

# Occupational Market-Factor™ Job and Competency Analysis System - Community Edition v9.2e

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## Overview

The Occupational Market Factor (OMF) Questionnaire is a streamlined Multi-Purpose Job and Competency Analysis System designed for use in analyzing all types and levels of occupations. The OMF System uses a true Multi-Purpose Approach in that it provides reliable and valid information concerning Critical Job Behaviors, Performance Standards and Pre-Requisite Job Competencies. Advanced Java Based Technology is used to provide Intelligent Forwarding of completed information needed in later sections of the Questionnaire providing Automatic Fill-in of future OMF Form Sections wherever possible.

Modern Job descriptions contain a Summary of the job with emphasis on Critical Job Functions and associated Behaviorally Anchored Performance Requirements and Pre-Requisite Employment Standards. Surprisingly, some as the question of whether Job Descriptions apply in the Human Capital Modern Methods and Practices and feel comprehensive work needed for comprehensive Multi-Purpose Job and Competency Analysis is excessive. Lack of valid Job and Competency Descriptions leave Human Resource Professionals and Management without a valid Road Map for Recruiting, Performance Appraisal, Workforce Planning, Employee Training, Succession Planning and many related Human Resource and Human Capital Functional needs. The Occupational Market Factor (OMF) Questionnaire provides a thorough yet streamlined, automated and efficient system for Job and Competency Analysis centered on the most important Subject Matter Expert (SME) in Job and Competency Analysis – the Incumbent Employee.

Use of generic job descriptions fail to meet Job Analysis Requirements of Federal Regulations and Human Capital Functional Areas. Human Resource Professionals and others may feel that use of Job Descriptions borrowed from other sources are a benefit since that avoids starting from scratch. This approach however provides a false sense of validity and applicability. Reliance on borrowed/generic Job and Competency Descriptions almost always result in partial and incomplete Job and Competency Analysis Methods needing to be redone over and over for purposes such as Compensation Analysis, Market Based or other Methods of Job Evaluation, Salary Planning, Recruitment, Performance Evaluation, Succession Planning, and Training since reliable internal information cannot be assumed to be valid across organizations, departments or even across individual positions in a particular Job. OMF Job and Competency Analysis is an Essential Tool for compliance with the New California Fair Pay Act and similar laws in other states.

The OMF Job and Competency Analysis System is part of Job and Competency Analysis. This activity should NOT be construed in any way to be a performance evaluation. Positions are classified, not employees. The OMF Job and Competency Analysis System does provide for building of accurate Performance Standards based upon Behaviorally Anchored Rating Scales. Combined interview and questionnaire methods are commonly used in modern job analysis. Job Analyst Generated Supplemental instructions are provided on page two for use in providing information to Employees as what Section(s) of the of the questionnaire are to be completed. Normally, all Employee Sections will be utilized.

Use of Adobe Acrobat Reader XI or higher is required. Use of other software that claim to support Adobe Forms or Earlier versions of Adobe Acrobat Reader are not supported and usually result in unreadable results.

## **Community Edition vs Professional Edition v9.2e**

The Community Edition of the Occupational Market Factor Job and Competency Analysis System is provided for use free of charge to the Human Resource/Human Capital Community provided there the System is used in complete form without modification and that there is no attempt to reverse-engineer the system or otherwise to copy or use the system in any unauthorized fashion. The Professional Edition provides for analysis of five (5) Performance Domains and for Development of Performance Rating and Standards using Behaviorally Anchored Rating Scales for all Performance Levels. For information on the Professional Edition please visit <http://www.ictcw.com/cxomf.htm>

The Clayton Wallis Company does not warrant that the functions contained in the software products will meet business or personal requirements of the user or that the operation of the software will be entirely error free or appear precisely as described in the documentation.



Date		Return By Date
Name		Job Title
Organization		Location
Job Code		Position No
Address		Department
Telephone	Fax	e-mail
Comments		

Return questionnaire to:



Name		
Title		
Address		
Telephone	Fax	e-mail

The Occupational Market Factor (OMF) Questionnaire is designed for use in analyzing all types of occupations. The position that you currently occupy is being surveyed for the purpose of gathering current job information. Current job information is essential in developing and maintaining job descriptions, wage and salary programs, performance evaluation standards, promotional lines, employment standards, position and job competency profiles and other important organizational human resource programs. Modern and progressive personnel/human resource management practices are predicated on the availability and use of accurate and reasonable detailed job information.

Please look over the entire questionnaire before beginning to fill it out; then answer each question as clearly and definitively as possible. Complete only the sections checked on the following page. The description of your duties should be sufficiently detailed so that we can understand WHAT you do and HOW you do it.

