



United States Department of the Interior

OFFICE OF THE SECRETARY
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Memorandum

To: Bureau Human Capital Officers
Bureau Human Resources Directors

From: Jennifer A. Ackerman
Director, Office of Human Capital
Deputy Chief Human Capital Officer

Subject: Consistency and Efficiency of Job Analysis Practices

Purpose: This memorandum provides supplementary guidance to [PB 22-04](#) (Requirements for Assessment Practices During the Selection Process), [370 DM 312.3](#) (Position Management, Competencies), and [5 CFR 300.103](#). The intent of this guidance is to establish standardization, consistency, and efficiency in the methodology used in job analysis procedures across the Department of the Interior.

Background: Employment practices of the Federal Government must be based on a job analysis per [5 CFR 300.103](#) and the Uniform Guidelines on Employee Selection Procedures ([29 CFR Part 1607](#)) (see also OPM's [Delegated Examining Operations Handbook](#)). [5 CFR Part 300](#) establishes that each employment practice of the Federal Government shall be based, in part, on the knowledge, skills, and abilities required to perform the duties and responsibilities of the job. It also states that there shall be a relationship between performance in the position to be filled and the employment practice used.

Additionally, [Executive Order 13932](#) *Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates* and [subsequent guidance from OPM](#) requires that position descriptions and job announcements be based on the specific skills and competencies needed to perform the job.

Policy: A job analysis is a systematic process to gather information and determine details about a job. The details identified often include items such as:

- The tasks or duties performed on the job,
- The competencies needed by employees to perform these tasks or duties,
- The relationship or linkage between the tasks/duties, competencies, and successful performance of the job,

- The context in which the work is performed.

A job analysis is conducted by identifying subject matter experts (SMEs) and gathering data and relevant information about the job. This is often done in coordination with SMEs via focus groups, interviews, or consultation, conducting surveys, and/or coordinating review and revision of lists of tasks, duties, and/or competencies required for successful performance of the job. SMEs (which may include the hiring manager) should have first-hand, specialized knowledge and experience relevant to the job (e.g., previously or currently works or supervises the job at level of the organization in which the position is to be filled). The final product of a comprehensive job analysis is a validated, legally defensible analysis of the requirements of the job.

A job analysis must be sufficiently rigorous to support the employment practice for which the job analysis is informing. The minimum requirements for a job analysis are based on how the results are to be used. For example, filling a vacancy via Direct Hire Authority (where [rating and ranking cannot be conducted](#) beyond evaluation of qualifications) would likely require a less extensive job analysis than a job analysis conducted to support development of a complex assessment battery. [5 USC Chapter 23](#) (Merit System Principles) requires that selections be made from qualified candidates and that employees be selected and advanced on the basis of merit. A proper job analysis serves as the basis for ensuring that the selected candidate was qualified for the position and that the selection was based on merit.

The term “job analysis” and “competency model” are often used interchangeably, in that both terms describe the process of identifying the attributes required for successful performance of work. Competency models have been developed and issued by the Department’s Office of Human Capital (OHC) for over 50 distinct occupations and roles. OPM also regularly develops and publishes Government-wide competency models for occupations or roles. These competency models are validated for use across the human capital lifecycle, including for assessment and selection of new hires, and can be utilized in the following ways:

- As a Department-level, standardized job analysis – no modifications are necessary in order to use the results to inform which competencies may be targeted for recruitment and selection decisions, or
- As a supplement to other information gained during a local level job analysis – information from the model can be used as a starting point for review, often with the hiring manager or SMEs providing details on additional technical skills required for the work.

The list of available competency models is published on the [DOI Competency Library](#). Additionally, to aid in consistency in job analysis practices, OHC has developed a *Standardized Job Analysis and Recruitment Checklist* which may be used in the development and documentation of a job analysis. Another resource available at the DOI Competency Library is the DOI Competency Dictionary. This document provides professionally developed and validated definitions for hundreds of competencies appearing in Department or OPM competency models. When completing a job analysis, the use of competency definitions from the

dictionary is recommended to ensure consistency in the description of work across the Department. This also saves time in drafting new competency definitions when a similar definition is available. If a definition is not available for a critical competency, hiring managers may work with SMEs and the human resources professionals to draft the new competency.

Inquiries: Any Department employee or employee representative seeking further information concerning this memorandum may contact their respective servicing human resources office. Bureau Headquarters Human Resources staff may contact the OHC Strategic Talent Management division at DOI_Office_of_Human_Resources@ios.doi.gov for questions or additional information concerning this guidance.