

Uses of O*NET in Human Resource Management

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*occupational information network (O*NET)*
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Outline

- § How O*NET is used in HRM
- § Strengths
- § Weaknesses
- § Suggested improvements
- § Example new content domain

Examples of How O*NET is used in HRM

HRM Goal	Purpose	Aspects of O*NET Used
Workforce planning	Develop competencies	Skills, abilities, and GWA statements used as starting points.
Recruiting	Identify jobs that could be used as feeders for jobs in transportation construction.	Onetonline.org search tools used to conduct searches.
Recruiting	Develop job descriptions.	Statements from virtually all domains used as the basis for job analysis statements.

Examples of How O*NET is used in HRM

HRM Goal	Purpose	Aspects of O*NET Used
Selection	Conduct job analyses.	Statements from virtually all domains used as the basis for job analysis statements.
Selection	Develop experience inventories	Tasks, Abilities, and Skills used as starting points for job specific statements.
Skills Management	Identify and monitor skills gaps	Skills, Abilities, and Knowledge statements used to examine requirements and resources brought by employees. GWAs used as an organizing framework for occupation specific duties.

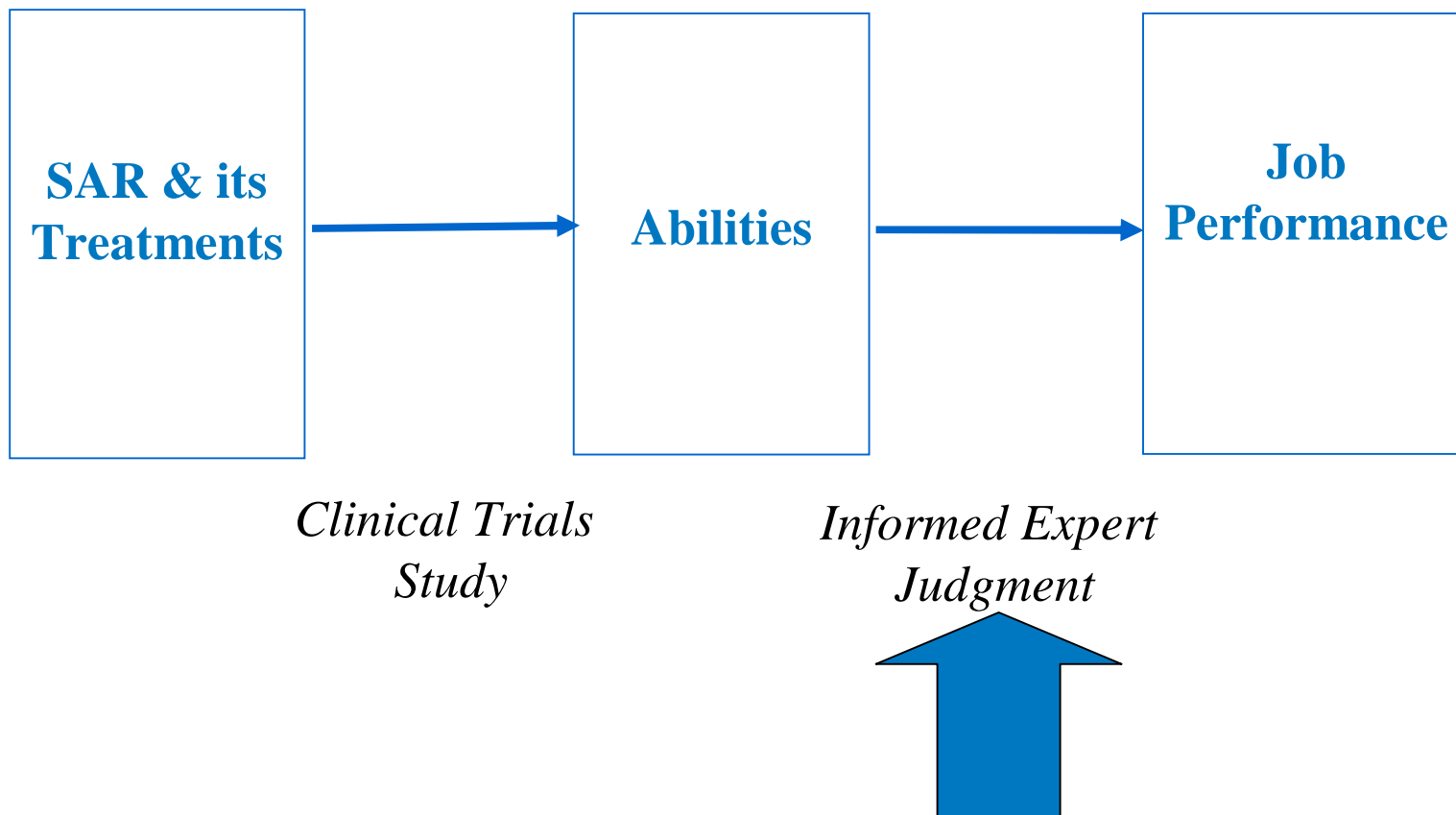
Examples of How O*NET is used in HRM

HRM Goal	Purpose	Aspects of O*NET Used
Job Classification	Determine classification structure	Job taxonomy used as a model.
Succession Planning	Understand job content of multiple jobs.	Onetonline.org search tools used to conduct searches.
Performance Appraisal	Develop performance appraisal tools.	O*NET taxonomies used as organizing framework for performance appraisal instrument.

Examples of How O*NET is used in HRM

HRM Goal	Purpose	Aspects of O*NET Used
Inform Policy	Examine the impact of drugs on job performance.	Tasks used to inform ratings of judges; Ability ratings used to generalize findings to all jobs.

Using O*NET to Study the Impact of SAR and its Treatments



Judgment Screen – SAR Study

For each estimate enter 2 digits only. Do not enter the decimal point.				Data Check		Your Estimates for ...	Your Estimates for ...	Y
						Test 1: Symbol Digit Coding	Test 2: Symbol Digit Coding--Delay Recall	
Estimate Correlation Coefficients for Each Test for Each of the Three General Abilities								
General Ability	Cognitive Ability							
General Ability	Perceptual Ability							
General Ability	Psychomotor Ability							
Estimate Validity Coefficients for Each Test for Each of 350 Occupations								
Title	Janitorial Supervisors							
