

# Conducting a Job Audit and Identifying Critical Differences

 3-day virtual course

## COURSE DESCRIPTION

This class will teach you to use assessment tools and other applicant assessment devices through accepted job analysis methods. Although there are several valid approaches to job analysis, the methods and procedures explained in this course provide a practical and straightforward method.

Throughout the course, you will be asked to apply the knowledge you gain by answering questions, completing practice exercises, and participating in group discussions. These instructional techniques will provide you with practice in completing the steps of job analysis and developing a benchmark-style assessment tool. In this participant guide, you will find practical tips and ideas that you can use to build evaluation and selection criteria for your organization.

## WHAT YOU WILL LEARN

In this interactive workshop, participants will be able to:


- Identify the important work of a position – major duties and tasks
- Define the terms knowledge, skill, ability, and competency, and explain the difference between them
- Conduct a simple but effective job audit by asking effective questions during interviews with employees and supervisors
- Begin to incorporate the use of competencies to identify what employees need to know (knowledge) and need to do (skills and abilities) to be successful in a position
- Correctly use and understand the terminology that applies to conducting a job audit

## WHO SHOULD ATTEND

This course is designed for staff and management of the *Pohnpei State Government's Division of Personnel, Labor and Manpower Development*. This course will be of interest to experienced and new Human Resource Specialists.

## TUITION FEES

With funding support from the United States Department of the Interior, Office of Insular Affairs, courses are available free of charge for government accountability professionals within the insular areas. The course fee is waived and there is no cost to register and attend. Professionals who do not meet the above criteria, please contact [info@pitiviti.org](mailto:info@pitiviti.org).

 **March 29, 2022,  
March 30, 2022 and  
April 5, 2022**

 **6 CPE Credits**

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## COURSE DATE AND TIME

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This course is closed to the public and designed for staff of the *Pohnpei State Government's Division of Personnel, Labor and Manpower Development*.

Tuesday	March 29, 2022	9:00 a.m. – 11:00 a.m.
Wednesday	March 30, 2022	9:00 a.m. – 11:00 a.m.
Tuesday	April 5, 2022	9:00 a.m. – 11:00 a.m.



## INSTRUCTOR

### Dan Kowalski

Mr. Kowalski had 33 years of HR professional experience in the US Department of Veterans Affairs, Veterans Health Administration. He was a line manager for 21 of those years in large VAMCs. For 6 years, he served as a national internal consultant in the VHA Human Resources Management Group that provided HR support and consulting services to VHA's senior leadership in HQ and in the VISNs. He served on VA's national labor management partnership council and on the national All Employee Survey committee.

In January 2020, he facilitated a three-day planning session for the Forest Service, Real Property Division that was about to merge its regional offices into one national organization. In October 2019, he designed and facilitated a change management workshop in Oak Ridge TN for supervisors in the two Department of Energy, Office of Science, Integrated Service Centers that were about to merge. In 2014 and again in 2019, Mr. Kowalski provided support to the Federal Railroad Administration in developing a five-year strategic human capital plan. Mr. Kowalski also supported the White House Office of National Drug Control Policy in an effort to reorganize.

In 2017 - 2019, he provided annual supervisory training for the Defense Logistics Agency throughout the US and in Germany. He has also taught strategic human capital management at the Portsmouth Naval Shipyard and the Naval Sea Systems Command (NAVSEA) in Keyport WA. In 2019, he designed and taught a course on internal consulting skills for HR professionals in NAVSEA HQ HR. He also co-designed a course on internal consulting skills for contract specialists. Both courses were designed using adult action learning principles and included presentations, small group discussions, learning tools, and an imbedded case study for discussion, solution design and reflection.

He has developed and presented classes for federal HR practitioners and managers on recruiting using social media, workforce planning, strategic alignment of human capital, internal HR consulting, job analysis and assessment, HR analytics, and supervisory training. He has provided training courses in VA, the Office of Personnel Management, Department of Justice, Internal Revenue Service, Army, Air Force, Navy, Marine Corps, Department of Agriculture, Forest Service, National Park Service, National Institutes of Health, Indian Health Service, and National Credit Union Administration.



He has discussed strategic human capital management with the Japanese Ministry of Finance, Japan Aerospace Exploration Agency, American Chamber of Commerce in Tokyo, and Japan Association of Corporate Executives and provided advice to the Indonesian government on implementing the Factor Evaluation classification system as part of its Civil Service Reform Initiative.

Mr. Kowalski has presented at national meetings of the Academy of Management, at the Society for Organizational Learning, at an International Meeting of the Eastern Academy of Management, and at a meeting of the British Academy of Management. He is a member of the Center for Evidence Based Management and is active in the Academy of Management's Organization Development and Change, and Management Consulting Divisions, where he reviews articles for the Academy's Annual Meetings

Mr. Kowalski is the co-author of five articles, the two most recent, "A Contextual Mapping Intervention For Organization Dialogue And Change" (OD Practitioner, Winter 2018, an online publication of the Organization Development Network, 2018) and "Lessons Learned From a Five-Year Project within the Department of Veterans Affairs: Applying Theories of Interpersonal Aggression and Organizational Justice to the Development and Maintenance of Collaborative Social Space" (Journal of Applied Behavioral Science, 2007).

He holds a B.A. degree from Canisius College and a M.A. degree from the University of North Carolina at Greensboro.

