

GUIDE TO
CREDITING PLAN AND JOB
ANALYSIS
DEVELOPMENT

GUIDE FOR DEVELOPING CREDITING PLANS

General Information:

Job Elements came into being for General Schedule employees as a result of a regulatory requirement that was developed and published in August 1978 called the Uniform Guidelines on Employee Selection Procedures (more commonly referred to as Uniform Guidelines). The Departments of Labor and Justice, the Office of Personnel Management and the Equal Employment Opportunity Commission developed these guidelines. The basic concept behind this requirement is that selection criteria must be job-related. Job elements meet the definition of job related selection criteria.

Job Elements are the KSAs – Knowledge, Skills and Abilities. Other agencies might refer to them as KSAPs – Knowledge, Skills, Abilities and Personal Characteristics, and KSAOs – Knowledge, Skills, Abilities, and Other Characteristics. KSAs are used for ranking GS positions and rating and ranking WG positions.

The process used to develop job elements includes the position description for the vacant position, a Subject-Matter Expert (SME), and a CPAC Representative. The SME can be the supervisor of the vacant position, the incumbent who is leaving the position or someone else within the organization at or above the grade level of the position to be filled, who is performing or has in the past performed the duties of the vacant position.

Process:

1. The CPAC Representative contacts management for a Subject Matter Expert (SME). From the Job Description, the CPAC Representative and the SME identify the major job functions of the position. For each job function, knowledge, skills, and abilities (KSAs) are identified and level descriptions (benchmarks) are developed to measure the superior, satisfactory, and barely acceptable candidate.
2. Possible ratings of candidates are: Superior = 3 Points, Satisfactory = 2 Points, and Barely Acceptable = 1 Point. There is no requirement to submit level descriptions for all three levels. Identification of the satisfactory level is required as a minimum.
3. Once all job functions, KSAs and benchmarks are identified, the final package is referred to as a crediting plan. The crediting plan is a test document; the content of the plan is confidential and cannot be made available to job applicants.
4. Applicants' responses to the job elements are measured against the crediting plan benchmarks. For GS employees, this measuring process is called ranking. For WG employees, it is a rating and ranking process.

NOTE: The terms "rating" and "ranking" refer to a two step process for GS positions and a one step process for WG positions. For GS positions, "rating" is used to determine if applicants meet the minimum Qualification Standards for GS Positions established by the Office of Personnel Management. "Ranking" determines which eligible candidates are best qualified. For WG positions, the crediting plan is the qualification standard against which the candidates are "rated" and "ranked" into the best-qualified category.

DEFINITIONS

KNOWLEDGE: A body of information applied directly to the performance of a task. Example: Knowledge of Pharmaceutical Techniques and Procedures.

SKILL: A present, observable competence to perform a learned psychomotor act. Example: Skill to Operate Pharmacy Equipment

ABILITY: A present competence to perform an observable task, or a task which results in an observable product. Example: Ability to Train Others.

SUBJECT MATTER EXPERT (SME): A person who has performed all the duties of a job being analyzed at the full performance level. The person might currently hold the job, or be a supervisor over that job. Example: If the career progression of a job being analyzed is GS-5 (trainee), GS-7 (advanced trainee), GS-9, and GS-11 (full performance level), an incumbent at the GS-11 level or the supervisor over the job would be appropriate experts to analyze the job at any of the four grade levels.

A KSA should identify one, simple, readily identifiable characteristic. KSA statement should begin with Knowledge of, Skill in (or at)....., Ability to.....

Qualifiers such as “thorough” knowledge, “basic” knowledge, “considerable” skill, “familiarity with”, “demonstrated” ability, etc., are unnecessary; decrease rater consistency; are subjective and should not be used. Do not use terms which indicate a level of performance such as “efficient”, “sound”, “good”, etc.

Benchmarks (level descriptions):

Superior = Able to independently perform the duties of the position with minimal orientation.

Satisfactory = Able to perform some complex tasks with supervision.