Remember, completing this questionnaire is part of job analysis. This activity should NOT be construed in any way to be a performance evaluation. Positions are classified, not employees. Use of Adobe Acrobat Reader XI or higher is required. Use of other software that claim to support Adobe Forms or Earlier versions of Adobe Acrobat Reader are not supported and may result in unreadable results.

Be specific and avoid general terms. Use of technical language is acceptable as long as it is clear to anyone who would be employed in your organization. Jargon or acronyms should not be used unless they are clearly defined when first used. If your work includes the preparation of reports, indicate the kind, purpose and exactly what you contribute to them. Please type or print clearly, the answers to this questionnaire. Use the additional notes section at the end of the Employee Section for added work space. Feel free to attach additional sheets if more space is needed to answer any of the questions. Advanced Java Based Technology provides Intelligent Forwarding of completed information needed in later sections providing Automatic Fill-in of future OMF Form Sections wherever possible.

You may be contacted for an interview following completion of the questionnaire. Combined interview and questionnaire methods are commonly used in modern job analysis. Your cooperation in this important assignment is appreciated. Please review the supplemental instructions on page two before completing any section of the questionnaire.



## Supplemental Instructions



If you have any questions concerning the questionnaire please contact the person listed in the *Return Questionnaire To* section on the cover of the questionnaire form.

Please complete the sections checked below.

All employee sections (I through VII)

## OR

I General Position Information

II Job Outline and Analysis - parts checked below.

1. Competency Domain Identification

2. Work Activity Analysis and Rating.

If checked, complete Behavioral Based Performance Standards/Competencies Worksheet.

3. Pre-requisite and Performance Competency Links for Work Activities Rated **CRITICAL (Professional Edition Only)**.

4. Pre-requisite and Performance Competency Links for Work Activities Rated **IMPORTANT (Professional Edition Only)**.

III Position Overview.

IV Certificate of Employee

## Additional Instructions



**Section 1: General Position Information**

FTE	Pay period Hours:            Type:	Status:	Time in present position    Years            Months
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Other Positions Held	Location	Dates held (from/to)	
		<b>From</b>	<b>To</b>
		<b>From</b>	<b>To</b>
		<b>From</b>	<b>To</b>

Name and title of supervisor	Name:	Job Title:	
List codes and titles of jobs you supervise	Job Code:	Job Title:	Postion Count:
	Job Code:	Job Title:	Postion Count:
	Job Code:	Job Title:	Postion Count:
	Job Code:	Job Title:	Postion Count:
	Job Code:	Job Title:	Postion Count:
	Job Code:	Job Title:	Postion Count:
Briefly explain major function of your department or division			
Briefly explain the function or purpose of your position			
Are your duties principally the same from day to day, or do you receive your work on an assignment basis? Explain.			
You receive work on a (check all that apply) <input type="checkbox"/> daily basis <input type="checkbox"/> project or task basis <input type="checkbox"/> work out own assignments <input type="checkbox"/> other			
Level of supervision received (check one)			
<input type="checkbox"/> general direction - planning and organizing work at discretion of employee <input type="checkbox"/> general supervision - close management but independent technical responsibility <input type="checkbox"/> immediate - advice obtained for any situation out of ordinary			



**Section II: Job Outline and Analysis**

**1. Competency domain Identification**

Individuals in job categories perform many different duties. Some of these duties are related to each other. Groups of related duties are referred to as Competency domains. Each Competency domain may also have a set of competencies associated with it. Most jobs have from two to five domains. Examples of domain listings are shown below. The Community Edition is limited to two domains of the highest business necessity.

**General Secretary**

- |                                   |                           |
|-----------------------------------|---------------------------|
| 1. computer based word processing | 4. compose correspondence |
| 2. document management            | 5. maintain records       |
| 3. filing                         | 6. assist clients         |

**Accountant**

- |                              |   |
|------------------------------|---|
| 1. prepare financial reports | 4. conduct audits of accounts               |
| 2. devise improved systems   | 5. prepare tax and special fund reports     |
| 3. prepare budget materials  | 6. supervise technical accounting personnel |

**Research Scientist**

- |  |  |
|--|--|
| 1. conceive experimental plans           | 4. respond to requests for technical information |
| 2. carry out project plan                | 5. perform special assignments                   |
| 3. analyze, interpret and report results |  |

**Computer Operator**

- |   |  |
|---|--|
| 1. operates digital computer                | 3. maintains peripheral computer equipment |
| 2. operates tape cartridge and disk systems | 4. initiates program loads                 |
|   | 5. records computer activities in log      |

List below the competency domains currently in your job. Do not include work functions that have been permanently discontinued and do not include anticipated functions unless requested by the job analyst to do so.

