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JOB
ANALYSIS
QUESTIONNAIRE

This methodology was developed through
the cooperative efforts of:

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Special thanks is extended to Dr. Jack Menne,
Associate Professor of Psychology, Iowa State
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Employment Department selection program.

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by the
IOWA MERIT EMPLOYMENT DEPARTMENT
Grimes State Office Building
Des Moines, Iowa



IOWA MERIT EMPLOYMENT DEPARTMENT

GRIMES STATE OFFICE BUILDING EAST FOURTEENTH & GRAND DES MOINES, IOWA 50319

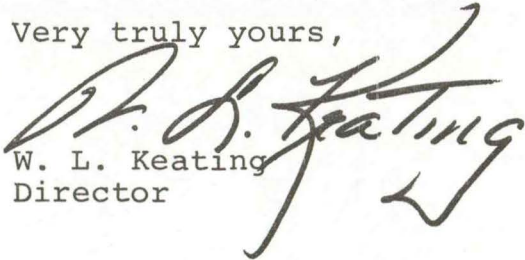
Dear Consultant:

On behalf of the Iowa Merit Employment Department, I would like to thank you for your cooperation and assistance in reviewing the components of this job.

Because the job information you provide in this questionnaire will ultimately have a variety of uses in the personnel management system we are depending upon you to verify facts about the job you are reviewing. Such information will be the foundation for the development of a better merit system of government for the state agencies, state employees, and the public we all serve.

We sincerely appreciate your participation.

Very truly yours,


W. L. Keating
Director

WLK:ah

BACKGROUND INFORMATION

Please record the following information. (Use a pencil to make responses on this and following pages.)

- 1) The merit system title of the job you are reviewing _____

- 2) Today's date _____
- 3) Your name _____
- 4) Your current merit system job title _____

- 5) The name of the agency where you work _____

- 6) What is your educational background? (Fill in an "X", a specific number of semester hours, or months in the blank preceding the educational background statement that is closest to your own. Complete any blanks following that statement with the appropriate information.)
 - a) ___ Less than high school graduation. ___th grade.
 - b) ___ High school graduation or G.E.D. equivalent.
 - c) ___ Months of vocational, apprenticeship, technical, military, or business school training in _____