Barely Acceptable – Able to independently perform the less complex tasks. Would meet the basic qualifications.

SAMPLE
JOB ANALYSIS WORKSHEET PROCESS

1. From the Job Description identify the four or five major functions to be performed on the job (See Column 1).
2. For each major function, identify the KSAs required to perform those functions (See Column 2).
3. List those KSAs from Column 2 into Column 3, page 2 (See Column 3).
4. Determine if each KSA from Column 3 is Essential. This means is this KSA essential to complete the duties of the position. Indicate if “Yes” or “No” in Column 4.
5. In Column 5, determine if KSA is Ratable. This means is the KSA measurable. Indicate if “Yes” or “No” in Column 5.
6. In Column 6, determine if you can distinguish between the benchmarks a “Superior”, “Satisfactory”, or “Barely Acceptable” level. Indicate if “Yes” or “No” in Column 6.

Those KSAs with “Yes” in Columns 4, 5 and 6 become the KSAs for the crediting plan. If you have entered a “No” in columns 4, 5 or 6, the knowledge, skill or ability should not be used as a final KSA in the crediting plan. You can combine KSAs and use them in the definition of the level description (benchmark). Try to limit the number to 3 if possible.

SAMPLE
CREDITING PLAN

See Attached Crediting Plan for Dental Hygienist, GS-682-06

The benchmarks are defined for each KSA identified in the sample job analysis. Three levels (Superior, Satisfactory, Barely Acceptable) are identified for this specific plan. You may provide one benchmark which would fully describe the Satisfactory level. When establishing the benchmarks for GS positions, remember the Qualification Standards set the basic requirements. Therefore, when establishing benchmarks, you cannot require less than the standard.

When defining benchmarks remember to consider experience, education (specific course work completed as relates to the KSA), and related training that would give weight to the benchmark.

ELEMENT 1 - SKILL TO TAKE DIAGNOSTIC DENTAL X-RAYS

SUPERIOR

4 Points

Able to independently take diagnostic dental x-rays for the diagnosis of periodontal disease and the presence of calculus. Able to train other dental hygienists and assistants to take dental x-rays.

SATISFACTORY

3 Points

Able to independently take diagnostic dental x-rays for the diagnosis of periodontal disease and the presence of calculus.

BARELY ACCEPTABLE

2 Points

Successful completion of a training program for radiographer from a dental assistant training program. Applicant has not taken dental x-rays since the completion of the training program.

ELEMENT QUESTION: Describe your experience to take diagnostic dental x-rays.

ELEMENT 2 - KNOWLEDGE OF DENTAL WORKLOAD REPORTING SYSTEM

SUPERIOR

4 Points Able to independently maintain workload statistics IAW dental workload reporting system.

SATISFACTORY

3 Points Able to independently code IAW the American Dental Association.

BARELY ACCEPTABLE

2 Points Meets minimum qualifications.

ELEMENT QUESTION: Describe responsibility you may have to maintain a workload reporting system.

ELEMENT 3 - SKILL IN ORAL COMMUNICATION

SUPERIOR

4 Points

Able to communicate with professional dental staff to plan and coordinate the treatment of patients. Able to communicate with patients to provide treatment, instructions, motivation, etc., to practice daily oral hygiene care. Able to provide informal training to other dental hygienist and assistants on subject matter.

SATISFACTORY

3 Points

Able to communicate with professional dental staff to plan and coordinate the treatment of patients. Able to communicate with patients to provide treatment instructions, motivation, etc., to provide daily oral hygiene care.

BARELY ACCEPTABLE

2 Points Meets minimum qualifications.

ELEMENT QUESTION: Describe any informal training you may have presented to small groups **or** individuals and specify subject matter presented. Describe your ability to communicate with dentists, patients, etc., to plan **and** coordinate the dental treatment of patients.

