

Validating the use of Multi-Departmental Examinations

To validate an examination for a specific classification, departments must conduct a job analysis to document and provide evidence that the exam is measuring job-related information. The Department of Human Resources (CalHR) conducted several job analysis studies for various classifications on a multi-departmental basis. The results from these studies were used to develop several multi-departmental examinations.

Departments that contributed to the multi-departmental job analysis process have demonstrated evidence of job-relevant validity for the multi-departmental examination. Departments that did not participate in the initial process must conduct a local job analysis study in order to establish that the multi-departmental examination is appropriate for department use.

Job analysis data collection methods must comply with SPB guidelines as stated in the Selection Analyst Job Analysis Manual, located at:

<http://www.calhr.ca.gov/Documents/job-analysis-manual.pdf>

The steps for completing a local job analysis study for inclusion in multi-departmental examinations are as follows:

1. Ensure that a current (under 5 years) and valid job analysis is on file. If your department does not have a current job analysis, one may be completed using the **Steps for Conducting a Local Job Analysis Study for Multi-Departmental Examination Use**, located in the following section of this document.
 - The job analysis methodology must be properly documented. Guidelines are available in the Job Analysis Manual located on the CalHR website:
 - <http://www.calhr.ca.gov/Documents/job-analysis-manual.pdf>
2. Obtain the **CalHR Test Item/KSAPC Linkage Sheet** for the specified examination, located at: **INSERT URL INSERT URL INSERT URL INSERT URL INSERT URL**
3. Link KSAPCs from the department's local job analysis to the multi-departmental KSAPCs listed on the **CalHR test item/KSAPC linkage sheet**.
 - Each KSAPC used to support the multi-departmental examination must link to at least one KSAPC from the department's local job analysis.
 - Linkage should be completed by a trained exam analyst with the assistance of the appropriate subject matter experts.

4. Retain a copy of the **CalHR Test Item/KSAPC Linkage Sheet** on file to support use of the multi-departmental examination.

Steps for Conducting a Local Job Analysis Study for Multi-departmental Examination Use

If your department does not have a current job analysis, one may be completed using the steps outlined below. This process is specifically designed to assist departments in complying with the principles, practices, and laws related to merit and fair employment, as regulated by the State Personnel Board.

1. Retrieve the finalized list of the tasks and knowledge, skills, abilities, and personal characteristics (KSAPCs) from the multi-departmental classification job analysis. A copy may be obtained from the CalHR website.
 - <http://www.calhr.ca.gov/state-hr-professionals/Pages/service-wide-and-consortium-examinations.aspx>

2. Develop and distribute a job analysis survey using the finalized list of tasks and KSAPCs.
 - The survey should be sent to a representative sample of incumbents and first-line supervisors within the classification. When determining a representative sample the following information should be considered:
 - Geographic location
 - Field or Headquarters assignment
 - Program area or unit
 - Specialized functions within the classification
 - EEO information (Age, Gender, Ethnicity)

See the table below for the required number of survey respondents.

Number of Survey Respondents required based on number of incumbents. If using supervisors to fill out the survey they should make up no more than 15% of the responses.

Number of Incumbents	Job Analysis Questionnaire
1 – 10	100%
11 – 20	85%
21 - 30	80%
31 – 50	75%
51 - 200	50%
201 & over	25% - 50% (with a maximum of 400)

3. The Tasks and KSAPCs are rated by the SMEs.
 - Tasks are rated on importance and frequency.
 - KSAPCs are rated on importance, expected at entry, and relationship to job performance.

Note: Rating Scales may be found in the Job Analysis Manual.

4. Analyze the data from the survey to determine the critical tasks and critical and expected at entry KSAPCs.
 - The cut-off for scales used for the tasks should correspond with what is critical or important for the job.
 - The cut-off for the scales used for the KSAPCs should correspond with what is critical or important for the job, and what is required at entry.
5. Link Important and Expected at Entry KSAs back to Critical tasks.
6. The job analysis methodology must be properly documented. Guidelines are available in the section titled Multi-departmental Exam Job Analysis Reporting Guidelines, located on the following page.

Multi-departmental Exam Job Analysis Reporting Guidelines

To assist departments in ensuring they have adequate documentation of their validation efforts CalHR has developed the following guidelines for job analysis reporting requirements:

- A. A representative sample of current incumbents and/or supervisors (if the dept. has no filled vacancies for the class) as subject matter experts (SME). Report the number of positions currently filled for the classification as well as the number of survey respondents. Include demographic information such as classification, division, shift, tenure, age, ethnicity, gender, etc.
- B. Job analysis data collection methods, including archival review, use of subject matter experts, administration methods.
- C. Task and KSAPC rating results, cut-off criteria, and the final list of retained tasks and KSAPCs.
- D. Tasks and KSAPC linkage data.
- E. Test-item/KSAPC linkage data.

The job analysis should be documented in a single consolidated report. The report should clearly outline the methods used in all phases of the job analysis process. If the department does not have adequate reporting methods in place, utilize the Job Analysis Report Template, located at: <http://www.calhr.ca.gov/Documents/job-analysis-report-template.pdf>

CalHR Test Item/KSAPC Linkage Sheet

Exam Section #1

Test Section Title (e.g. Math, Written Communication, Reading Comprehension)			
	CalHR Multi-Departmental Job Analysis KSAPC statement		Department Job Analysis KSAPC Statement
1.		1.	
2.		2.	
3.		3.	

Exam Section #2

Test Section Title (e.g. Math, Written Communication, Reading Comprehension)			
	CalHR Multi-Departmental Job Analysis KSAPC statement		Department Job Analysis KSAPC Statement
1.		1.	
2.		2.	
3.		3.	

Exam Section #3

Test Section Title (e.g. Math, Written Communication, Reading Comprehension)			
	CalHR Multi-Departmental Job Analysis KSAPC statement		Department Job Analysis KSAPC Statement
1.		1.	
2.		2.	
3.		3.	

Exam Section #4

Test Section Title (e.g. Math, Written Communication, Reading Comprehension)			
	CalHR Multi-Departmental Job Analysis KSAPC statement		Department Job Analysis KSAPC Statement
1.		1.	
2.		2.	
3.		3.	