 - d) ___ Semester hours college coursework with an emphasis in _____

 - e) ___ Completion of a diploma or certification program in _____

 - f) ___ Bachelor's or equivalent degree in _____

 - g) ___ Semester hours graduate coursework in _____

 - h) ___ Master's or equivalent degree in _____

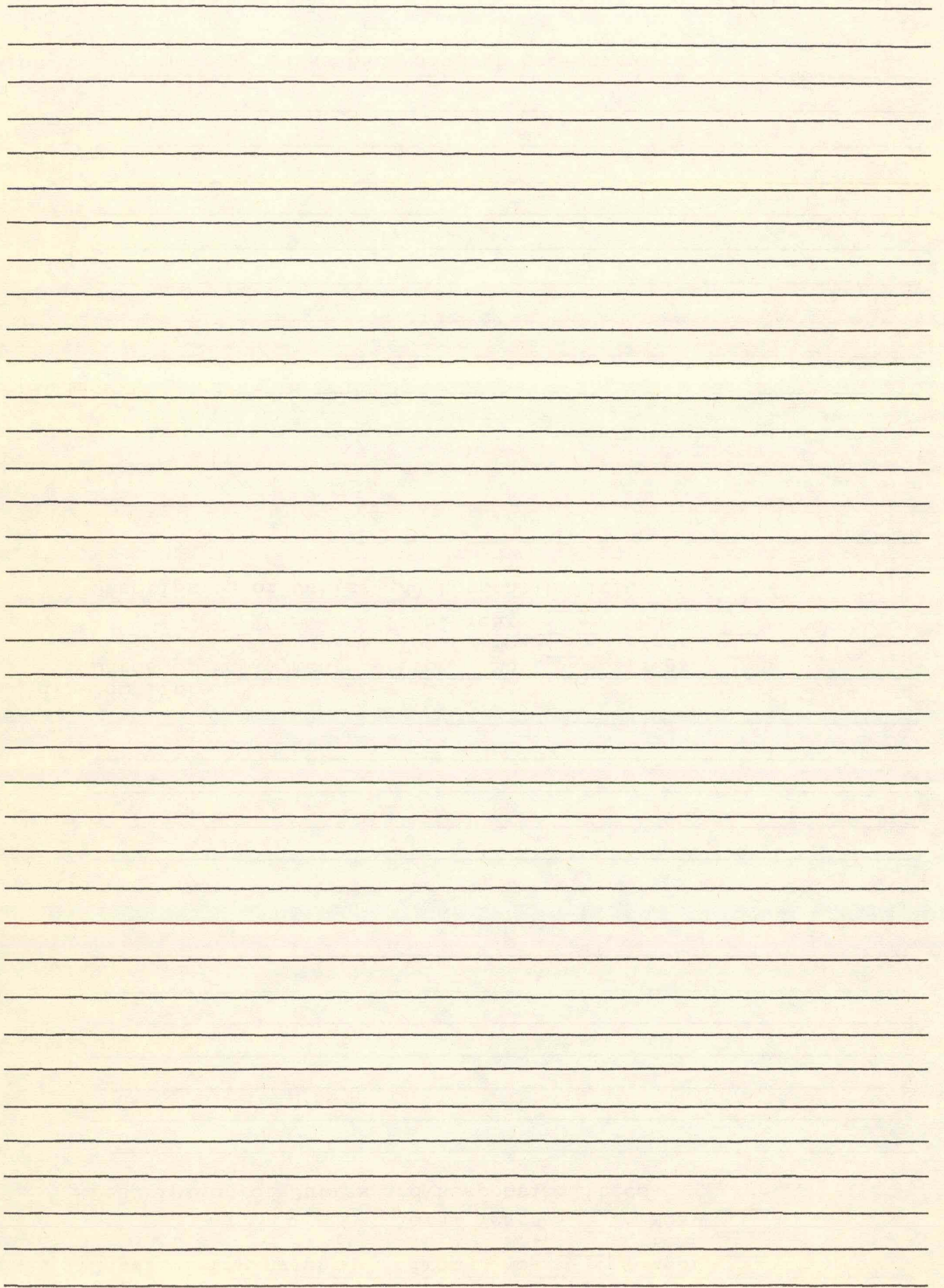
 - i) ___ Semester hours postgraduate coursework in _____

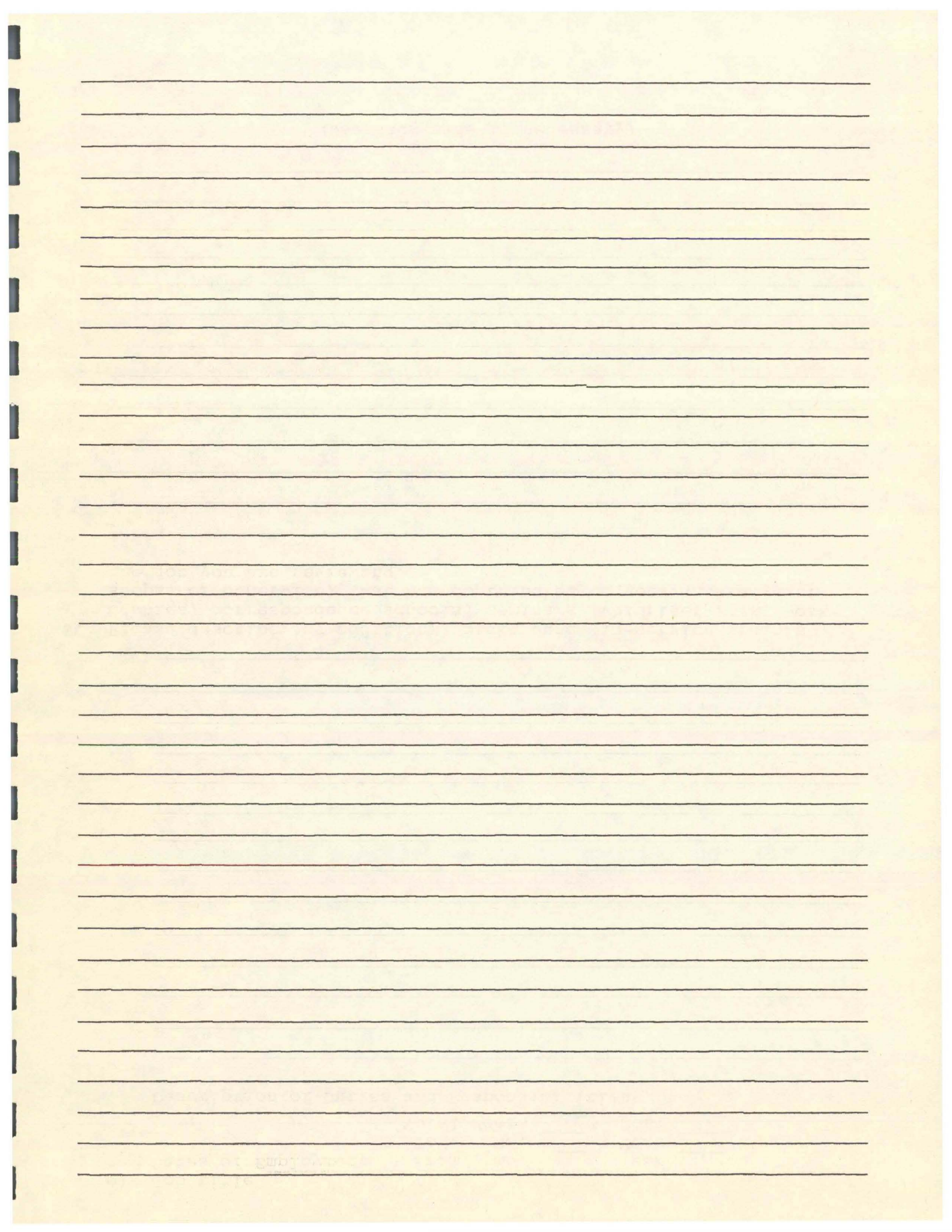
 - j) ___ Doctor's or equivalent degree in _____

