JOB ANALYSIS: An Important Return-to-Work Tool

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I. INTRODUCTION

A. Definition(s) of Job Analysis

Job Analysis is a detailed description of the physical and other demands of a job or job goal based on direct observation of the job. Among other things, it describes what the worker does in terms of activities and functions, and the worker characteristics (skills, knowledge, abilities, and adaptabilities) needed to accomplish the tasks involved.
Job Analysis is a process to identify and determine in detail the particular job duties and requirements and the relative importance of these duties for a given job. Job Analysis is a process where judgments are made about data collected on a job.

Job Analysis data may be collected from the injured worker, other workers and the employer-at-injury through interviews or questionnaires, the product of the analysis is a description or specifications of the job, not a description of the person.
B. Job Analysis in the OAR 436-120 Rules

436-120-0410 Vocational Evaluation

(3) On-the-job evaluations shall evaluate a worker's work traits, aptitudes, limitations, potentials and habits in an actual job environment.

(a) First, the vocational counselor shall perform a job analysis to determine if the job is within the worker's capacities. The insurer shall submit the job analysis to the attending physician if there is any question about the appropriateness of the job.

(6) Job analysis is a detailed description of the physical and other demands of a job based on direct observation of the job.
(1) The insurer shall provide an eligible worker with four months of direct employment services dating from the date the insurer approves a direct employment plan or the completion date of an authorized training plan. Direct employment services include, but are not limited to, the following:

(d) Job analysis
(4) If, during development of a return-to-work plan, an employer offers the worker a job, the insurer shall perform a job analysis, obtain approval from the attending physician, verify the suitability of the wage, and confirm the offer is for a bona fide, suitable job as defined in OAR 436-120-0005(12). If the job is suitable, the insurer shall help the worker return to work with the employer. The insurer shall provide return-to-work follow-up during the first 60 days after the worker returns to work. If return to work with the employer is unfeasible or, during the 60-day follow-up the job proves unsuitable, the insurer shall immediately resume development of the return-to-work plan.
(2) Return-to-work plan support shall contain, but is not limited to, the following:

(j) A job analysis prepared by the vocational assistance provider, signed by the worker and by the attending physician or a qualified facility designated by the attending physician, and based on a visit to a worksite comparable to what the worker could expect after completing training.  (continues on the next slide)
If the attending physician is unable or unwilling to address the job analysis and does not designate a facility as described above, the insurer may submit the job analysis to a qualified facility of its choice. The insurer shall submit the resulting information to the attending physician for concurrence. If the attending physician has not responded within 30 days of the date of request for concurrence, the plan may proceed.
Individuals providing vocational assistance shall be classified as follows:

(4) To meet the direct experience requirements for Vocational Rehabilitation Counselor, the individual must:

(a) Perform return-to-work plan development and implementation for the required number of months; or

(b) Perform three or more of the qualifying job functions listed in paragraphs (A) through (J) of this subsection for the required number of months, with at least six months of the experience in one or more of functions listed in paragraphs (A) through (D) of this subsection.
The qualifying job functions are:

(A) Return-to-work plan development and implementation;
(B) Employment counseling;
(C) Job development;
(D) Early return-to-work assistance which must include working directly with workers and their employers;
(E) Vocational testing;
(F) Job search skills instruction;
(G) Job analysis;
II. DEFINITIONS

Physical demands are a way of describing the physical activities that a job requires. Care must be exercised in evaluation the force and physical effort a person must exert. These can be expressed according to the following:

N  Not Present  Activity or condition does not exist;
O  Occasionally Activity or condition exists up to 1/3 of the time;
F  Frequently  Activity or condition exists from 1/3 to 2/3 of the time; and
C  Constantly  Activity or condition exists 2/3 or more of the time.
SEDENTARY WORK (S): 436-120-0005(7)(a)

Exerting up to 10 pounds of force occasionally and/or a negligible amount of force frequently to lift, carry, push, pull, or otherwise move objects, including the human body. Sedentary work involves sitting most of the time, but may involve walking or standing for brief periods of time. Jobs are sedentary if walking and standing are required only occasionally and all other sedentary criteria are met. (i.e., if a job involves only 10# lifting/carrying but continuous standing/walking, it is classified as light work not sedentary work)
Exerting up to 20 pounds of force occasionally, and/or up to 10 pounds of force frequently, and/or a negligible amount of force constantly to move objects. Physical demand requirements are in excess of those for Sedentary Work. Even though the weight lifted may be only a negligible amount, a job should be rated Light Work:

(1) when it requires walking or standing to a significant degree; or

(2) when it requires sitting most of the time but entails pushing and/or pulling of arm or leg controls; and/or
(3) when the job requires working at a production rate pace entailing the constant pushing and/or pulling of materials even though the weight of those materials is negligible. NOTE: The constant stress and strain of maintaining a production rate pace, especially in an industrial setting, can be and is physically demanding of a worker even though the amount of force exerted is negligible.
Exerting 20 to 50 pounds of force occasionally, and/or 10 to 25 pounds of force frequently, and/or greater than negligible up to 10 pounds of force constantly to move objects. Physical demand requirements are in excess of those for light work.
HEAVY WORK (H): 436-120-0005(7)(d)

Exerting 50 to 100 pounds of force occasionally, and/or 25 to 50 pounds of force frequently, and/or 10 to 20 pounds of force constantly to move objects. Physical demand requirements are in excess of those for medium work.
Exerting in excess of 100 pounds of force occasionally, and/or in excess of 50 pounds of force frequently, and/or in excess of 20 pounds of force constantly to move objects. Physical demand requirements are in excess of those for heavy work.
A. Positional definitions (stand, walk, sit, bend, climb, etc.)

