMI's scope of work for this project is to provide a thorough and comprehensive analysis to assist the district in the utilization of all district staff, the scope of work is to:

- Assess and evaluate staff positions within the district to make staffing recommendations
- Review and update job descriptions
- Assist with internal and external communication

As part of the overall project, EXMI will make recommendations related to the distribution of staffing, but it will **not** result in a reduction in force. Additionally, the work will not be focused on compensation.

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Our scope involves three areas of work.

- 1) We will assess and evaluate staff positions within the district to make staffing recommendations in terms of distribution of staff, job duties, and responsibilities. We will not be reviewing compensation, and the work will not result in a reduction in force.
- 2) We will also review and update job descriptions to reflect the information submitted through the job analysis questionnaire and align with the new recommendations.
- 3) Finally, we will assist with internal and external communications about this project.

## Job Analysis Defined

*Job analysis is the process of studying jobs to gather, analyze, synthesize, and report information about job responsibilities and requirements and the conditions under which work is performed.*

Modified from Heneman and Judge (2009)

### **Why is Job Analysis important? Building Ownership**

JA provides participants with the opportunity to share details about the work you perform, your core responsibilities and the knowledge, skills, and abilities needed in your job. We need your help to ensure information accurately documented!

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Job analysis is the process of studying jobs to gather, analyze, synthesize, and report information about job responsibilities and requirements and the conditions under which the work is performed. Why is job analysis important? It helps you build ownership. We're not there, and we really need your input and your point of view on the job that you do because you're the expert on your day-to-day responsibilities.

## Why is Job Analysis Important?

Our jobs are ever evolving and changing – ensures up-to-date information is collected

- Assists in updating job descriptions
- Helps us understand reporting relationships, organization structures, and title hierarchies
- Identifies areas of overlap or holes in projects/work
- Ensure physical demands and other position requirements are accurately documented for safety and legal compliance.



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Our jobs are changing all the time so job analysis ensures that up-to-date information is collected. If you think about the last time your job description was updated, it may not reflect all the new responsibilities that you have or the ways that your job has changed. This process assists in updating job descriptions. Job analysis helps us understand reporting relationships, organization structures, and title hierarchies which is what our focus of this project is. It also helps identify areas of overlap or holes in projects or work and ensures the physical demands and other position requirements are accurately documented for safety and legal compliance.

How can job analysis be conducted?

## Data Sources



Focus Groups



Interviews



Observation

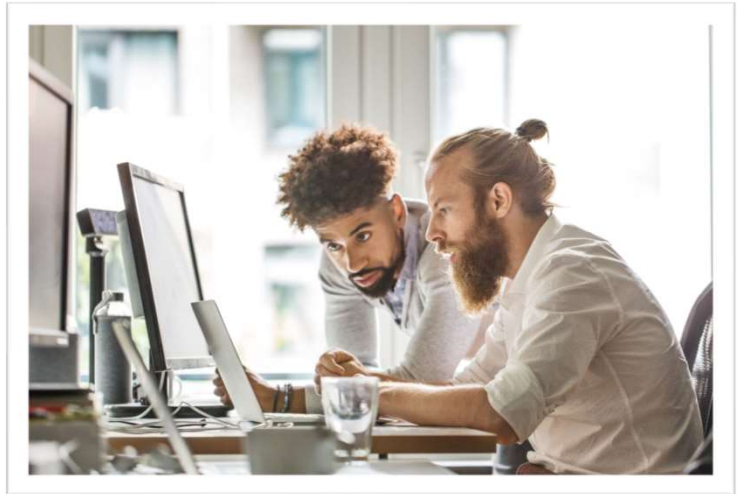


Questionnaires

Several methods can be used to collect information about jobs for a job analysis. The first is focus groups, which involves bringing people who perform the same job together to ask them about their jobs. Another approach is to conduct one-on-one interviews with employees about their job. A third approach is direct observation of the work as it is being performed. The final option is questionnaires, which is a survey that asks employees to provide information about their job responsibilities and the position requirements.

## How will the data be collected?

- Form used is called the Job Analysis Questionnaire (JAQ).
- Link to a JAQ Google form distributed via email on August 15, 2023 to all Kirkwood staff.
- Each Kirkwood staff member will have the opportunity to complete a JAQ until September 5, 2023, at 8 A.M.



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In our case, the method we will be using to conduct job analysis will be the JAQ or the Job Analysis Questionnaire. The JAQ is a Google form, and the link will be distributed via email on August 15th to all Kirkwood staff. You will have the opportunity to complete a JAQ for until September 5<sup>th</sup>.



## ABOUT THE JAQ: What information is collected?



### What this means to each staff member:

- You have the opportunity to share and explain the work tasks and expectations of your job (e.g., new tasks, changes to work tasks, work environment, etc.)
- You help ensure that the job description created accurately reflects your role
- You have a chance to directly participate in the project

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The JAQ includes questions about basic demographics, such as who you report to, job title, and your email. Then, it also will ask for a job summary, which is a few sentence overview of what you do in your job and its purpose. Next, the JAQ will ask you to share essential job tasks and functions; required education, licenses, and certifications; and relevant prior experience required to perform the job, if any. You will also be asked to identify the knowledge and skills needed to perform the job, work environment, physical demands, and any supervisory responsibilities.

