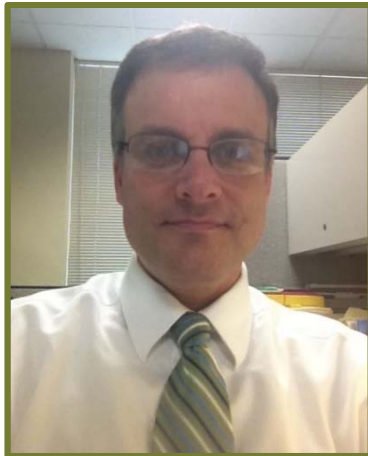




# Future Oriented Job Analysis

If your computer **does not** have speakers,  
please dial in at:  
1-866-901-6455  
Access Code: 408-634-854



**Geoff Burcaw, M.S., SPHR**  
Senior Consultant  
CPS HR Consulting

# 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



# SME Focus Group / Workshop

*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?



# SME Focus Group / Workshop

*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



# SME Focus Group / Workshop

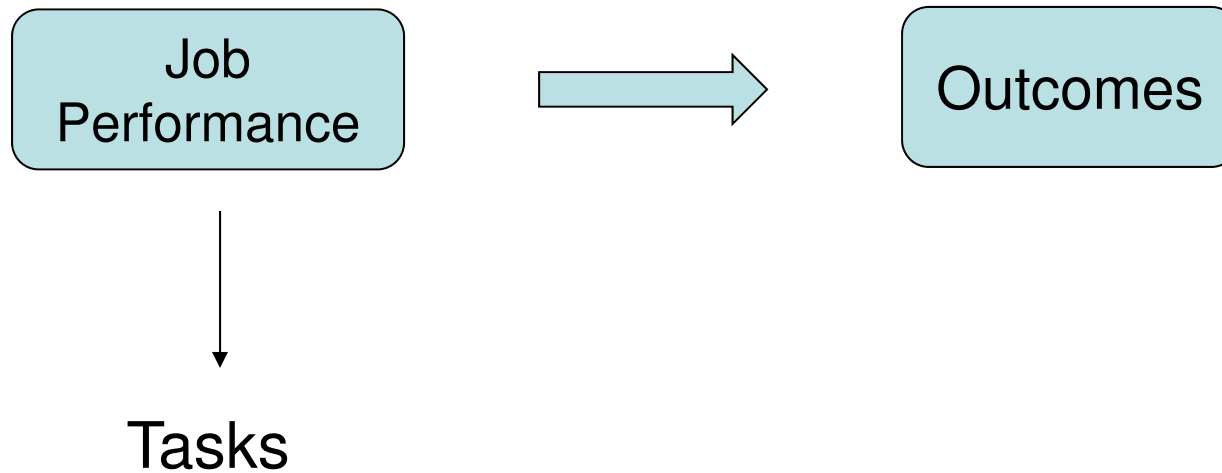
*How will the job change based on:*

