

# **WorkKeys® Preliminary Job Profile Results for the WIOA Career Advisor Job**

## **Rivers East Workforce Board Washington, NC**

**March 18, 2020**

This document presents an overview of the results of an ACT® WorkKeys® profile (job analysis) of the WIOA Title 1 Career Advisor (WIOA Career Advisor) job at the Rivers East Workforce Board (Rivers East WDB) site in Washington, NC. A final, more detailed content validity report will be provided to Rivers East WDB by April 10, 2020 to document and support the appropriate use of WorkKeys. The results of this project and review of its findings will help to inform Rivers East WDB's use of WorkKeys to improve the employee selection process for the WIOA Career Advisor job.

### **WORKKEYS JOB PROFILING PROCEDURE**

WorkKeys job profiling is conducted by job profilers who have been trained and authorized by ACT Industrial/Organizational Psychologists. The profiling procedure is designed to systematically develop accurate profiles through a task analysis that is used to select the tasks most important to a job, and a skill analysis that is used to identify the on-the-job behaviors associated with the WorkKeys skills (and corresponding assessments) under consideration and to identify the skill levels necessary for entry and effective performance on the job (i.e., cut or passing scores).

The profile was conducted by Mid-East Commission's ACT authorized job profiler Lou Stout, to establish a task list and identify the WorkKeys skill levels necessary for selection into and effective performance of the WIOA Career Advisor job at Rivers East WDB.

### **Task Analysis**

The first step in conducting the profile was to develop a Final Task List showing the critical tasks of the job. Mrs. Stout first developed an Initial Task List using the Department of Labor's O\*NET database, Rivers East WDB's job descriptions, job descriptions from current program operators, and job descriptions from other Workforce Development Boards. Mrs. Stout toured Rivers East WDB's Pitt County NCWorks Career Center with Kennetta Morning and Shamielka Carey, both Title 1 Adult and Dislocated Worker Career Advisors on February 26. Mrs. Stout job shadowed Mrs. Morning and Mrs. Carey for approximately four hours. Mrs. Stout did not have the opportunity to job shadow a Youth Career Advisor, due to the transition in Operators.

However, Mrs. Stout's was able to gather information from reviews she had performed in her roll as Business Engagement Coordinator. WIOA Career Advisors serve three program areas: Adults, Dislocated Workers, and Youth. WIOA Career Advisors provide intensive case management, job readiness instruction and preparation, job search, job placement assistance, and follow-up services.

Mrs. Stout then met with the group of Subject Matter Experts (SMEs) to tailor the Initial Task List to make sure that the resulting Final Task List accurately and completely described the job. The job profiler met with the group of 5 SMEs on March 9, 2020. The SMEs worked to add, delete, consolidate, and change the descriptions of tasks, as needed, to make sure they accurately depicted their job as it is performed at their company. Then they independently rated each task in terms of its Importance. The average Importance rating for each task was used to sort the task statements and list them in order, with the most important (or critical) tasks placed at the beginning of the list. Tasks that received an average rating of 2 (i.e., low importance) or lower were grayed out, italicized, and moved to the bottom of the list. The SMEs then reviewed the list to see the final order of the tasks. The Final Task List, with the tasks listed in order of Importance, will be provided in the final report.

### **Skill Analysis**

A skill analysis to identify the on-the-job behaviors associated with the WorkKeys skills (and corresponding assessments) under consideration and to identify how the skills are used on the job was then conducted. The SMEs reviewed 3 WorkKeys skills and determined that Workplace Documents, Graphic Literacy and Applied Math are required. The skills were considered one at a time, and the SMEs completed their discussion of one skill before going on to the next. The job profiler gave each SME a copy of the WorkKeys skill definition, read the definitions aloud, and then answered any questions the SMEs had. Once the SMEs understood the definition of a skill and had determined its relevance to the job, they independently identified the important tasks on their Final Task List that require the skill and explained how they use the skill to complete the identified task. For a task to be considered in the next step to set the skill level (i.e., cut or passing score), the majority of the SMEs had to agree that the task required the skill.

The job profiler then presented detailed descriptions of the WorkKeys skill levels to the SMEs which included examples of problems or situations employees deal with at each level. Next, the SMEs determined which skill levels are necessary at job entry and for effective performance. The profile results shown in Table 1 indicate skill requirements for job entry and the profile results shown in Table 2 indicate the skill requirements for effective performance. Following the *Uniform Guidelines on Employee Selection Procedures* (1978), entry into the WIOA Career Advisor job at Rivers East WDB was defined as an employee's first day in the job. Employees should be expected to come into the job with the skills shown; they are not expected to learn these skill levels while in the job. The final entry-level skill requirements reported here are recommended as cutoff (or passing) scores on the WorkKeys assessments for entry into the job. Effective

performance is the point at which an employee performs competently without continuous supervision. Rivers East WDB defines this as being when a WIOA Career Advisor has completed training with both the Workforce Development Board's NCWorks Super User and the on-boarding training provided by the Program Operator. This level of performance is typically achieved after completing their first 90 days. The final results shown in Table 2 indicate skill requirements for effective performance and may be used for training purposes.

**Table 1. Entry – Level Skill Requirements for the Job**

<b>WorkKeys Skill</b>	<b>Skill Level Range</b>	<b>Final Entry Level</b>
<b>Applied Math</b>	3–7	3
<b>Graphic Literacy</b>	3–7	3
<b>Workplace Documents</b>	3–7	5

**Table 2. Effective Performance Level Skill Requirements for the Job**

<b>WorkKeys Skill</b>	<b>Skill Level Range</b>	<b>Final Entry Level</b>
<b>Applied Math</b>	3–7	3
<b>Graphic Literacy</b>	3–7	3
<b>Workplace Documents</b>	3–7	5

#### PRELIMINARY RECOMMENDATIONS

- For selection and promotion purposes, Rivers East WDB should consider using these WorkKeys assessments for the following skills: Workplace Documents and Graphic Literacy. If Rivers East WDB chooses to administer additional assessments, the following skills should be considered: Applied Math. This recommendation is based on the number of important/critical tasks identified by the SMEs as requiring each skill. If Rivers East WDB would like to use different WorkKeys assessments, the profiler should be consulted regarding the number of important tasks associated with each related skill. The reasons for assessing individuals on those skills should then be documented.
- For training and development purposes, Rivers East WDB should consider using WorkKeys assessments in the following skill areas: Workplace Documents, Graphic Literacy, and Applied Math. Training on skills at the beginning of the list may

provide more impact than training on skills at the end of the list because the skills at the beginning of the list are more relevant to performance of the job.

- Use of the WorkKeys assessments for the WIOA Career Advisor job may begin upon receipt of this report. Additional recommendations will be provided in the upcoming final report.