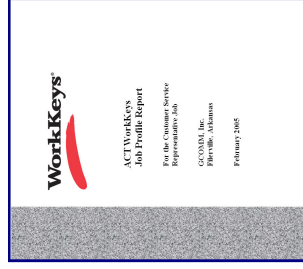


Job Profiling

What is a WorkKeys® Job Profile?

A form of job analysis to specify skills needed to perform the job. The steps are:

- 1. Coordination**—The Job Profiler contacts the client, obtains information, explains resource requirements, and initiates scheduling.
- 2. Facility Tour and Further Information Collection**—The Job Profiler observes and asks questions.
- 3. Initial Task List**—The Job Profiler creates a first draft Task List.
- 4. Task analysis**—The Job Profiler meets with Subject Matter Experts (SMEs) to customize the task list. The SMEs rate each task for Importance and Time Spent to ensure the tasks are critical to the job.
- 5. Skill Analysis**—The Job Profiler leads the SMEs through linking tasks to skills and levels.
- 6. Preliminary and Final Report**—The preliminary report provides core data for immediate use, and the final report adds detail. Both are regulatory-compliant for hiring, training, and advancement decisions.



Example Job Profile Timeline

Step	Min. Hr.	Max. Hr.
Initial Coordination & Tour	4	10
Initial Task List (off-site)	4	10
SME Session One ¹	8	12
SME Session Two ²	0	12
SME Reconciliation ³	0	8
Final Report (off-site)	8	12
Total ⁴	24	64

¹ACT recommends 10% of the job incumbent population; minimally six Subject Matter Experts (SMEs), with flexibility in some cases. Others familiar with the job are eligible if over 50% of the SMEs are incumbents. Ideally the group is diverse enough to represent average incumbents.

²ACT suggests conducting two SME sessions, however this is the employer's choice.

³If SMEs disagree by one skill level, the lesser of the levels is used. If the SMEs disagree by more than one skill level, a reconciliation session is used.

⁴A session meeting room space with tables, chairs, electrical outlets, and timely access to a photocopy machine during the profile session is also needed.

Is a Job Profile right for my company?

- ◆ Would like to use an ADA and EEOC compliant process to improve employee skills?
- ◆ Do you want to reduce turnover? Improve hiring and promotion effectiveness? Streamline training?
- ◆ Do you have between 16 and 24 hours (average) available for a WorkKeys Job Profiler to come to your facility and consult with your employees?

If you answered yes, ACT® WorkKeys® Job Profiling will significantly help to increase your company's quality and profitability.

Funding Available

Funding is available for many WorkKeys initiatives such as:

- ◆ Assessments
- ◆ Job Profiling
- ◆ Training

See www.gptech.org/wk for details, or contact:

Pete Walker

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580-250-5569

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www.gptech.org/wk

Example Cost-Benefit Analysis of an ACT® WorkKeys® Job Profile



GROW OKLAHOMA!

Return On Investment

◆ Example return on investment (ROI) case study results detailed at www.act.org/workkeys/case are:

- ⇒ Scrap rate reduced 21%
- ⇒ Turnover reduced up to 84%
- ⇒ Overtime reduced up to 95%
- ⇒ Training time reduced up to 66%
- ⇒ Turnover for cause reduced 73%
- ⇒ Service returns reduced up to 20%
- ⇒ Hundreds of thousands of dollars saved through improved efficiency
- ⇒ Defective parts per million dropped from 18,000 per month to 1,500—a 90% decrease

◆ The WorkKeys system does this by:

- ⇒ Improving staff hiring and advancement processes
- ⇒ Increasing employee morale and job satisfaction
- ⇒ Defining specific training needs
- ⇒ Developing accurate, detailed position descriptions including critical tasks and skill levels

◆ **Download the *Return on Investment* and *Turnover Cost* worksheets in Excel® format from www.gptech.org/wk**

Example Job Profile ROI Calculation	
(\$40)	Project Coordination (2 hours@ \$20)
(\$80)	Job Shadowing (4 hours @ \$20)
(\$576)	SME Session (8 hours @ \$12 x 6)
\$0	Job Profiler Services (minimum value of \$1200) and pre-employment WorkKeys® Testing (three skills — AM, LI, RFI,
(\$696)	Total Cost of Employer-Provided Resources
\$2,000	Turnover Related ¹
\$518	Unplanned Absenteeism ²
\$432	Disciplinary/Corrective/Remediation Actions ³
\$640	Other Training Hours ⁴ (other than the three above items)
\$600	Minimum Estimate for Incalculable Costs such as:
?	⇒ Safety, Health, and Environmental ⁵
?	⇒ Quality and Quantity Problems ⁵
?	⇒ Risk of Emp. Related Litigation
\$4,190	Total Benefit
1 : 6	Cost : Benefit Ratio (ROI %600)
2 Mo.	Break-Even Time (1/6 year)

¹ Conservative estimate of one employee per year reduced turnover for one job based on example

² A 2008 Mercer Consulting survey of 455 employers showed that unplanned employee absences cost the average organization of 9% of base payroll in direct and indirect costs. \$4,665 is one-third of the Mercer

³ Reduction of two less problem employees, 6 x \$32 @ hr + 2 x \$12 @ hr

⁴ Annual 20 hours of training (classroom, OJT, informal) cost of \$32@hr reduced 20% for five

⁵ Ongoing costs above turnover costs

Turnover Costs Worksheet — Example of an Entry-to-Mid Level Employee	
This example uses \$20@hour for a staff member and \$12@hour for an employee, representing wages combined with extra costs such as taxes and benefits.	
Separation Costs:	
\$20	Exit interviewer's time (30 min. admin.; 30-min. interview; @\$20 per hour)
\$6	Terminating employee's time (30 minutes @\$12 per hour)
\$40	Other administrative functions related to termination (2 hrs @ \$20)
\$0	Separation pay ¹
\$200	Increase in unemployment tax (marginal rate increase add tax)
Vacancy Costs:	
\$720	Additional overtime (20 hours@ \$18 per hour for 2 weeks)
\$480 (\$960)	Additional temporary help (20 hours @ \$12 per hour for 2 weeks) Wages, taxes, and benefits saved due to vacancy (40 hours @ \$12 per hour for 2 weeks)
Replacement Costs:	
\$60	Pre-employment administrative expenses (3 hours @ \$20)
\$160	Attracting applicants (ads, agencies, and staff time)
\$100	Entrance interviews (5 interviews x 1 hour x \$20)
\$64	Testing costs (two tests for aptitude, skill, drug--1 hour @ \$32)
\$0	Staff meetings ¹
\$0	Travel and moving expenses (interviewee(s) and new employee) ¹
\$32	Postemployment information gathering and dissemination costs ² (1 hour @ \$32)
\$75	Postemployment medical exams
Training Cost:	
\$10	Informational literature (manuals, brochures, policies)
\$256	Formal training costs (8 hours @ \$32)
\$256	Informal training costs (OJT, mentoring, socializing, etc. - 1 day @ \$32 per hour)
Minimum Indirect Turnover Cost:	
\$500	Survey-based indirect turnover costs estimates range from 10% to 500% of annual salary, depending on the business or industry and the level of the job in the organization. Example indirect turnover costs are vacancy lag problems, productivity differential between the departing and the replacement, errors due to inexperience of temporary and replacement employees, and lowered morale and productivity of other employees. 10% of an annual wage of \$17,280 would be \$1,728.
\$2,019	Example Total Turnover Cost Per Entry-to-Mid Level Employee

¹ This often applies to mid and upper level jobs. ² Payroll, benefits, policies, procedures, employee records, etc.