Future Oriented Job Analysis

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Overview

- What is job analysis?
- Assumptions of “standard” job analysis
- Why you may need a different approach
- Future-Oriented Job Analysis
- Analyzing a job that doesn’t exist
- Analyzing a changing job
- Using the results
Job Analysis

• Systematic study of a job to identify the important work behaviors (tasks) and the qualities needed to successfully perform those behaviors (knowledge, skills, abilities).
Job Analysis

Inputs:
- Initial data collection – literature review; interviews
- Subject matter experts help develop task and KSA statements based on the work they do
- Incumbents rate the tasks and KSAs based on their own job performance

Outputs:
- List of tasks with indication of relative importance
- List of KSAs with indication of importance, if needed upon hire, and which tasks require each KSA
Job Analysis Assumptions

- The job exists
- The correct work is being done
- The work is being done correctly (in the most appropriate and efficient way)
- The right people are in the job (the incumbents have sufficient KSAs to perform the work)
Job Analysis Assumptions

• The job is not going to change
  ▪ Job analysis provides a snapshot of a job at a particular point in time
  ▪ Decisions we make based on the job analysis results are valid now
Why you may need a different approach

Inputs:

- Initial data collection – literature review; interviews
- Subject matter experts help develop task and KSA statements based on the work they do
- Incumbents rate the tasks and KSAs based on their own job performance

- So what about a job that doesn’t exist?
You will need a different approach if

- The job is going to change
  - The work that needs to be done
  - The way the work gets done
  - Mission or strategic goals of the organization
  - Organizational structure
  - Technology
A computer operator in 1955
Future-Oriented Job Analysis

• Also known as strategic job analysis
• Like standard job analysis, is task-oriented
  – Not “how we want people to be in the future”
  – But “what the job will be like, and what qualities will make someone successful in that job of the future”
  – Consistent with Uniform Guidelines
Future-Oriented Job Analysis

• Inputs:
  ▪ Initial data collection
  ▪ Subject matter experts help develop task and KSA statements for the new job
  ▪ Subject matter experts rate the tasks and KSAs for the new job
Typical Job Analysis Questionnaire

Task Ratings
- How often do you perform this task?
- How important is this task to your overall job performance?

KSA Ratings
- How important is this KSA for performing your job?
- Is this KSA required upon entry/hire?
Future-Oriented Job Analysis Questionnaire

Task Ratings

- How often will this task be performed on the job?
- How important will this task be to overall job performance?

KSA Ratings

- How important will this KSA be for performing the job?
- Will this KSA be required upon entry/hire?
Future-Oriented Job Analysis

• But how do the SMEs know the future?
Subject Matter Experts

“Visionaries”
- SMEs who fully understand and share a common conceptualization of the proposed job or a job’s future state

“Guided SMEs”
- Individuals in the organization who will be subject matter experts regarding the future job after working with the job analyst
Subject Matter Experts

Primary SMEs

- Current incumbents (if any)
- Supervisors and Managers over the job (or who will be)
- Key human resources individuals
- Individuals who currently perform similar duties
- Training personnel
Subject Matter Experts

Ancillary SMEs

- Individuals involved in strategic planning
- Experts in areas expected to be of increasing importance
  - IT experts
- Legislative or Policy Analysts
First Step: Literature Review / Research

Why the new job, or why is the job changing?

- Organizational structure
  - Mergers; Reorganization
- New public policy directives
- Strategic plans
- Technology initiatives
- Environmental scans; SWOT analysis
For a new job:

• What is the body of work that needs to be done?
• Where does it fit in the organization?
• What are similar jobs?
• How is the work to be performed?
• What are the specific work products?
For a job that is expected to change:

• Engage the SMEs in a discussion of the current state of the job
  ▪ What work is currently being done
  ▪ Workflow
  ▪ Processes / methods
  ▪ Tools / technology
  ▪ Work outcomes
How will the job change based on:

- Organizational structure
  - Mergers; Reorganization
- New public policy directives
- Strategic plans
- Technology initiatives
- Environmental scans; SWOT analysis
New Work

Job Performance ➤ Outcomes

Tasks
New Work

Existing Duties  New Duties  Outcomes

Tasks  New Tasks
New Outcomes or Performance Standards

- Existing Duties
- New Duties

Tasks → New Tasks → New Outcomes or Performance Standards
New Work Processes

Job Performance → New processes → Outcomes

Tasks → New Tasks
New Work Context

Position

Position

Important Tasks

Position
Example: Teamwork

Position <-> Position <-> Position
Teamwork

Position → Position → Position

→

Important Tasks
Teamwork

Position — Position — Position

Communication
Task Coordination
Participation
Conflict Resolution
Teamwork

Position → Position → Position

Communication
Task Coordination
Participation
Conflict Resolution

“Contextual Performance”
Identify Trends

• What was the job like five years ago; how is it different today?

• What are the major challenges on the job; will these be greater challenges in the future?

• Has the job gotten more difficult than it used to be? If so, why?

• What could current incumbents learn that would allow them to do their job better?
SME Focus Group / Workshop

• Goal is to get SMEs to a shared conceptualization of the proposed job or a job’s future state
Job Analysis Questionnaire

Task Ratings
- How often will this task be performed on the job?
- How important will this task be to overall job performance?

KSA Ratings
- How important will this KSA be for performing the job?
- Will this KSA be required upon entry/hire?
Final Results

- Tasks performed on the job in the future state
- KSAs needed for successfully performing the job in the future state
- Indication of relative importance of tasks and KSAs for the future job
- Which KSAs are likely to be needed upon entry
Final Results – Uses

- Performance Management
- Training needs assessment
- Succession planning / career development
- Classification
- Selection
• Is a selection process based on a future-oriented job analysis valid?
  ▪ YES - If done right
  ▪ Follow all the “rules”
  ▪ Update frequently

• Is it defensible?
  ▪ Link KSAs to tasks
  ▪ Show business necessity
  ▪ Follow merit principles
Questions?