 - k) ___ Semester hours postdoctoral coursework in _____

 - l) ___ Registration, certification, or licensure as a/an _____

A sheet of lined paper with horizontal ruling lines. A single red line is drawn across the page, approximately one-third of the way down from the top. The paper has a light beige or cream color and a perforated edge on the right side.





KNOWLEDGES, ABILITIES, SKILLS, AND PERSONAL CHARACTERISTICS
RATING INSTRUCTIONS

Please look at the list of KNOWLEDGES, ABILITIES, SKILLS, AND PERSONAL CHARACTERISTICS (KASPC'S) that you have been given.

Knowledges, abilities, skills, and personal characteristics indicate what a worker needs to perform the job. These may be acquired through prior education, experience, or otherwise. Because these are the bases from which selection devices are developed, we must be certain that these KASPC's are accurate.

Based upon your knowledge of this job, use the KASPC Rating Scale below and the KASPC Rating Form on the following page to rate each knowledge, ability, skill, and personal characteristic. Record the KASPC Reference Code and then indicate by marking an "X" in the appropriate box whether the knowledge, ability, skill, or personal characteristic is:

1. UNNECESSARY: not required to perform any aspect of this job.
2. DESIRABLE: not required, but if present is likely to contribute to superior performance and/or advancement potential.
3. NECESSARY AT FULL PERFORMANCE: required in order to adequately perform basic job tasks, including occasional tasks that are critical, but can be and/or usually is gained through some form of training after entry.
4. NECESSARY AT ENTRY: required at the time of entry into this job in order to adequately perform basic job tasks, including occasional tasks that are critical.

We are relying on your familiarity with the job that is being studied to make the judgments that will relate the KASPC's to the job duties that utilize them. For each KASPC that you rate 2, 3, or 4 be certain that it is utilized in the performance of at least one job duty.

Use the KASPC Rating Comments Sheet to:

- (1) re-word a KASPC statement so that it more clearly states what the worker needs to perform this job.
- (2) tell why you think a KASPC is unnecessary in this job.
- (3) write other statements that tell what additional KASPC's are desirable or necessary to perform this job.

Please notify the monitor if you write any suggestions on the KASPC Rating Comments Sheet.

