

STATE OF MAINE

DEPARTMENT OF PERSONNEL

February 17, 1977

PERSONNEL MEMORANDUM 9-77

TO: All Agency Heads

FROM: Robert J. Stolt, Commissioner

As Commissioner of the Department of Personnel, I must ensure compliance with State/Federal Guidelines specifying the extent of documentation needed to make decisions affecting recruitment, examination and classification assignment. To date such documentation has neither been available nor obtained. Therefore, to meet standards expected, I have directed the following change in operating procedure:

Effective February 22, 1977, all user agency requests to open classes to examination and/or to initiate reclassification actions will be subject to compliance with State/Federal documentation requirements. Such documentation must be of recent date and of sufficient detail to provide a valid, defensible basis for decisions concerning actual work performed, to establish minimum entrance requirements and to specify/identify the source of any unusual or special requirements (e.g., Licensing, Physical/Environmental demands, etc.)

Format for this documentation includes:

1. Task statements written in controlled, standardized language according to the Functional Job Analysis (FJA) Model.\*
2. Task statements ranked according to indices for criticality and importance.
3. Knowledges, skills, abilities and other worker characteristics related to tasks performed and ranking of these qualities to reflect their necessity at time of hire and their importance to over-all job success.
4. Minimum entrance requirements which are reasonable in terms of the knowledges, skills and abilities identified.

Procedurally, all future requests leading to the conduct of examinations and/or reclassification actions will need to be supported in accordance with the above.

In the absence of this documentation, the request will be disallowed and returned with an explanation of the corrective measures needed. This policy will be followed without exception, unless the user agency can reasonably present and logically argue why this action is not in the best interest of Maine State Service.

As requests are disallowed, immediate plans will be made to conduct detailed classification analyses, drawing on the expertise of employees within the agency or agencies involved. Each analysis will be directed by one or more members of this Department's technical/professional staff and specific training will be provided to acquaint user agency participants with procedures to be followed.

I fully realize the impact this action will have on your agency's hiring/promotional practices and that its success will depend in large measure upon your support. I ask, therefore, that you:

1. Alert all concerned staff within your agency to this change in procedure at the earliest possible date.
2. Issue a department-wide statement expressing your commitment in terms of both personal approval and your willingness to supply staff as needed to conduct and complete analysis projects.

Thank you for your cooperation.

Note: This memorandum rescinds and replaces Personnel Memorandum 23-76

---

\*Functional Job Analysis (FJA) is an approach used to identify and describe work performed by job holders. Following this approach, each job is defined in terms of tasks performed by the worker. Several task statements are written, each one clearly stating worker action, the object of that action, the purpose for doing that task and the extent to which the worker must function on his own. In addition, each task statement is ranked using prepared scale values to show how much and to what level it involves data (ideas, facts, statistics); how much and to what level it involves people (communicating ideas and information); and how much and to what level it involves working with things (tools, equipment, machines).

THE RESULTS ARE USED TO WRITE A GOOD JOB DESCRIPTION.

Once all task statements have been written, they are further broken down by a trained technician into the particular knowledges, skills and abilities (KSA's) which the worker needs to perform his assigned tasks. These KSA's are then reviewed and ranked by persons, subject matter experts (SME's) very familiar with the job. THE RESULTS ARE USED TO WRITE REASONABLE ENTRANCE REQUIREMENTS AND TO PREPARE AN EXAMINATION PLAN.

With this amount of detail and standardization, FJA provides the information needed to make accurate and consistent decisions concerning classification assignment, recruitment, examination, performance evaluation and many other related personnel actions.