Job Analysis Questionnaire and Interview Guide

This page has information for analysts using this questionnaire or interview as part of a model building process. The interview guide itself begins on the next page.

Description

This is a 45 - 60 minute interview to be conducted with job-holders or managers of a target set of jobs for which a job model is being built. The persons interviewed should be persons who have performed the job or directly managed persons in the target job for at least one year. The interview focuses on a single job or on a set of jobs with the same or similar responsibilities (for example, Sales Representative, Customer Service Representative, Plant Manager, Financial Analyst). The interview focuses on the job's main responsibilities and the abilities needed to perform these responsibilities.

Purposes

This questionnaire and/or interview can be used to help build job models in several types of situations:

To Help Build a Job Model for a Unique Job When No Other Model Exists

In this case the analyst would conduct this interview with the manager of the jobholder and also conduct a Job Analysis Interview with the Jobholder. The analyst would prepare a job model based on the results of these two interviews and then review and revise the job model with both of these persons.

To Supplement Data Also Being Gathered Through a Resource Panel

If the analyst is planning to hold a resource panel on a set of jobs with similar responsibilities (e.g., Sales Representative, Customer Service Representative), it may be useful to gather data from one or more key managers who cannot attend the resource panel. In this case the analyst would integrate data from this interview with data from the resource panel and other sources by preparing a draft job model for review by the persons who have contributed data.

   If it is impossible to hold a resource panel, this interview can be used to gather data from the managers who would have been invited to the resource panel.

To Flesh Out a General Job Model for a Specific Job

The organization may have a model for a broad class of jobs (e.g., mid-level manager), but no model for a specific job within this class (e.g., Regional Marketing Manager). A model for the specific job may needed when planning to select or develop persons for this job. In this case the analyst could conduct this interview with the manager(s) of jobholders, along with Job Analysis Interviews with the jobholder(s), prepare an integrated job model, and review and revise it with the persons who were interviewed.

Introduction

- Introduce yourself.
- Explain the purpose of the project, how the job model will be used, benefits to the organization.
- What is your job title?
- How long have you been in this job?
- What experience do you have managing persons in the job we studying?

Interview Protocol

Target Job:	Date:
Interviewee:	Interviewed By:

Main Responsibilities

What would you say are the 4 or 6 most important main responsibilities in this job?

1	
2	
3	
4	
5	
6	

How would you weight them in terms of relative importance? Allocate 100 points among the responsibilities you identified.

Breaking Down Main Responsibility 1

The first main responsibility you mentioned was _____.
What are several key tasks that fall under that responsibility? (Enter these in the chart below)

Key Tasks for Main Responsibility 1

Are any of the key tasks you have identified for this main responsibility especially challenging? If so, why?

What are the performance criteria or measures that you use to judge whether someone is performing that main responsibility well?

What skills, knowledge and personal characteristics are needed to perform the tasks you have identified for this main responsibility?

Breaking Down Main Responsibility 2

The second main responsibility you mentioned was _____.

What are several key tasks that fall under that responsibility? (Enter these in the chart below)

Key Tasks for Main Responsibility 2

Are any of the key tasks you have identified for this main responsibility especially challenging? If so, why?

What are the performance criteria or measures that you use to judge whether someone is performing that main responsibility well?

What skills, knowledge and personal characteristics are needed to perform the tasks you have identified for this main responsibility?

Breaking Down Main Responsibility 3

The third main responsibility you mentioned was _____ .
What are several key tasks that fall under that responsibility? (Enter these in the chart below)

Key Tasks for Main Responsibility 3

Are any of the key tasks you have identified for this main responsibility especially challenging?
If so, why?

What are the performance criteria or measures that you use to judge whether someone is performing that main responsibility well?

What skills, knowledge and personal characteristics are needed to perform the tasks you have identified for this main responsibility?

Breaking Down Main Responsibility 4

The fourth main responsibility you mentioned was _____.
What are several key tasks that fall under that responsibility? (Enter these in the chart below)

Key Tasks for Main Responsibility 4

Are any of the key tasks you have identified for this main responsibility especially challenging? If so, why?

What are the performance criteria or measures that you use to judge whether someone is performing that main responsibility well?

What skills, knowledge and personal characteristics are needed to perform the tasks you have identified for this main responsibility?

Breaking Down Main Responsibility 5

The fifth main responsibility you mentioned was _____.
What are several key tasks that fall under that responsibility? (Enter these in the chart below)

Key Tasks for Main Responsibility 5

Are any of the key tasks you have identified for this main responsibility especially challenging? If so, why?

What are the performance criteria or measures that you use to judge whether someone is performing that main responsibility well?

What skills, knowledge and personal characteristics are needed to perform the tasks you have identified for this main responsibility?

Other Performance Criteria

Besides performing the main responsibilities you described, are there any other performance expectations that the organization has for people in this job?

Future Trends

Are there any ongoing trends -- in technology, the industry, marketplace, or the organization-- that are changing the requirements for this job? If so, describe these trends and their impact on the job.

Optional Question on Selection of Generic Competencies

If a resource panel will not be held, and you are using a set of generic competencies as building blocks to construct the job model, give the interviewee a list of the generic competencies with definitions and pose the following question:

"Here is a set of general competencies that have been found to be important to superior performance in many professional and managerial jobs. Please review the list and definitions and circle 10 competencies that you feel are most important to effective performance in this job

Optional Question on Nomination of Superior Performers

(Use if Key Event Interviews with superior performers are planned)

As part of this project, we would like to do some in-depth interviews with some superior performers in the job. Can you identify any persons we should interview?

Closing and Next Steps

Is there anything else you would like to tell me about this job?

Next Steps

Describe the next steps in the project and when the interviewee can expect to see a draft of the job model.