KASPC RATING SCALE

1. UNNECESSARY: not required to perform any aspect of this job.
2. DESIRABLE: not required, but if present is likely to contribute to superior performance and/or advancement potential.
3. NECESSARY AT FULL PERFORMANCE: required in order to adequately perform basic job tasks, including occasional tasks that are critical, but can be and/or usually is gained through some form of training after entry.
4. NECESSARY AT ENTRY: required at the time of entry into this job in order to adequately perform basic job tasks, including occasional tasks that are critical.

KNOWLEDGES, ABILITIES, SKILLS, AND PERSONAL CHARACTERISTICS
RANKING INSTRUCTIONS

Please look at the list of KNOWLEDGES, ABILITIES, SKILLS, AND PERSONAL CHARACTERISTICS that you have been given. Knowledges, abilities, skills and personal characteristics indicate what a worker needs to perform the job. These may be acquired through prior education, experience, or otherwise. They are the bases from which selection devices are developed.

Read the entire list of KASPC statements and consider the importance of each KASPC statement in relation to all other KASPC's and to the job duties as a whole.

Use the KASPC Ranking Form on the opposite page to rank the Most Important KASPC as #1, the Second Most Important KASPC as #2, and so on. Do this until all KASPC statements have been ranked from Most Important to Least Important.

DO NOT rank KASPC's that are unnecessary. Instead, please write the Reference Code of the KASPC which is unnecessary at the bottom of the KASPC Ranking Form.

Use the KASPC Ranking Comments Sheet to:

- (1) re-word a KASPC statement so that it more clearly states what the worker needs to perform this job.
- (2) tell why you think a KASPC is unnecessary in this job.
- (3) write other statements that tell what additional KASPC's are desirable or necessary to perform this job.

Please notify the monitor if you write any suggestions on the KASPC Ranking Comments Sheet.

KNOWLEDGES, ABILITIES, SKILLS, AND PERSONAL CHARACTERISTICS
RANKING FORM

Job Title _____

Most Important KASPC →
Second Most Important KASPC →

Rank #	List KASPC Reference Code
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
(10)	
(11)	
(12)	
(13)	
(14)	
(15)	
(16)	
(17)	
(18)	
(19)	
(20)	
(21)	
(22)	
(23)	
(24)	
(25)	
(26)	
(27)	
(28)	
(29)	
(30)	

↓
Decreasing Importance

KASPC's THAT ARE UNNECESSARY: (write in the KASPC Reference Code).

BACKGROUND RATING INSTRUCTIONS

You have been provided with a list of background areas from which you will choose specific areas you feel would be appropriate and useful as preparation for the job being studied.

The following example shows the format to be used in rating each background area selected:

APPROPRIATENESS		USEFULNESS											
Back. Code	KASPC Ref. Code	Education					Experience						
		Level	Degree				Amt.	Level	Degree				Amt.
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	

To complete the rating process, follow these steps:

1) **APPROPRIATENESS**

To decide if an area is appropriate:

- (a) Look at the first category on the BACKGROUND AREAS list, and the list of KASPC statements that you have been given.
- (b) Ask yourself, "Is education or experience in this area likely to allow the opportunity for acquisition or demonstration of any of the KASPC's associated with performance of any tasks of the job being studied?"

If the answer is "No," proceed to the next category on the list and ask yourself the question again.

If "Yes," enter that background code in the space on the background rating form labeled Back. Code.

- (c) Now ask yourself, "This background allows an opportunity for acquisition or demonstration of which KASPC's?" Write the reference codes for these KASPC's in the space labeled KASPC Ref. Code.

If you feel a certain background area appropriate to the job being studied should be included, but it does not appear on the list, please ask the monitor for assistance with the procedures used in suggesting additional information.

2) USEFULNESS

The second portion of the rating process deals with the usefulness of the background area selected at each of the following levels:

Education

A - Vocational/Technical/Business

B - Undergraduate

C - Graduate/Professional

Experience

D - Worker

E - Supervisory

F - Administrative

In relation to these levels you will be assessing two factors: (a) degree of usefulness and (b) amount needed to be useful at that degree.