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



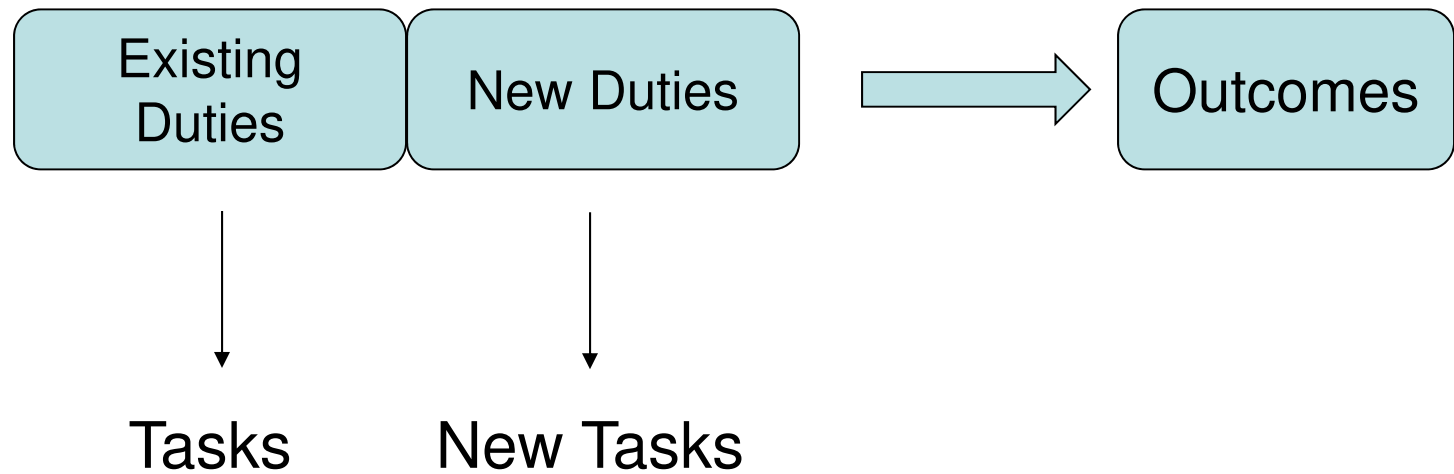


# New Work

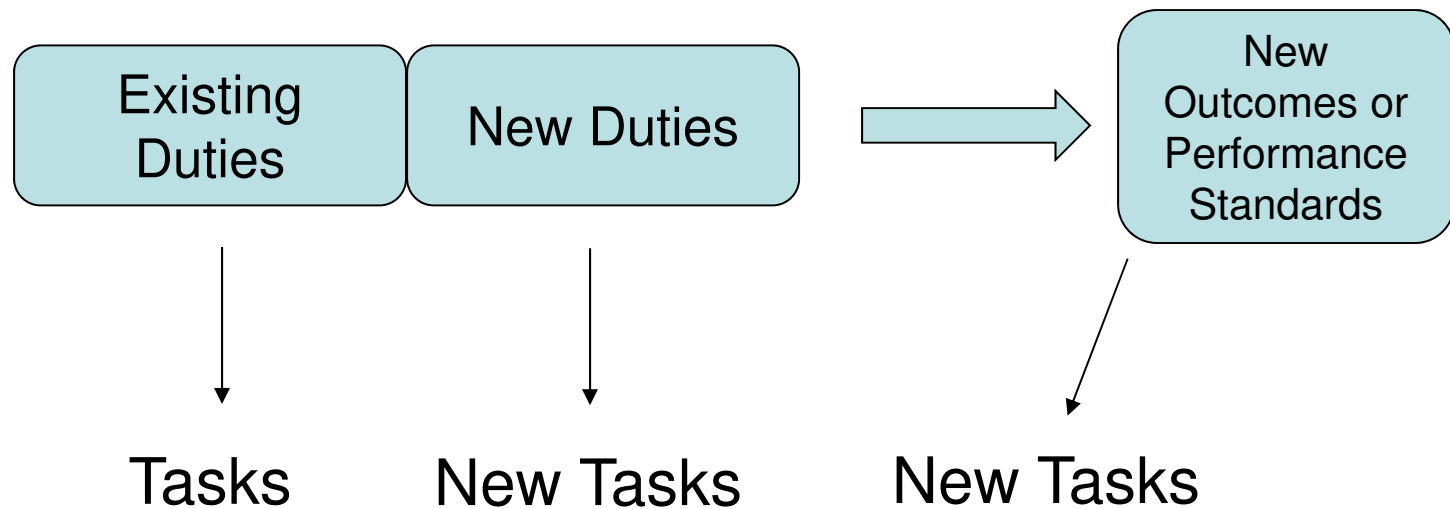




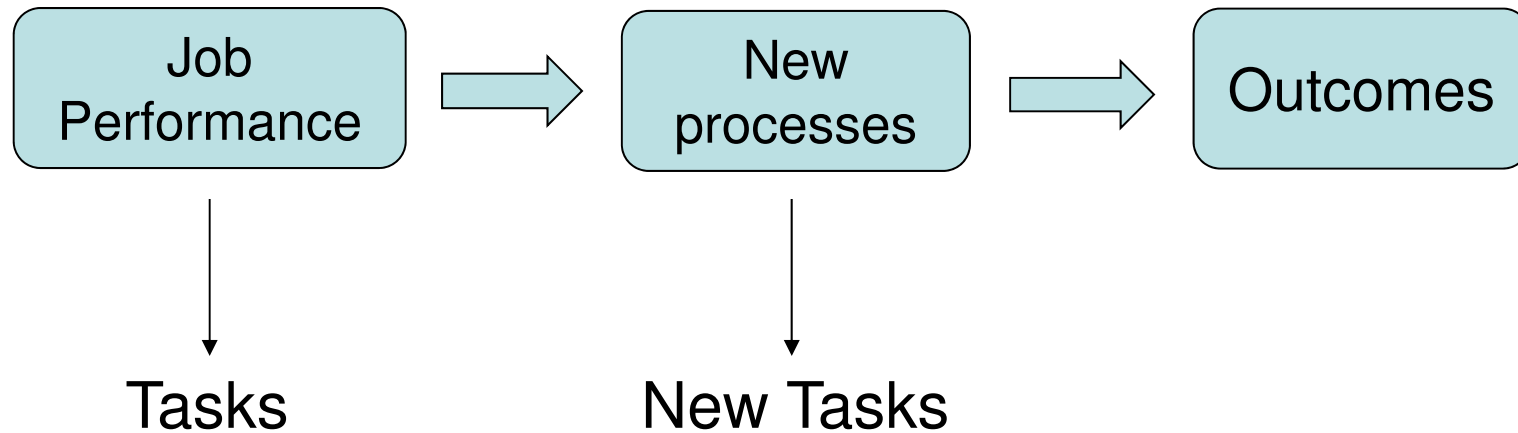
# New Work



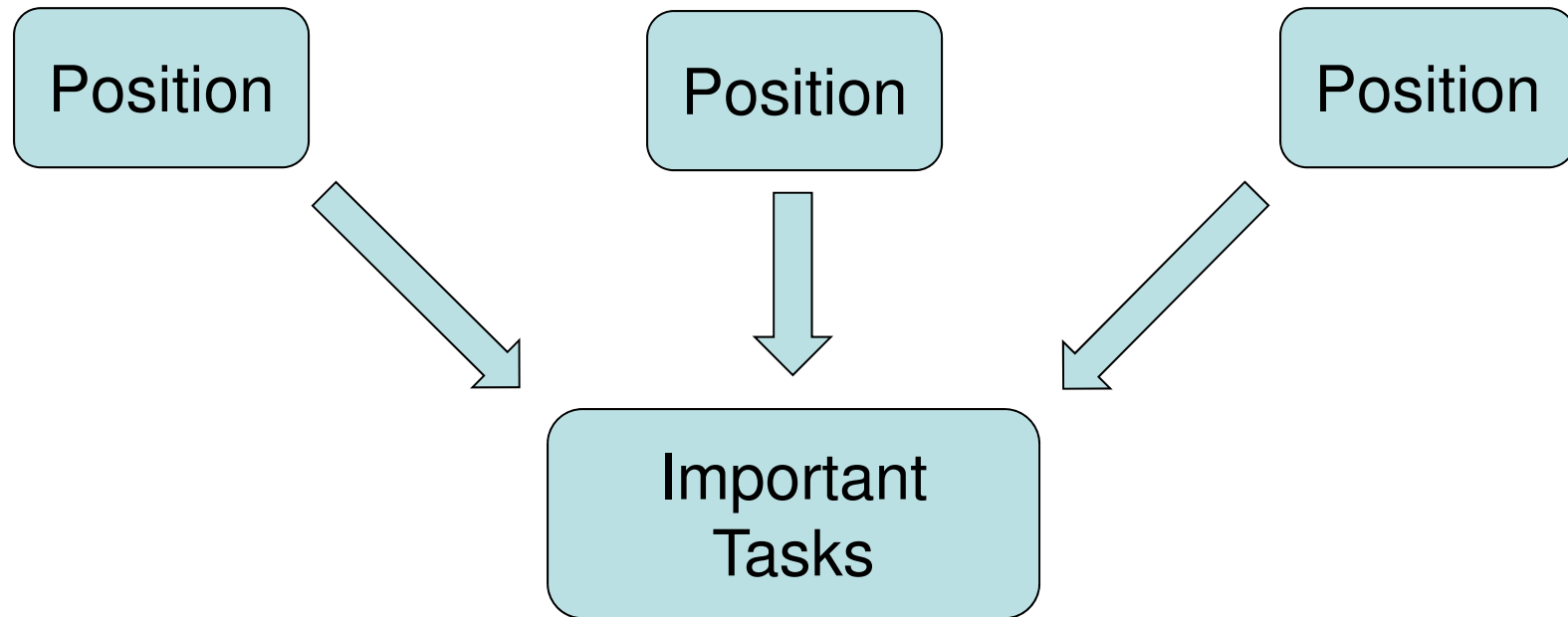
## New Outcomes or Performance Standards