JOB ANALYSIS WORKSHEET

POSITION TITLE: _____

NOTE: KSA means: Knowledge, Skill or Ability

COLUMN 1	COLUMN 2
<p>A. WHAT ARE THE FOUR OR FIVE MAJOR FUNCTIONS TO BE PERFORMED ON THIS JOB?</p> <p>1. Serves as a dental hygienist responsible providing routine and advanced prophylactic and therapeutic dental care to normal and periodontal patients. Examines patient's teeth. X-rays surrounding tissues to determine prophylaxis required and extent of abnormal conditions requiring loss in order to determine hygiene needs and to show patient what is occurring. Occasionally required to take x-rays. Plans dental hygiene treatment and series of appointments IAW existing conditions and OHI.</p>	<p>B. FOR EACH FUNCTION WHAT KSA'S ARE REQUIRED TO PERFORM THIS?</p> <ul style="list-style-type: none"> . K of Dental Prophylactic Techniques . S to Take Diagnostic Dental X-Rays . A to Prepare Treatment Plans . S in Oral Communication . A to Work Independently
<p>2. Performs oral prophylaxis and provides therapeutic care for normal patients and those with cases of acute gingivitis and periodontal disease. Provides thorough supra and subgingival scaling to remove all traces of calculus deposits, accretions and stains from teeth thorough use of hand or mechanized instruments. Performs deep scaling and root planing of deep pockets and to smooth root surfaces by removing soft cementum. Treats abnormal conditions. Polishes teeth. Charts hygiene examination, treatment, progress and OHI information IAW work performed. Maintains workload statistics. Maintains instruments. Observes patients closely for any adverse reactions and initiates appropriate emergency care as necessary to include CPR.</p>	<ul style="list-style-type: none"> K of Oral/Periodontal diseases S to Use Dental Instruments K of Dental Workload Reporting system A to Take Blood Pressures A to Work Independently
<p>3. Provides group and/or individual instructions. Explains common causes of tooth decay; covers matters such as importance of good oral hygiene & effects if not practiced, etc. May instruct new dental hygienists as required.</p>	<ul style="list-style-type: none"> A to Provide Informal Training to Others S in Oral Communication
<p>4.</p>	<p>4.</p>
<p>5.</p>	<p>5.</p>

SIGNATURE _____ **DATE** _____

COLUMN 3	COLUMN 4	COLUMN 5	COLUMN 6
KNOWLEDGE, SKILLS, & ABILITIES	ESSENTIAL	RATABLE	DISTINGUISHING SUPERIOR FROM BARELY ACCEPTABLE
1. K of Dental Prophylactic Techniques	Yes	Yes	No – Covered by Minimum Qualifications
2. S to Take Diagnostic Dental X-Rays	Yes	Yes	Yes *
3. A to Prepare Treatment Plans	Yes	Yes	Combine w/4
4. S in Oral Communications	Yes	Yes	Yes *
5. A to Work Independently	Yes	Yes	Combine w/1 & 2
6. K of Oral/Periodontal Diseases	Yes	Yes	No – Covered by Minimum Qualifications
7. S to Use Dental Instruments	Yes	Yes	No
8. K of Dental Workload Reporting System	Yes	Yes	Yes *
9. A to Take Blood Pressures	Yes	Yes	No
10. A to Provide Informal Training to Others	Yes	Yes	Combine w/2 & 4
	<u>FINAL KSA'S</u> * 2, 4, 8		

SIGNATURE _____ **DATE** _____

JOB ANALYSIS WORKSHEET

POSITION TITLE:

NOTE: KSA means: Knowledge, Skill or Ability

COLUMN 1	COLUMN 2
C. WHAT ARE THE FOUR OR FIVE MAJOR FUNCTIONS TO BE PERFORMED ON THIS JOB? 1.	D. FOR EACH FUNCTION WHAT KSA'S ARE REQUIRED TO PERFORM THIS? 1.
2.	2.
3.	3.
4.	4.
5.	5.

SIGNATURE _____ DATE _____