(a) Degree

For each of the six levels indicate the maximum degree of usefulness that each level would have as preparation for the job being studied by marking an "X" in the appropriate box to indicate whether that level is:

1. NOT USEFUL - either not related to the job, OR would not usually allow the opportunity for the acquisition or demonstration of any KASPC's associated with performance of this job.
2. LIMITED USEFULNESS - allows the opportunity for acquisition or demonstration of the KASPC's previously listed and may be of LIMITED USE as background for performing job tasks associated with these KASPC's.
3. USEFUL - allows the opportunity for acquisition or demonstration of the KASPC's previously listed and is likely to be USEFUL as background for performing job tasks associated with these KASPC's.
4. VERY USEFUL - allows the opportunity for acquisition or demonstration of the KASPC's previously listed and is likely to be VERY USEFUL as background for performing job tasks associated with these KASPC's.

(b) Amount

Indicate by writing one of the following codes in the space labeled Amt. the minimum amount of education or experience at each level which you feel would allow an opportunity to reach the degree of usefulness assigned to that level.

<u>Code</u>	<u>Education</u>	<u>Experience</u>
0	Level considered not useful	Level considered not useful
1	1 - 4 months; OR 1 - 6 semester hours	Less than 4 months
2	5 - 8 months; OR 7 - 15 semester hours	4 - 8 months
3	9 months - 1 year; OR 16 - 24 semester hours	9 months - 1 year
4	1 - 2 years; OR 25 - 30 semester hours	1 - 2 years
5	Greater than 2 years; OR 31 - 45 semester hours	2 - 3 years
6	More than 45 semester hours	More than 3 years

In completing the amount portion of the background rating form consider the education amounts in terms of months or years of specific vocational, technical, or business training; or semester hours of specific college level course work.

The following example shows the completed rating for two sample background areas:

APPROPRIATENESS		USEFULNESS											
Back. Code	KASPC Ref. Code	Education			Experience								
		Level	Degree			Amt.	Level	Degree			Amt.		
T02	K-2, A-5, S-1	A	1	2	3	X	2	D	1	2	3	X	3
		B	X	2	3	4	0	E	1	2	X	4	1
		C	X	2	3	4	0	F	X	2	3	4	0
S19	A-3	A	X	2	3	4	0	D	X	2	3	4	0
		B	1	2	3	X	1	E	X	2	3	4	0
		C	X	2	3	4	0	F	X	2	3	4	0

Level

	<u>Education</u>	<u>Experience</u>
A -	Vocational/Technical/Business	D - Worker
B -	Undergraduate	E - Supervisory
C -	Graduate/Professional	F - Administrative

Degree

1. NOT USEFUL: either not related to the job OR would not usually allow the opportunity for acquisition or demonstration of any of the KASPC's associated with performance of this job.

2. LIMITED USEFULNESS: allows the opportunity for acquisition or demonstration of the KASPC's previously listed and may be of LIMITED USE as background for performing job tasks associated with these KASPC's.

3. USEFUL: allows the opportunity for acquisition or demonstration of the KASPC's previously listed and is likely to be USEFUL as background for performing job tasks associated with these KASPC's.

4. VERY USEFUL: allows the opportunity for acquisition or demonstration of the KASPC's previously listed and is likely to be VERY USEFUL as background for performance job tasks associated with these KASPC's.

Amount

<u>Code</u>	<u>Education</u>	<u>Experience</u>
0	Level considered not useful	Level considered not useful
1	1 - 4 months; OR 1 - 6 semester hours	Less than 4 months
2	5 - 8 months; OR 7 - 15 semester hours	4 - 8 months
3	9 months - 1 year; OR 16 - 24 semester hours	9 months - 1 year
4	1 - 2 years; OR 25 - 30 semester hours	1 - 2 years
5	Greater than 2 years; OR 31 - 45 semester hours	2 - 3 years
6	More than 45 semester hours	More than 3 years

BACKGROUND RATING FORM

Job Title _____

APPROPRIATENESS		USEFULNESS											
Back. Code	KASPC Ref. Code	Education						Experience					
		Level	Degree				Amt.	Level	Degree				Amt.
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	

Level

<u>Education</u>	<u>Experience</u>
A - Vocational/Technical/Business	D - Worker
B - Undergraduate	E - Supervisory
C - Graduate/Professional	F - Administrative

Degree

1. NOT USEFUL: either not related to the job OR would not usually allow the opportunity for acquisition or demonstration of any of the KASPC's associated with performance of this job.

2. LIMITED USEFULNESS: allows the opportunity for acquisition or demonstration of the KASPC's previously listed and may be of LIMITED USE as background for performing job tasks associated with these KASPC's.