What does this mean for you? Again, you have the opportunity to share and explain the work tasks and expectations of your job. As you are the expert, you help ensure that the job description created accurately reflects your role, and you have the chance to directly participate in this project. We want to hear from you!

## Outcomes of Job Analysis



1. Job description: Systematic, detailed summary of job tasks, duties and responsibilities.
  - Assures that employees and managers are on the same page regarding who does what.
2. Job specification: Detailed summary of qualifications needed to perform required job tasks.

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A job analysis has two primary outcomes. As mentioned, the job description, which is the systematic detailed summary of job tasks, responsibilities, and position requirements. An accurate job descriptions helps ensure that employees and their managers are on the same page regarding who does what and when and how. The second outcome is job specification,' which is a detailed summary of the qualifications needed to perform the required job tasks. Job specifications help ensure that individuals hired or promoted into an open position are capable of performing the job duties and assist with identifying qualified candidates.

## Connected to all HR practices

Job descriptions are at the center because they impact many other processes.



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Job descriptions are at the center of all sorts of different HR processes. Job descriptions inform HR planning, recruiting and hiring, professional development, performance management, safety and health, compensation and total rewards, organizational structure—which is our focus—and legal compliance. So, job analysis is a deeply critical process. Your input will help us ensure that we can develop accurate job descriptions.

## What does all this mean for me?

- You have the opportunity to share and explain the work tasks and expectations of your job, including any:
  - New tasks
  - Changes to work tasks, work environment, etc.
- You have the opportunity to ensure your job description accurately reflects your role



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So, this means you have the opportunity to share and explain the work tasks and expectations of your job including any new tasks or changes since the last time your job description was updated. It also means that you can help to ensure your job description accurately reflects your role.

## Tips for Completing the JAQ

- Focus on the **main tasks** you do each day. Ask yourself: *“How do I spend my hours at work each day?”*
- Main tasks are those which you spend **at least 3 hours/week** (about 6%). This should be an overarching summary of your primary job tasks.
- This is **not** a review of your performance or qualifications, but a picture of the skills and tasks needed in the job. Don't get sidetracked!

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To help you complete the JAQ, we have a few tips. First, focus on the main tasks that you do each day. Ask yourself “how do I spend my hours at work each day?” Main tasks are those activities in which you spend at least 3 hours a week or about 6% of your time on. Main tasks should provide an overarching summary of your primary job tasks.

As a reminder, this is not a review of your performance or qualifications, but a picture of the skills and tasks needed in the job. Remember that this is not about you, it's about the job. Don't get sidetracked!

## Tips for Completing the JAQ

- **Only include job tasks of your primary job.** Temporary, interim, or supplemental duties and roles should not be included.
- **Job task totals should equal 100%** even if you work a flexible or part-time schedule. You are still working 100% of the time you are at work.
- The information you share will be reviewed, by multiple people, before revised job descriptions are finalized. **If you forget something, don't worry!** It's likely that someone else will have included that information.
- **Feel free to use the additional comments field** to include any other information you deem relevant to your job that may not be specifically detailed elsewhere.

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You should only include job tasks that are part of your primary job. Do not include any temporary, interim, or supplemental duties.

Job task totals should equal 100% even if you have a flexible or part-time work schedule because when you're at work you're still working 100% of the time that you're there.

Keep in mind that the information you share will be reviewed by multiple people before updated job descriptions are finalized. So if you forget something, don't worry. It's likely that someone else will have included that information particularly if you're in a position where there are multiple people in the same job.

At the end of the JAQ, We have included an additional comments field. You can use this field to include any other information you deem relevant to your job that may not specifically be called out elsewhere. We encourage that you use that box to tell us any other information you feel is important for us to know about your job.

## Additional Supports Available

Use the QR code to access additional resources.

- **Action Verb List-** Reference that can help you complete the job tasks section of the JAQ
- **Job Analysis FAQs-** Find answers to frequently asked questions.

Contact Taylor ([TaylorT@exmi.org](mailto:TaylorT@exmi.org)), Kate ([KateH@exmi.org](mailto:KateH@exmi.org)), or Kim ([KimR@exmi.org](mailto:KimR@exmi.org)) if you need additional assistance.



Use this QR code to access support resources for the JAQ process.

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We have some developed a few supports to further help you complete the JAQ. Scanning the QR code on the right side of the page will open a webpage that contains additional resources. The Action Verb List can be referenced to help you complete the job task section of your JAQ. We also have created a Job Analysis FAQ where you can find answers to frequently the questions. Of course, we are available, myself, Kate, or Kim if you need additional assistance as well as your HR leaders at Kirkwood.

## JAQ Completion Window

**JAQ Distribution:** August 15, 2023

**JAQ Submission Deadline:** September 5, 2023, at 8 A.M.



Use this QR code to access  
your JAQ.

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As a reminder, the completion window is August 15th to September 5th. You can scan the QR code on the right to open the JAQ. You can also find a direct link to the JAQ in the email and the communications from the HR department.



**THANK YOU**



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Thank you for your attention! Please feel free to reach out if you need any further assistance in completing your JAQ. Additionally, feel free to reach out to your HR department. Thank you!