**Competency Domains**

1.
2.



## 2. Work Activity Analysis and Rating

In this section list the activities associated with each competency domain you identified in Part 1 of this section. A work activity is a specific task associated within a competency domain. For example, the work activity of providing information would be included in the “assisting clients” competency domain listings in Part 1.

For each Competency Domain identified, list your work activities, and other information defined below.

**Column 1** Describe the work activity.

**Column 2** Estimate the percentage of time spent on the activity.

**Column 3** Rate the work activity in terms of importance to your overall job (Please note that **percent** of time spent and **importance** of work activities are not necessarily related). To rate the importance of the work activity, you should use the codes below. Place one of the codes in column 3, according to your judgment of the activity.

**Definition**

<b>Critical</b>	Function or task is extremely significant in determining success on job and serious consequences would result if task was disregarded or improperly performed
<b>Important</b>	Function or task is an essential element of job and consequences could result if not performed timely or properly. Errors could be corrected without any lasting or dire consequences.
<b>Necessary</b>	Function or task is part of job, however, activity could be temporarily suspended without any major consequences.
<b>Marginal</b>	Function could be suspended at any time without any significant effect on performance of job.

**Column 4** Rate the consequence of error associated with the work activity.

**Definition**

<b>High</b>	Severe consequences to operations.
<b>Average</b>	Errors can be corrected but with difficulty.
<b>Low</b>	Errors can be corrected with lasting consequences

**Column 5** Please list all special competencies (knowledge, abilities, skills and personal characteristics) which are **minimum** and **essential** requirements one must possess to perform the listed work activity.

**Column 6** List statements illustrative of **standard (satisfactory)** worker **observable behavior** for each activity noted. Satisfactory performance behavior is that which would fall into the middle of the total possible range of job behaviors for a given activity. Complete the Supplemental Performance Standards Work Sheet for each Performance Domain covering below and above standard examples if so directed. If more than ten (10) Competency Domains are identified use the *Additional Notes* section at the end of the Employee Section of the questionnaire.



## Required Competency (Knowledge, Skill and Ability) Identification For Work Activities

It is important to identify pre-requisite Competencies for each job in addition to those which are needed for standard (satisfactory) performance and those needed to exceed standard performance levels. **Be sure to include any pre-requisite physical abilities.** Pre-requisite Competencies (Knowledge, Skills and Abilities (KSAs) are the **MINIMUM** employment standards a new employee must possess the **FIRST DAY ON THE JOB**. Work behaviors, abilities and skills which can be learned on -the-job should **NOT** be considered pre-requisite employment standards.

Please complete columns 9, 10 and 11(as described below) for each Competency (KSA) you identified on the Work Activity and Competency Analysis Rating Form that was linked Work Activities rated **CRITICAL**. Also complete columns 9, 10 and 11 for any other Work Activity Importance Rating Levels as indicated by Job and Competency Analyst.

Column 9 Check the appropriate box(s) by each Competency (KSA -knowledge, skill or ability ). Indicate whether the Competency is a **pre-requisite employment requirement**.(required first day on the job), and/or needed to **achieve standard** (satisfactory) performance and/or needed to **exceed standard**. Check all of the options that apply for each Competency.

<p><b>Pre-Requisite</b> Job Requirement</p> <p>Needed to <b>achieve</b> standard performance</p> <p>Needed to <b>exceed</b> standard performance</p>
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Column 10 Estimate the **MINIMUM** education and experience requirements directly associated with each **pre-requisite** Competency (KSA) requirement. Indicate where combinations and substitutions are possible and provide as many alternatives as possible. Allow formal education, work experience, volunteer experience and specialized training or combinations thereof.

Column 11 Indicate physical requirements necessary to perform the function. These should directly relate to physical abilities assigned to work activities rated **CRITICAL**. Be specific. List all visual, motion, strength, speech, hearing, dexterity and other physical requirements **essential** in performing the work activity. These requirements must be regularly required to perform the activity.



**Work Activity and Competency Analysis Rating Form**

<b>Domain No. 1:</b>					
1. Work Activities	2. % time	3. Importance	4. Consequence of error	5. Competencies (knowledge, skills and abilities) <u>Essential</u> to work activity	6 Job Behaviors Indicating Standard (Satisfactory) Performance
1.					
2.					
3.					
4.					
5.					
<b>Example:</b> Project Planning	10	Important	Average	Knowledge of project planning, principles and techniques, Ability to estimate project resources.	Due Dates listed and revised as project progresses, usually adding unforeseen events.