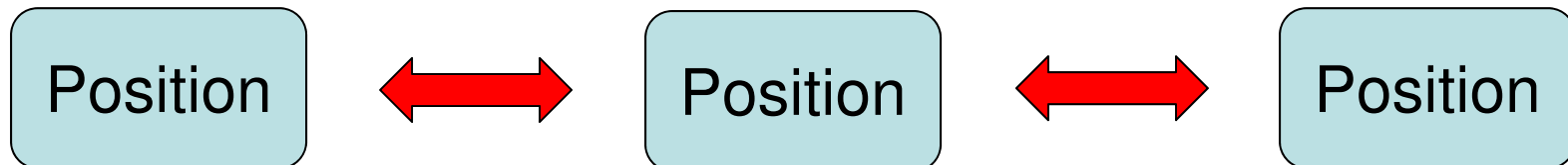
# New Work Processes



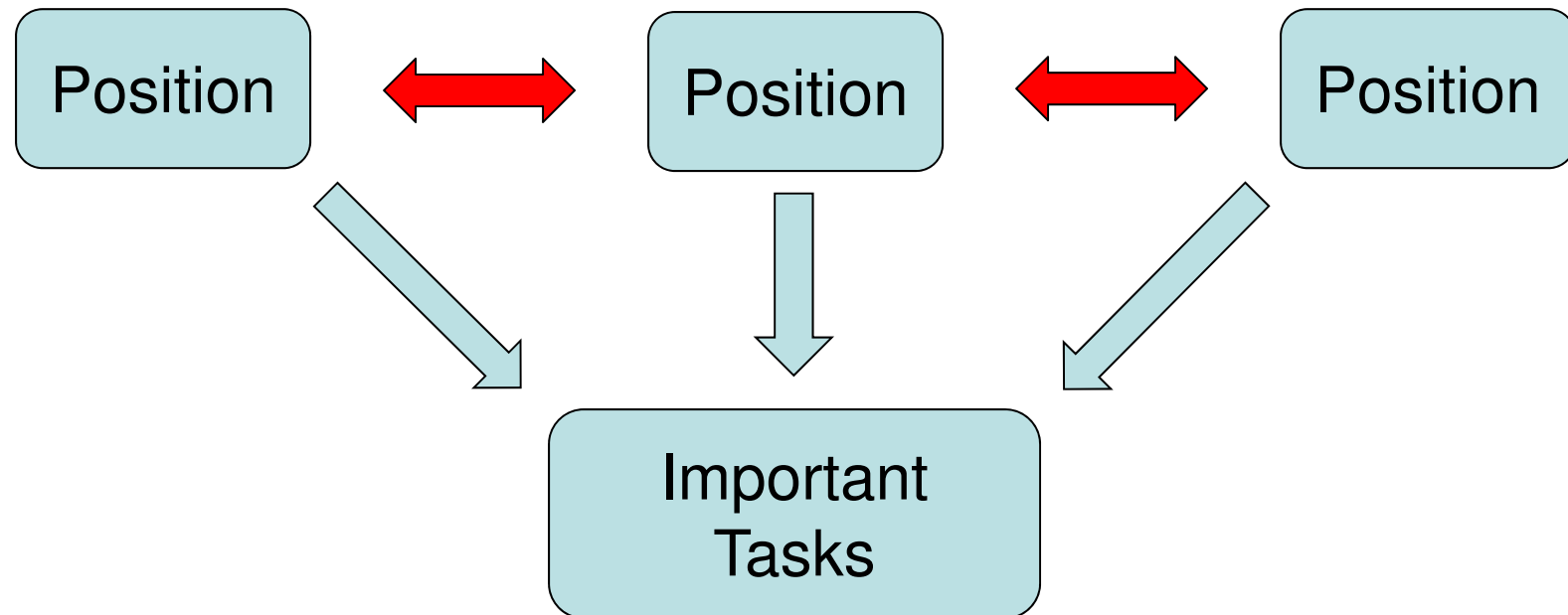
## New Work Context



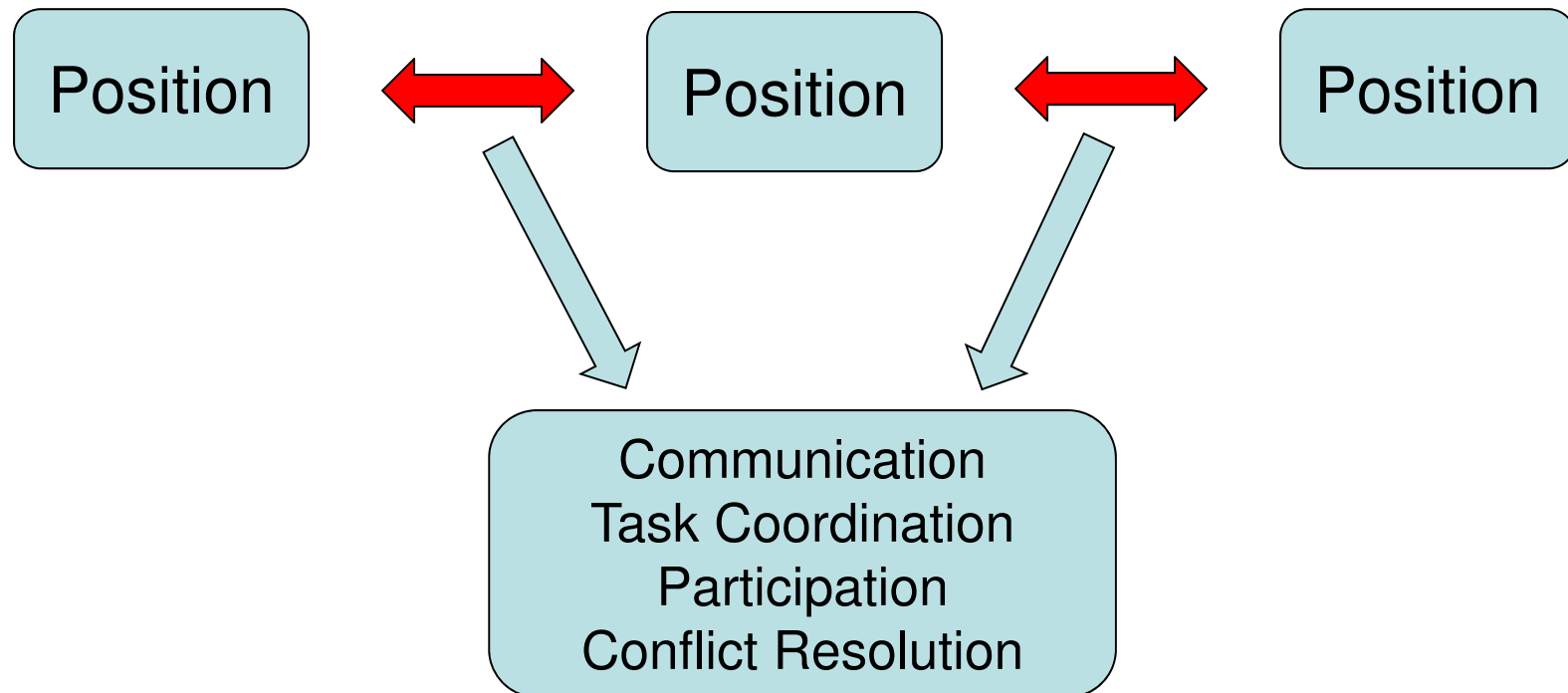