3. USEFUL: allows the opportunity for acquisition or demonstration of the KASPC's previously listed and is likely to be USEFUL as background for performing job tasks associated with these KASPC's.

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Amount

<u>Code</u>	<u>Education</u>	<u>Experience</u>
0	Level considered not useful	Level considered not useful
1	1 - 4 months; OR 1 - 6 semester hours	Less than 4 months
2	5 - 8 months; OR 7 - 15 semester hours	4 - 8 months
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4	1 - 2 years; OR 25 - 30 semester hours	1 - 2 years
5	Greater than 2 years; OR 31 - 45 semester hours	2 - 3 years
6	More than 45 semester hours	More than 3 years

BACKGROUND RATING FORM

Job Title _____

APPROPRIATENESS		USEFULNESS											
Back. Code	KASPC Ref. Code	Education			Amt.	Experience			Amt.				
		Level	Degree			Level	Degree						
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
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		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	

Level

<u>Education</u>		<u>Experience</u>
A - Vocational/Technical/Business		D - Worker
B - Undergraduate		E - Supervisory
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Degree

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2. LIMITED USEFULNESS: allows the opportunity for acquisition or demonstration of the KASPC's previously listed and may be of LIMITED USE as background for performing job tasks associated with these KASPC's.
3. USEFUL: allows the opportunity for acquisition or demonstration of the KASPC's previously listed and is likely to be USEFUL as background for performing job tasks associated with these KASPC's.
4. VERY USEFUL: allows the opportunity for acquisition or demonstration of the KASPC's previously listed and is likely to be VERY USEFUL as background for performance job tasks associated with these KASPC's.

Amount

<u>Code</u>	<u>Education</u>	<u>Experience</u>
0	Level considered not useful	Level considered not useful
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3	9 months - 1 year; OR 16 - 24 semester hours	9 months - 1 year
4	1 - 2 years; OR 25 - 30 semester hours	1 - 2 years
5	Greater than 2 years; OR 31 - 45 semester hours	2 - 3 years
6	More than 45 semester hours	More than 3 years

BACKGROUND RATING FORM

Job Title _____

APPROPRIATENESS		USEFULNESS											
Back. Code	KASPC Ref. Code	Education						Experience					
		Level	Degree				Amt.	Level	Degree				Amt.
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
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		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	

Level

<u>Education</u>	<u>Experience</u>
A - Vocational/Technical/Business	D - Worker
B - Undergraduate	E - Supervisory
C - Graduate/Professional	F - Administrative

Degree

1. NOT USEFUL: either not related to the job OR would not usually allow the opportunity for acquisition or demonstration of any of the KASPC's associated with performance of this job.

2. LIMITED USEFULNESS: allows the opportunity for acquisition or demonstration of the KASPC's previously listed and may be of LIMITED USE as background for performing job tasks associated with these KASPC's.

3. USEFUL: allows the opportunity for acquisition or demonstration of the KASPC's previously listed and is likely to be USEFUL as background for performing job tasks associated with these KASPC's.

4. VERY USEFUL: allows the opportunity for acquisition or demonstration of the KASPC's previously listed and is likely to be VERY USEFUL as background for performance job tasks associated with these KASPC's.

Amount

<u>Code</u>	<u>Education</u>	<u>Experience</u>
0	Level considered not useful	Level considered not useful
1	1 - 4 months; OR 1 - 6 semester hours	Less than 4 months
2	5 - 8 months; OR 7 - 15 semester hours	4 - 8 months
3	9 months - 1 year; OR 16 - 24 semester hours	9 months - 1 year
4	1 - 2 years; OR 25 - 30 semester hours	1 - 2 years
5	Greater than 2 years; OR 31 - 45 semester hours	2 - 3 years
6	More than 45 semester hours	More than 3 years

BACKGROUND RATING FORM

Job Title _____

APPROPRIATENESS		USEFULNESS											
Back. Code	KASPC Ref. Code	Education			Experience								
		Level	Degree			Amt.	Level	Degree			Amt.		
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	
		A	1	2	3	4		D	1	2	3	4	
		B	1	2	3	4		E	1	2	3	4	
		C	1	2	3	4		F	1	2	3	4	

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