

Job Profiling

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Overview	<ul style="list-style-type: none">● Uses a focus group process to gather job task and WorkKeys skill information from job incumbents● Provides a report with a customized task list and skill levels related to specific work examples● Provides an EEOC-compliant process that can be used to support hiring, promotion, and training decisions
Method	<ul style="list-style-type: none">● Uses a focus group format● Facilitated by an ACT-authorized job profiler● Produces a tailored list of job tasks based on the contribution of individuals knowledgeable about the job● Uses expert ratings to determine criticality of the tasks● Formally links tasks to skills● Makes a qualitative determination of skill levels through group discussion facilitated by a job profiler
Benefits	<ul style="list-style-type: none">● Provides a direct link between the job and the assessments● Facilitated by an ACT-authorized job profiler● Encourages buy-in and goodwill from employees● Provides a detailed, customized report for informed decision making● Generates a customized task list that can be used to develop training or performance management instruments and other tools

Job profiling is the right approach if your organization prefers:

- A focus group format that promotes discussion between the employees (job incumbents) and an ACT-authorized job profiler
- A task list describing activities of the job with tasks tailored by the employees
- A customized Job Profile Report documenting the tasks of the job, skill levels required for the job, and the qualitative reasoning behind the skill levels provided by the job incumbents
- Results that can be used to support hiring, promotion, and training decisions

Job profiling requires four key steps

Step 1—Creation of an Initial Task List

The profiler creates an Initial Task List using national job data and information collected from a company contact person and a tour of the job site.

Step 2—Task Analysis

The profiler meets with job incumbents to customize the task list. The job experts rate each task for Importance and Relative Time Spent to ensure the tasks are critical to performance of the job.

Step 3—Skill Analysis

The profiler leads the job incumbents through a process of linking the job tasks to the WorkKeys® skills and skill levels.

Step 4—Documentation

The profiler documents the results in a customized report.

(continued)

Masterfoods USA, an M&M/Mars Company, needed to identify job applicants with a high potential for advancement at their 600-employee candy-making plant. They use WorkKeys job profiling and testing services to:

- Provide equitable, objective measurements that meet EEOC requirements
- Hire people who have the ability to learn and to adapt to ever-higher skill standards
- Improve employee satisfaction, decrease turnover, and increase promotion opportunities

The Dixie Group, the fifth-largest floor-covering manufacturer in the United States, was having difficulty hiring and retaining quality workers. Dixie selected WorkKeys, including the Spanish versions, to make decisions on hiring, training, job bidding, promotions, and pay increases. Since implementing WorkKeys, the company has:

- Reduced turnover
 - Shortened training periods
 - Increased performance ratings for skilled workers
 - Improved employee morale
 - Decreased operator errors
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The profiling process offers many benefits

A detailed, customized task list

This task list is the first step in developing a comprehensive job description, training materials, performance appraisal forms, and other tools.

A customized report that supports the use of WorkKeys skills

Job profiling results are documented by the profiler in a detailed report containing the customized task list and the in-depth, descriptive rationale linking the tasks of the job to the WorkKeys skills and skill levels.

Useful information for hiring, promotion, and training

Because the use of WorkKeys assessments is validated through the job profiling process, you can feel confident using WorkKeys assessments to make selection, advancement, and training decisions.

Support from employees

There is an increased likelihood that you will get buy-in and goodwill from employees, since they actually participate in the job profiling process.

ACT Job Analysis Options

We offer three types of job analyses linked to our WorkKeys employee selection and development system. Your business and HR practices can help you determine which approach—Job Profiling, SkillMap®, or WorkKeys Estimator—best meets your organization's needs.

For more information, call 1-800/WorkKey (967-5539) or visit our website at www.act.org/workkeys/profiling.

