

GENERAL SERVICES ADMINISTRATION  
Washington, DC 20405

HRM 9320.1  
February 16, 2022

GSA ORDER

SUBJECT: Job Analysis

1. Purpose. The purpose of this Order is to establish procedures and clearly communicate the roles and responsibilities of creating a job analysis (JA) for competitive and excepted service hiring actions. A JA is a tool used to identify the major job requirements which are linked to the knowledge, skills, and abilities (KSAs) required for the position to be filled. It helps ensure the most qualified candidate is selected for the position.

This policy should be used in conjunction with all guidance cited in the References section of this policy. If a provision of this policy conflicts with a labor agreement, the labor agreement takes precedence.

2. Background. Job analysis is the foundation for all assessment and selection decisions. To identify the best person for the job, it is crucial to fully understand the nature of that job. Job analysis provides a way to develop this understanding by examining the tasks performed in a job, the competencies required to perform those tasks, and the connection between the tasks and competencies.

Job analysis data is used to:

- Establish and document competencies required for a job;
- Identify the job-relatedness of the tasks and competencies needed to successfully perform the job;
- Provide a source of legal defensibility of assessment and selection procedures;
- Determine job requirements, training needs, position classification and grade levels; and
- Inform other personnel actions, such as promotions and performance appraisals.

This policy provides guidance and the requirements for conducting JAs and will promote consistency across the agency.

### 3. Scope and Applicability.

This policy does not apply to the Office of Inspector General. The Office of Inspector General (OIG) has independent personnel authority. See Section 6 of the Inspector General Act of 1978, (5 U.S.C. App.3), as amended (Inspector General is authorized “to select, appoint, and employ such officers and employees as may be necessary for carrying out the functions, powers, and duties of the Office of Inspector General”) and GSA Order ADM 5450.39D CHGE 1, GSA Delegations of Authority Manual (Delegations Manual), Chapter 2, Part 1 (“the Inspector General has independent authority to formulate policies and make determinations concerning human capital issues within the [OIG]” and GSA determinations/delegations do not limit that authority). Similarly, GSA specifically recognizes that the Inspector General has independent authority to formulate policies and make determinations concerning training, employee development, and career management

### 4. Signature.

/S/  
TRACI DIMARTINI  
Chief Human Capital Officer  
Office of Human Resources Management

## JOB ANALYSIS

### 1. Introduction.

a. This policy applies when filling vacancies in the competitive and excepted service using the minimum qualification requirements outlined in the Office of Personnel Management's (OPM's) Qualification Standards.

b. When filling Administrative Careers with America (ACWA)-covered positions (Appendix F of the OPM Delegated Examining Operations Handbook (DEOH)) at the GS-5 or GS-7 level, the JA must include the basic eligibility questions, but it does not need to include the assessment questions.

c. When filling positions under Direct Hire Authority (DHA), Ch. 2, Section B - Conduct a Job Analysis of the DEOH, the JA must include the basic eligibility questions, but it does not need to include the assessment questions.

d. When filling positions non-competitively without a vacancy announcement, a JA is not required.

### 2. References.

- [29 CFR 1607, Uniform Guidelines](#)
- [5 CFR 300.103](#)
- [OPM Delegated Examining Operations Handbook](#)
- [OPM Qualification Standards](#)
- [OPM Classification Standards](#)
- [Position Descriptions \(PDs\)](#)
- PD Evaluation Statements (if applicable)
- Performance Plans
- [GSA Job Analysis Guide](#)

### 3. Roles and Responsibility.

a. Human Resources Specialists (HR Specialists) who perform staffing and placement services are responsible for developing and completing a JA for each vacancy. Although hiring officials and/or subject matter experts participate in the development of the JA, the responsibility for the accuracy of the JA documentation lies with the HR Specialist. The HR Specialists must sign and date the JA or obtain an email from the Hiring Manager indicating approval/concurrence. A copy of the signed JA or the signed Hiring Manager's approval/concurrence must be maintained in the case file.

b. Subject-Matter Expert(s) (SME) have full knowledge of the duties of the position and the knowledge, skills, and abilities necessary to perform the work. If a SME is used, the SME is responsible for providing relevant information and assisting in the development of the JA. The SME must review, sign, and date the JA to indicate approval/agreement or obtain an email from the SME indicating approval/concurrence.

c. The Hiring Manager of the position to be filled is responsible for assisting in the identification of an appropriate SME if used, provide all information as described in the recruitment checklist, and assist in the development of the JA. The Hiring Manager must review, sign, and date the JA to indicate approval/agreement or the HR Specialist must obtain an email from the Hiring Manager indicating approval/concurrence.

#### 4. Job Analysis Requirements.

a. HR Specialists Must Use the [Job Analysis Guide](#) each time a new JA is developed.

b. Use of Previously Developed Job Analysis. In some cases, the HR Specialist may use a previously developed JA if the position being filled has the same or similar duties and KSAs or competencies of a previous recruitment action. When using a previously developed JA, the hiring manager must still review the job analysis to ensure its accuracy, and the approval signatures must be less than three years old. If the JA is over three years old, the JA must be reviewed and re-signed.

c. Job Analysis for Interagency Career Transition Assistance Program (ICTAP), Career Transition Assistance Plan (CTAP) Recruitments. A new JA must be developed or a previously developed one may be used. If the JA is over three years old, the JA must be reviewed and re-signed.

d. Job Analysis for Multi-Grade Recruitments. A separate JA and crediting plan (commonly referred to as a weight calculator) must be developed for each position description and grade level being announced. Some tasks and competencies may be more important than others at different grade levels. HR Specialists must consult with the hiring managers and/or SMEs to determine any differences in the work performed across multiple grades.

e. Job Analysis for Interdisciplinary Recruitments. A JA conducted for an interdisciplinary position must contain identical KSAs regardless of occupational series. Although the qualification requirements are different, applicants must be rated against the same criteria. The JA must be annotated as “interdisciplinary” (i.e., Interdisciplinary includes series General Engineering, 0801 and Mechanical Engineering, 0830)

5. Record Keeping. A copy of the JA must be maintained and filed in the appropriate recruitment case file. If email was used to approve a JA and weight calculator, a copy of the email must be retained in the case file for reconstruction purposes.

6. Release of Information. In accordance with [DEU Handbook, Chapter 7](#), Section B, rating information is not releasable through Privacy Act or Freedom of Information Act (FOIA) regulations.