

Client Profile:

- An international Fortune® 500 producer of breakfast and convenience foods, with more than 30,000 employees across 180 countries

Challenge

In 2005, the business press was filled with stories of good companies facing huge employment litigation settlements. Many of these suits were brought as a result of organizations using unclear or inconsistent human resources practices in areas such as selection and promotion. These companies were required to initiate job analysis as one of the first elements of their settlements. Our client decided to take an industry leadership position and proactively undertake job analysis for all 2,500 job titles in the U.S., and integrate the information throughout the company's HR practices and tools. The focus of the business case for conducting these analyses was deliberately shifted away from "mitigating risk" toward an emphasis on *making consistent and effective decisions about managing talent, and creating integrated and transparent people practices.*

Solution

APT Metrics began the job analysis work by assembling the core elements of change management: gaining sponsorship and involvement from key leaders and stakeholders; presenting a holistic and systemic perspective; and integrating ongoing, two-way communication and feedback into the process. Each step (from initial survey design to the design of numerous deliverables) was completed in conjunction with leadership and subject matter experts (SMEs) as well as with various HR groups at the company.

Job Analysis data was collected from thousands of Subject Matter Experts for over 2,500 jobs using APT Metrics' online job analysis tool, Job Metrics®. The specific programs and tools developed from the job analysis data were: job descriptions and postings,

minimum qualifications, job families, career and experience progressions, development guides, functional/technical competency models and interview guides, and other selection tools.

APT Metrics partnered with the company to integrate these deliverables into staffing, learning and development offerings, development planning, succession management, and compensation. The overarching goals were to integrate and align HR practices around common criteria and language and, ultimately, enable the transparency and fairness needed to attract and retain employees.

Results/Impact

Job analysis is now a strategic priority of the organization. It enables managers and employees to make consistent, transparent, and empowered decisions about talent. Managers and employees have made statements such as, "I finally see how our HR practices fit together," and "It's much easier to have career development conversations now that we're all speaking the same language."

The job analysis results provided the company with the foundation for developing programs to address each step in an employee's lifecycle. These results have been used to:

- Develop consistent and transparent criteria to attract and make selection decisions about talent
- Create competency models and job aids that provide insight into the development focus areas for an employee's current and future roles
- Hone course development to provide targeted and efficient learning interventions to meet specific career category development needs
- Provide a common language and consistent criteria to discuss strengths, development opportunities, and plans to build bench strength and prepare for the future