Benefits of Job Profiling In Workforce Development

Presented by
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SHL certified profiler

Job Profiling
This breakout session will review
• The benefits of providing a direct link between jobs and the assessment
• An overview of the job analysis process
• Preparing for a job profile
• The SHL's Work Profiling System and the ACT WorkKeys Job analysis.
• Assessments that are aligned.

Why Profile?
• In our knowledge based economy human capital or talent provide business with the innovation and productivity needed to maintain the competitive edge in a global economy.
• Selecting qualified applicants for hiring and promotion is a critical step in building a talented and committed workforce.
• Factors contributing to successful/effective job performance are identified using a process called job analysis or job profiling.
Why Profile?

• A legal tool for use in hiring and promoting
• Meet Uniform Guidelines for Employee Selection procedures
• Demonstrate content validity

Benefits of Job Profiling

WorkKeys® job profiling system helps businesses identify the skills and skill levels employees must have to perform a particular job effectively.

Effective assessment tools allow employers to specifically target the competencies and skills needed.

Benefits of Job Profiling to the Individual

Job analysis pinpoints skill/competency benchmarks for specific job positions that individuals must meet through testing in order to perform the particular job effectively.

This helps employees determine the standards an applicant must score to be qualified for the job.
Selection errors have financial and negative impact on an employer

• According to a Deloitte research study, the average cost to replace an employee is one and a half times his/her salary. (IEDC Workforce Development).
• Selection errors can result in poor customer service, increase in work-related accidents and injuries, high absenteeism, poor work quality, increase turnover, damage to business reputation or brand.

Work Profile & Job Assessment

SHL Work Profiling System
• The profile defines the attribute requirements of jobs.
• Assessments measure an individual’s attributes against the requirements of the job.

ACT WorkKeys Job Profile
• The job analysis/profile defines the skill requirements of jobs and helps set benchmarks.
• Assessments measure the individual’s skills against the requirements of the job.

Selection of Subject Matter Experts

• Subject Matter Experts (SMEs) are employees currently performing the job or people knowledgeable about the job being profiled (e.g., trainers, supervisors who have performed the job, someone recently promoted from the job, or who works closely with job incumbents).
• SMEs should have been on the job long enough to be proficient at the job, and should be able to discuss it knowledgeably.
• You should not ask only top performers to participate in job profiling.
SMEs

• If the profile information is to be used for high stakes employment decisions (such as selection or promotion), strongly recommended that you have a representative sample of SMEs.
• The SMEs should be representative of the incumbent population in terms of gender, age, race/ethnicity, and experience in the job being profiled.
• May also need to take into consideration differences in facility locations, shifts, and product lines depending on the client.

SMEs should be representative

• This helps to generalize the results from the small group of SMEs to the larger group of job incumbents.
• Typically, at least 10% of the total population must be sampled in order to obtain a representative sample of the total incumbent population.
• Oversample minority or protected groups (e.g., if the total population consists of 20 men and 2 women, you should include both women).

How Many SMEs

• Should have a minimum of 3 SMEs regardless of how small the incumbent population is to ensure group dynamics that are conducive to the profiling procedure.
• It may be necessary to include someone who has previously done the job, supervises the job, or trains incumbents in the job. However, the number of incumbents should always exceed the number of non-incumbents.
• Profiling sessions should have a maximum of 8 to 10 SMEs.
Overview of the WorkKeys Job Profiling

- Conducted by job analysts who have been trained and authorized by WorkKeys industrial/organizational psychologists.
- Task Analysis: The job profiler obtains background information about the job and the company then develops an Initial Task List using work documents obtained and the DOL's O'NET.
- The profiler tours the company and job shadows
- Provides guidance on SMES

Task Analysis

- The profiler meets with subject matter experts (SMEs), who are incumbent workers or supervisors knowledgeable of the job.
- They work together to tailor the initial task list to make sure it accurately and completely describes their job.
- The SMEs add, delete, consolidate, and change the descriptions of tasks, as needed, to make sure they accurately depict the job as it is performed at their company.

