

## **Job Analysis Interview**

### General Suggestions

- Be prepared.
  - Formulate and practice a list of questions to be asked to the interviewee.  
Also, consider the background of workers when planning interview questions.
  - Anticipate questions about the interview process from the worker.
  - Make sure that all forms and documents are present and are easily read and understood.
- Conduct the interview in a setting free from noise and other distractions.
- Attempt to conduct the interview in pairs. It makes recording of information easier.
- Begin by introducing yourself in an informal manner and by clearly explaining purposes of the interview (it is beneficial that a standard introduction be developed and practiced).
- Establish rapport.
  - Give the interviewee an opportunity to get used to the situation and to you. After the introduction, start by making general comments and by asking broad questions.
- Keep interview length to under an hour.
- Use of tape recorders is not advised (they sometimes make workers feel uneasy and are time consuming to transcribe).

- Record interview information by any technique you feel comfortable with, although some type of standard recording form is preferred.
- Actively listen to the answers of workers
  - repeat questions and/or give an example in response to the worker’s answer
  - limit the amount of time you record responses of the worker on paper
  - indicate your understanding of the answers by such things as responding “yes” or “I understand” or by nodding your head positively (remember your behavior can greatly influence the responses of the interviewee).
- Avoid questions that can be answered by yes or no responses.
- Avoid questions that begin with the word “why” (it tends to put workers on the defensive).
- Avoid “leading” questions such as “You do interact with people a lot on your job, don’t you” (workers may say “yes” simply because they believe that such a response is expected).
- Ascertain the specific activities performed by the worker (tasks).
  - It is useful to ask the worker to think of a typical work day and to tell you the first task they perform when they walk in.
  - After recording this information, ask them “What is the next thing you do?”
  - To achieve the desired detail regarding what the worker does, it is beneficial to focus on the inputs (service orders, telephone calls, forms, etc.) and the behaviors that the worker engages in (outputs) to respond to these inputs (i.e., package goods, blend drinks, make phone calls, write memos).

- Questions of the following type can prove useful in this regard:
  - a) What specific activity(ies) is /are performed when a given input is received?
  - b) What are the specific outputs of the work performed?
  - c) Where, if anywhere, are these outputs sent?
  - d) What, if any, time requirements exist to produce the outputs?
- Exercise a moderate amount of “control” during the interview (Too much will likely lead to brief responses and disinterest on part of the worker. Too little will lead to excessive talking by the interviewee.
- Be aware of the expressions and reactions of the worker.
- Conclude with an informal talk and summary of the interview.
  - Ask the worker if he/she has any questions.
  - Request any additional general information or clarification.
  - Reconfirm the purpose and intended use of the interview information.
- \* Don't forget to thank them for their time!