Description	Supervise work activities of janitorial personnel in commercial and industrial establishments. Assign duties, inspect work, and investigate complaints regarding janitorial services and take corrective action. May purchase janitorial supplies and equipment, take periodic inventories, screen applicants, train new employees, and recommend dismissals. Exclude housekeeping supervisors in hotels, hospitals, educational institutions, and similar establishments.							
O*NET Ability Ratings								
	Ability	Mean Rating	Ability	Mean Rating				
	Verbal	3.0	Fine Manipulative	1.6				
	Idea Generation / Reasoning	2.3	Control Movement	1.4				
	Quantitative	2.3	Reaction Time / Speed	1.5				
	Memory	2.0	Physical Strength	1.7				
	Perceptual	2.0	Endurance	1.6				
	Spatial	2.0	Flexibility / Balance / Coordination	1.4				
	Attentiveness	2.5	Visual	1.6				
			Auditory	1.8				
Title	Public Transportation Inspectors							
Description	Monitor operation of public transportation systems to ensure good service and compliance with regulations. Investigate accidents, equipment failures, and complaints.							
O*NET Ability Ratings								
	Ability	Mean Rating	Ability	Mean Rating				
	Verbal	3.5	Fine Manipulative	1.5				
	Idea Generation / Reasoning	2.5	Control Movement	1.4				

Strengths of O*NET

- § Provides a relatively unbiased source of information about jobs
- § Taxonomies provide an excellent framework for a variety of applications
- § Hierarchical structure and multiple windows provide flexibility
- § Link between different types of data (e.g., LMI)
- § DWAs have promise
- § Statements provide useful starting points for job analyses
- § Increasing usage allows users to connect and support each other
- § Cross-job descriptors allow for comparisons across jobs
- § O*NETonline.org is a useful site, especially the search facilities

Weaknesses of O*NET

- § Analyst ratings are not thought to be sufficient
- § Incumbent ratings are not being populated at the rate needed
- § Level scales have not been useful in HR applications
- § Users do not “see their job” in the cross-job descriptors
- § Some of the descriptors do not have obvious meaning/relevance to potential users (e.g., extent flexibility)
- § Some abilities and skills do not lend themselves to measurement
- § Some abilities that are commonly and accurately measured in medicine/health are not included
- § Many potential users don't know about it
- § Limited connection between users
- § Does not address the disability determination needs of SSA and VA

Improvements

- § Encourage user development and O*NET use by linking to databases created or maintained by users
- § Find a way to involve and engage high school guidance counselors
- § Add content to address needs:
 - Determining disability
 - Encouraging sustainability
 - Identification of “green jobs”

