

Job Analysis Questions

Exempt Position

An interview should be focused on facts and the job, not individual personalities. One way to achieve this goal is to prepare a list of questions or an outline to follow during the interview.

Here are some questions you may want to ask:

- Can you tell me what the overall function of your job is? What are the major end results that you are expected to achieve? Be as brief as possible.
- Give a brief description of how your department is organized, explaining who reports to you and to whom you must report. What kind of supervision or guidance do you receive?
- What are the principal accountabilities of your job? What are you responsible for accomplishing? Do you establish and/or approve budgets, performance standards or work quotas?
- What kind of planning is involved in your job? Do your planning responsibilities extend to other areas of the company?
- Do you initiate or interpret company policies?
- To what extent does your job demand human relations skills? Describe some of your relationships with direct reports, with other managers, with people outside the company, etc.
- What kind of financial responsibility or accountability do you have (budget sales, payroll, etc.)? What is your maximum dollar approval authority?
- How much formal education do you believe is necessary to perform your job successfully? How much prior experience is required before an individual would be eligible for your job? How long should an individual be in your position before he/she would be fully competent?

These are basic questions that you may ask of exempt/managerial incumbents. Interviews may be conducted with the incumbent and his/her superior to obtain more perspectives on a particular job. Some high-level managers and executives may overstate their roles, while others will be quick to downplay their contributions. By talking to more than one person, you may be able to put together a more accurate description.

Nonexempt Position

- In order of their importance, describe the activities you perform. What is the hardest part of your job?
- To whom do you report?
- What kinds of personal contacts do you have? On the telephone or in person? How often? Does this exchange require you to give or obtain information, make corrections or adjustments; or are you required to provide guidance and direction or use negotiation skills?
- Describe the equipment and systems you use.
- Do you make independent decisions that could be costly to adjust and that do not require the immediate direction of your supervisor?
- Do you design projects using only your own skill and creativity?
- Are there policy limitations on the kinds of decisions you can make? (Example: dollar limitations, corrections, changes, unusual requests, etc.)
- How is your work checked? By supervisor or by automatic system? How often is it reviewed? Where are your errors caught? How expensive are they to correct?

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- Do you review the work of others? Do you provide work direction for any employees in your department?
- Do you process money or have access to confidential information?
- Are you required to perform any physical activities? Lifting, moving materials, crawling, bending, twisting, etc.?
- Does your job require special training or education? How long would it take the average person to learn to do your job?
- When you need help with some complex job issues, who helps you?
- Does this job require special math skills? (Example: calculate percentages, use algebra or trigonometry)

Machine Operator

- What do you do? Describe your duties. List the machinery and equipment that you operate. Do you perform maintenance on any equipment? General or major repair? Are you required to complete or maintain records?
- To what extent is your work supervised? How do you receive instructions? Is your work inspected? How often? Do you have to read and use blueprints, instruction manuals, work orders, schedules, or other written materials? Explain.
- How do you obtain materials to work with? Are they delivered to you? Do you pick them up? If so, how do you transport the materials?
- Do you work with special materials that have hazardous properties (chemicals, solvents, inks, etc.)?
- Do you supervise other workers? If so, list their job titles. Explain the nature of your supervisory duties.
- Does this job require special training, education, or experience to meet the established performance and department standards?
- What other important facts should be known about this job?
- If you run out of work, do you work in other departments or at different jobs? Was special training required?
- Is there any heavy lifting or physical activity required for this job? What are the weights and how frequently is the activity performed?
- How do the parts or materials arrive at the machine location? How do the parts leave the location?
- Who does the machine set up? Is the quality of the operation controlled by jigs, fixtures or the employee?
- Does the employee perform any quality checks of machined parts? If the quality of the machined part does not meet the established standard: Does the employee make a machine adjustment to correct the error? Or does the employee notify someone else to make the adjustment or correction?
- Who maintains the equipment? Does the employee perform minor repairs, replacements or grease/oil equipment? If not, who does this?
- What other work may the employee be transferred to if he/she cannot work on his/her own machine?