B. Environmental Conditions

Environmental conditions are a means of describing the physical surrounding of a worker in a specific job and of indicating the hazards that a definite risk of bodily injury to the worker. The environmental conditions identified for an occupation are those which are considered to be important or critical.

C. Hazards

A hazard is a condition in the work environment that subjects or exposes the worker to the possibility of serious bodily injury or danger to the worker’s life or health. A hazard is specific, related to the job, and has a greater likeness of occurring than it would away from the job.
III. PROCEDURES/ APPROACHES to CONDUCTING a JA

Methods of Job Analysis

Several methods exist that may be used individually or in combination. These include:

• Review multiple sources of job information (DOT; O*Net, etc)
• Interviewing the worker
• Interviewing the supervisor
• Interviewing the other workers
• Structured questionnaires
• Check lists
• Open-ended questionnaires
• Observation
What Aspects of a Job Are Analyzed?

Job Analysis should collect information on the following areas:

• Duties and Tasks
• Environment
• Tools and Equipment
• Relationships
• Requirements
The Observation method of Job Analysis is suited for jobs in which the work behaviors are

1) observable involving some degree of movement on the part of the worker, or

2) job tasks are short in duration allowing for many observations to be made in a short period of time or a significant part of the job can be observed in a short period of time, or

3) jobs in which the job analyst can learn information about the job through observation.
Job Analysis: Methods of Observation

Advantages

• Ability to obtain first-hand knowledge and information about the job being analyzed.

• Direct Observation allows the job analyst to see (and in some cases experience) the work environment, tools and equipment used, interrelationships with other workers, and complexity of the job.

• Direct Observation of workers may be necessary to support testimony if the worker and employer disagree on requirements of a certain task.
Disadvantages

• The presence of an observer may affect the worker causing the worker to alter their normal work behavior.

• Workers may alter their work behavior if they know they are being observed.

• This method is not appropriate for jobs that involve significant amounts of time spent in concentration or mental effort.
Job Analysis: Methods of Interview

Advantage

• Allows the worker to describe tasks and duties that are not observable.

Disadvantage

• The worker may exaggerate or omit tasks and duties.
Job Analysis: Methods of Interview

Tips

Research  Review multiple sources of job information prior to conducting the interview. These may include:

- Dictionary of Occupational Titles
- O*Net
- HR-Guide’s links to on-line job descriptions
  [http://www.hr-guide.com/data/025.htm](http://www.hr-guide.com/data/025.htm)

Check out the Job Analysis Interview Guide
Job Analysis: Methods of Interview

Tips

Carefully Construct Interview Questions

• Questions should be open-ended. Open-ended questions provide a framework in which to respond, yet leave the responsibility with the employee to determine the level of detail to provide in the response.

  Example: "Describe how you balance the monthly accounting report."

• Avoid "yes-no" questions, unless they are the best way to get right to the point of an essential duty.

  Example: "Have you ever used power tools when performing electrical work?"
Job Analysis: Methods of Interview

Best Practices

1. Have worker there at the time of the JA. Allows you to informally evaluate the worker in the work environment (mobility, etc.)
2. Utilize a JA kit and have this available anytime you perform a JA.
3. Review OED job description and classification prior to performing the JA.
Job Analysis: Methods of Interview

Best Practices

4. Have the worker and the employer/supervisor review and modify the final JA report, as necessary, to insure its accuracy and eliminate disagreements prior to submission to the doctors.

5. Obtain the worker’s signature and the employer’s signature on the completed JR report.

6. Etiquette of completing a JA (scheduling process, education/explanation, dressing correctly, least amount of interference at the job site).

7. Others?
IV. WHAT DO YOU DO WITH THE COMPLETED JA?

A. Reporting results

Review the job analysis with the worker and the employer and the employer to obtain signatures. Submit to the doctor and follow up with attending physician to obtain approval and signature. It is important that the completed JA be accurate and objective.

What are the uses of a JA?
V. ADMINISTRATIVE REVIEW DISPUTES

A. Is the release to regular work with restriction a regular work release?
V. ADMINISTRATIVE REVIEW DISPUTES

OAR 436-120-0005(10) “Regular employment” means the employment the worker held at the time of the injury or at the time of the claim for aggravation, whichever gave rise to the potential eligibility for vocational assistance; or, for a worker not employed at the time of aggravation, the employment the worker held on the last day of work prior to the aggravation claim. If the basis for potential eligibility is a reopening to process a newly accepted condition, "regular employment" is the employment the worker held at the time of the injury; when the condition arose after claim closure, "regular employment" is determined as if it were an aggravation claim.
436-120-0320(10) A worker entitled to an eligibility evaluation 
is eligible for vocational services if all the following 
additional conditions are met:

(c) As a result of the limitations caused by the injury or 
aggravation, the worker:
(A) Is not able to return to regular employment;
Using the job description as job analysis

A Job Description is:
A summary of the most important features of a job, including duties and responsibilities, skills, effort of the work performed. It typically includes job specifications that include employee characteristics required for competent performance of the job.

A written statement that describes the work to be performed by the worker. The description includes general information, a summary sentence(s), detailed duties and responsibilities, and minimum qualifications.
Using the job description as job analysis

It does not include the physical demands of the job.

It does not pertain to the exact job the worker was doing at the time of the injury. It is only a summary of the job.
VI. QUESTIONS AND RESPONSES
VII. SUMMARY

• Job analysis (JA) is a detailed description of the physical and other demands of a job based on a direct observation of the job.

• Job analysis is cited several times in the 120 vocational assistance rules.

• Physical demand work categories and definitions.

• Importance of accuracy and objectivity when completing a JA.

• Obtaining the approval and signatures of the worker, the attending physician, and the employer on the JA form/report.