## Example: Teamwork



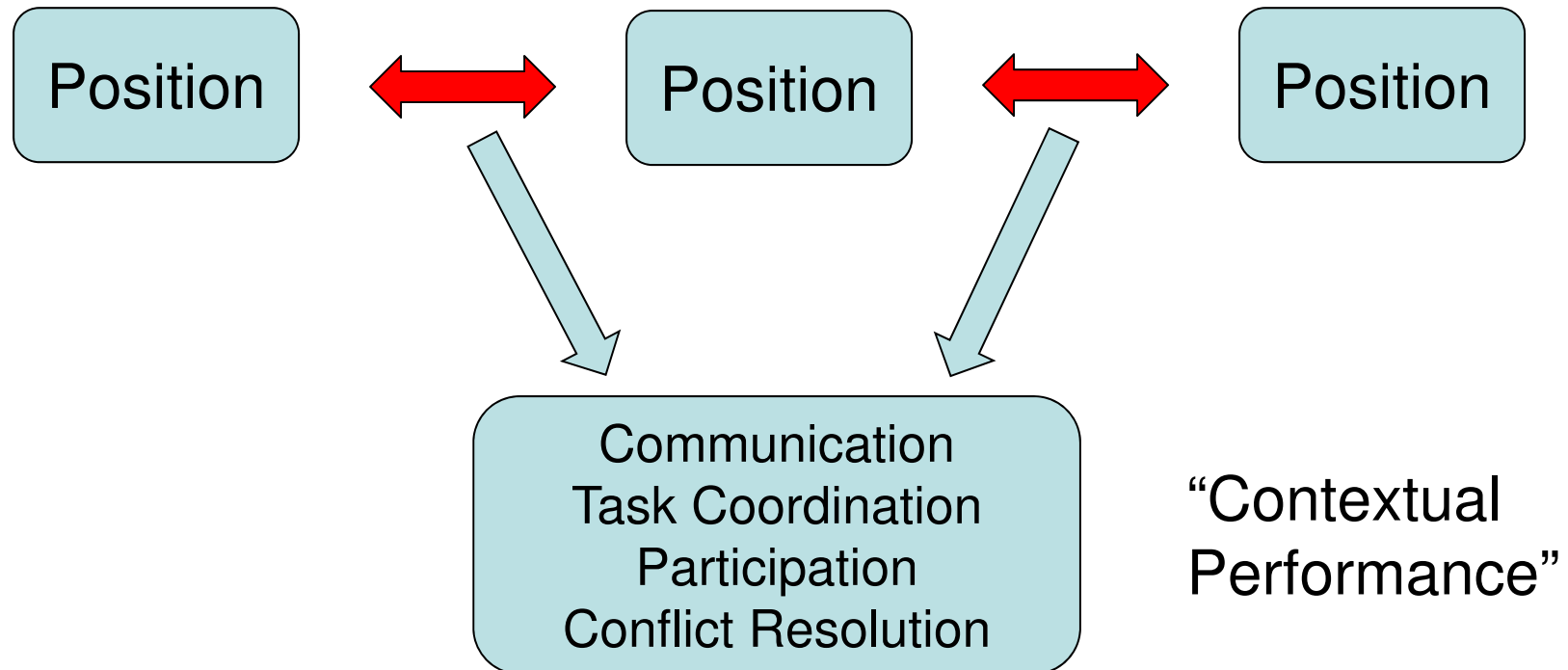
# Teamwork



# Teamwork



# Teamwork





# SME Focus Group / Workshop

## 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



## Final Results – Uses

- 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?*