**Pre-requisite Competencies (Knowledge, Skills and Abilities) Identification For Work Activities**

**Domain No. 1:**

<b>Work Activities</b>	<b>Competency (KSAs – Knowledges, Skills, Abilities)</b>	<b>9. Competency - Pre-Requisite and Performance Links</b>	<b>10. Minimum Education And/Or Experience (provide alternatives)</b>	<b>11. Essential Physical Requirements</b>
1.				
2.				
3.				
4.				
5.				



**Work Activity and Competency Analysis Rating Form**

Domain No. 2:					
1. Work Activities	2. % time	4. Importance	4. Consequence of error	5. Competencies (knowledge, skills and abilities) Essential to work activity	6 Job Behaviors Indicating Standard (Satisfactory) Performance
1.					
2.					
3.					
4.					
5.					
<b>Example:</b> Project Planning	10	Important	Average	Knowledge of project planning, principles and techniques, Ability to estimate project resources.	Due Dates listed and revised as project progresses, usually adding unforeseen events.



**Pre-requisite Competencies (Knowledge, Skills and Abilities) Identification For Work Activities**

**Domain No. 2:**

Work Activities	Competency (KSAs – Knowledges, Skills, Abilities)	9. Competency - Pre-Requisite and Performance Links	10. Minimum Education And/Or Experience (provide alternatives)	11. Essential Physical Requirements
1.				
2.				
3.				
4.				
5.				



### Section III. Position Overview

Work Activities of your position that are the most complex
Indicate which activities require the most initiative, intelligence experience, skill and reason
Indicate what contacts you make with people outside your division or department. Indicate frequency and purpose.
Kinds of errors that could be made in your position
Probable consequences of such errors
How these errors would be corrected
State the nature and extent of guidance given you on work assignments by your supervisor, manual and/or established procedures <b>while work is in progress</b>
Degree work is checked after it is completed - be specific



#### Section IV. Certificate of Employee

I certify that the answers to the foregoing questions in Sections I through VI are my own and they are complete and correct to the best of my knowledge.

Date	Employee Name (Print)	Employee Signature
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**Note: If available, please attach a copy of your current job description and any related materials.**

***The time and effort you spent  
filling out this questionnaire is appreciated.***



## **End of Employee Section**

**The following section is for completion by supervisory and management personnel only.**



## Section V: Supervisory and Management Instructions and Comments

### Instructions for Supervisory Staff

If you are a Supervisor, review this job and competency analysis worksheet booklet, and complete Part II of this section.

If the responses by the employee contained in this booklet vary from your understanding of the job then it is your responsibility to offer your comments in this section.

***UNDER NO CIRCUMSTANCES, HOWEVER, ARE THE EMPLOYEE'S ANSWERS/STATEMENTS TO BE MODIFIED IN ANY WAY.***

It will be your responsibility to review the completed and signed booklet for correctness, completeness and accuracy of answers/statements, then add any comments on the following page or on an attached memorandum which you believe is necessary. After you have completed the supervisory portion of this section, please forward the questionnaire (original) to your manager for review. If you are both the supervisor and manager then complete both sections yourself.

Your manager (if applicable) should review the completed questionnaire for correctness, completeness, and accuracy of answers and statements, and offer any comments they feel is necessary on the following page or in an attachment.

**Note:** If available, please attach a copy of your employee's current job description, procedure guide(s) and performance standards.

**PLEASE FORWARD THE COMPLETED (ORIGINAL) QUESTIONNAIRE TO:**

**THANK YOU FOR YOUR COOPERATION AND ASSISTANCE**



**Supervisory and Management Review Instructions and Comments (continued)**

**1. (To be completed by supervisor)**

Are the employee's statements accurate and correct? (Indicate corrections or incomplete items)					
State amount and kind of supervision this position requires:					
Other job related comments					
Supervisor		Supervisor Title			
Signature		Time In Position	Years	Months	Date
Job Code		Department			
Address		Mail Stop			
Telephone	Fax	e-mail			





**Supervisory and Management Review Instructions and Comments (continued)**

**1. (To be completed by appropriate manager)**

Are the employee's and supervisor statements accurate and correct? (Indicate corrections or incomplete items)					
State amount and kind of supervision this position requires:					
Other job related comments					
Manager		Manager Title			
Signature		Time In Position	Years	Months	Date
Job Code		Department			
Address		Mail Stop			
Telephone	Fax	e-mail			