WorkKeys Job Profile Skill Analysis

- Final Task List is ranked in order of importance
- A skill analysis is then conducted to identify the WorkKeys skills utilized in performing the tasks
- Skill analysis identifies/documents tasks requiring the skills.
- Review each WorkKey skills one by one and identify the skill levels necessary for entry and effective performance on the job (i.e., cut scores).
WorkKeys Job Profile Results

- The completed WorkKeys job profile results in a report that provides job-related criteria that can assist employers in making selection, promotion, and training decisions.
- A Preliminary Recommendations Report is available the following day of the final session.
- It includes recommendations of which WorkKeys assessments should be chosen for selection and promotion purposes and for training and development purposes.
- Use of the WorkKeys assessments for a job may begin upon receipt of this preliminary report.
- The Final Report should be available shortly thereafter with additional recommendations.

When should a replication session be conducted? ACT Recommendations

- When Profile Results are used to make hiring or promotion decisions at least one replication session should be conducted.
- A replication session is an additional profiling session with a group of different SMEs.
- The purpose is to ensure the results are consistent from one group to another, especially when there are a large number of incumbents in the job.

Replication ACT job analysis

- For example, eight SMEs are needed to obtain a representative sample so two profiling sessions with four SMEs each should be conducted.
- The exception would be those cases where there are very few employees in a job.
Overview of the SHL Work Profiling System:

- Introduction to job profiling and the role of the SME
- Discuss/identify the main purpose or objective of the job
- Discuss 8 to 10 job objectives
- Determine which WPS Questionnaire to use: The Manual Technical, the Managerial Professional, or the Service Administrative

<table>
<thead>
<tr>
<th>SHL Work Profiling System</th>
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<tbody>
<tr>
<td>Part I identifies the main tasks which make up the job. Described as general behaviors</td>
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<td>SMEs sort cards in piles of Yes, No, Maybe. Then reduce the yes pile to 8 task categories</td>
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<td>Display task categories distribute bubble sheets.</td>
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<td>Turn the book to the task category listed and</td>
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<td>Indicate if task statement is part of job indicate time spent and importance to objective</td>
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<th>SHL Work Profiling System</th>
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<tr>
<td>Create a WIF file and submit to USOTDN Resource Center to create report</td>
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<td>Generate reports at a cost:</td>
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<td>Time Management Report</td>
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<tr>
<td>Technical Report*</td>
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<td>Assessment Methods Report* recommends methods of assessing the key human attributes and key activities</td>
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<td>Person Specification</td>
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<td>Interview Question Report*</td>
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<td>Person-Job Match Report</td>
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<td>Individual Development Planner</td>
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<td>Performance Review Form</td>
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<td>Job Evaluation Report</td>
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<td>Team Types &amp; Management Subordinate Style</td>
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<tr>
<td>Work Styles Competency Inventory* - identifies most job relevant competencies (of Working with people, working with information, personal qualities, and technical qualities)</td>
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Time Requirement for Job Profiling

**Work Profiling System**
- Intro to Job profiling - 10 minutes
- Job Objectives/Outcomes - 30 to 45 minutes
- Cart Sort/Major Task Categories - 30 minutes
- Task Ratings – 90 minutes
- Card Ranking – 15 minutes
- Job Context – 60 minutes
- Wrap up – 10 minutes

**WorkKeys Profile**
- Tour – 60 to 90 minutes
- Initial task list – 60 min
- Intro to Job Profiling - 10 minutes
- Final Task List – 2 to 4 hours
- The skills are reviewed one at a time. 1 hour each for skills: Applied Math, Applied Technology, Bo Writing, Listening, Locating Info, Reading for Information & Writing and 2 hrs each for DVD based skills Teamwork and Workplace Observation

Time Required for a Profile

**Work Profiling System**
- Half a day.
- Assessments take 1 to 3 hours.

**WorkKeys**
- 2 to 3 days on location and an additional day to complete the final report.

Thank for your time and attention

Questions??

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