Strategic Job Analysis

Predicting Future Job Requirements

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Ilene Gast
Kathlea Vaughn

Personnel Research and Assessment Division
Office of Human Resources Management
Strategic Job Analysis?

Cool!
Strategic Job Analysis

• **What is Strategic Job Analysis (SJA)?**
  – Focuses on jobs as they will exist in the future
  – Anticipates performance requirements due to changes in
    • Technology
    • Organizational structure
    • Organizational functions

• **What distinguishes SJA from traditional approaches?**
  – Multiple vantage points
  – Multiple perspectives
  – Multiple methods
Strategic Job Analysis

• When should you consider conducting a SJA?
  – Change in organizational direction
  – New mission
  – Occupation in transition
  – Technological change
Environmental Scan

Thinkers

• Schneider & Konz (1989)
• May (1996)
• Cronshaw (1998)
• Sanchez (1994)
• Singh (2008)
• Schippmann (2010)
• Sanchez and Levine (2012)

Doers

• Landis, Fogli, & Goldenberg (1998)
• Kolmstetter (2003)
• Sager, Russell, Campbell, & Ford (2005)
• Koch, Strobel, Miller, Garten, Cimander, & Westhoff (2012)
Some Examples

How has SJA been used?

– Large Insurance Company (Landis, Fogli, & Goldenberg, 1998)
  • Identified tasks considered to be critical in the future
  • Used SJA information to plan for organizational change

– TSA Screener Occupation (Kolmstetter, 2003)
  • Combined traditional and future oriented job analyses to establish the skill requirements and selection procedures for a new workforce of screeners

– US Army Select 21 (Sager, Russell, Campbell, & Ford, 2005)
  • Defined knowledge, skills, and attributes needed for effective performance in situations likely to be encountered in the 21st century
The Process

Descriptive
What is currently done?

- Step 1: Define present duties and critical work behaviors

Prescriptive
What should be done?

- Step 2: Describe job changes over the past 5 years

Predictive
What will be done in the future?

- Step 3: What are the current major issues and challenges?
- Step 4: What major issues/challenges will persist or worsen in the future?
- Step 5: Predict job change expected over the next 5 years
- Step 6: Predict future duties and critical work behaviors
What is currently done?

Step 1: Define the present duties and critical work behaviors
Step 2: Describe changes over the past 5 years

Actions

• Examine existing documents
  – Position descriptions
  – Work products
  – SOPs and manuals

• Talk to Subject Matter Experts (SMEs)
  – Job incumbents
  – Supervisors

• Look for changes
  – Technology applied
  – Typical transactions
  – Workforce size
  – Mission focus
What should be done?

Step 3: What are the current major issues and challenges?

Step 4: What major issues and challenges will persist or worsen in the future?

Actions

• Examine existing documents
  – Work planning documents
  – Reports of accomplishments

• Talk to managers, customers, experts
  – Agency managers
  – Customers
  – Academics, leaders in professional groups and associations

• Examine
  – Skill levels
  – Skill gaps
  – Knowledge management
  – Political implications
What will be done in the future?

**Step 5:** Predict job change expected over the next 5 years

**Step 6:** Predict future duties and critical work behaviors

**Actions**

- Examine future-oriented documents
  - Strategic plans
  - Futurists’ predictions
  - Policy papers

- Talk to senior leaders and policy makers
  - Senior executives
  - Policy analysts
  - Futurists, members of think tanks

- Predict changes
  - Technology applied
  - Typical transactions
  - Workforce size
  - Mission focus
Strategic Job Analysis at CBP
Challenges

• “Black box”
• Lack of clarity regarding desired outcomes
• Vague definition of impacted occupations
• Role confusion
Changing How We Do Business

Structural Realignment

Program – Based Organizational Structure

Role Realignment

Tasks KSAs Competencies

New Tasks/KSAs

Occupations

New Occupation
Change . . .

Without Top-Level Support
Lessons Learned

• Top-level support is critical
• A “Concept of Operations” is REALLY helpful
• Document your actions
  – Strategies
  – Processes
  – Activities
• Anticipate resistance to change
  – Human Resources staff
  – SMEs
  – Program Offices
• Plan for delays/setbacks
References


More References


Questions
Contact Information

Ilene Gast
Senior Personnel Research Psychologist
e-mail: ilene.gast@dhs.gov

Kathlea Vaughn
Personnel Research Psychologist
e-mail: kathlea.vaughn@dhs.gov

U.S. Customs and Border Protection - HRM
1400 L Street, NW Room (7th Floor)
Washington, DC 20229-1145
U.S. Customs and Border Protection