One Example: Encouraging Sustainability

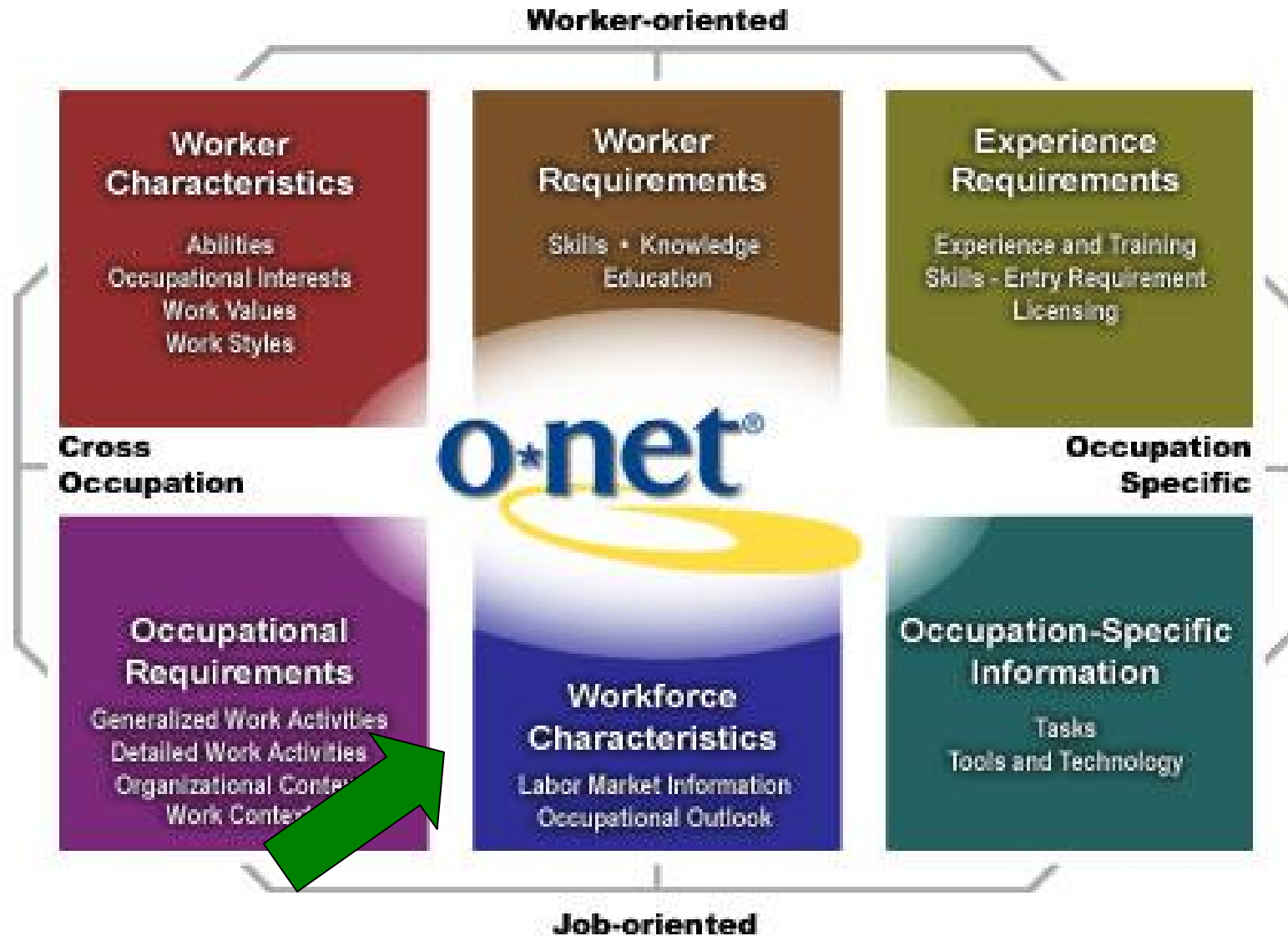
§ By Encouraging Sustainability, Employers Can...

- Cut costs, with the recent increase in fuel costs (Ke et al. 2007)
- Address the increased need for accountability (Kohn & Brodin, 2008)
- Enhance the employment brand (Kotler & Lee, 2005)
- Improve investor relations (Kotler & Lee, 2005)
- Prepare for impending energy policy changes (US ARRA, 2009)
- Attract and retain a high quality workforce (Aguilera et al. 2007).

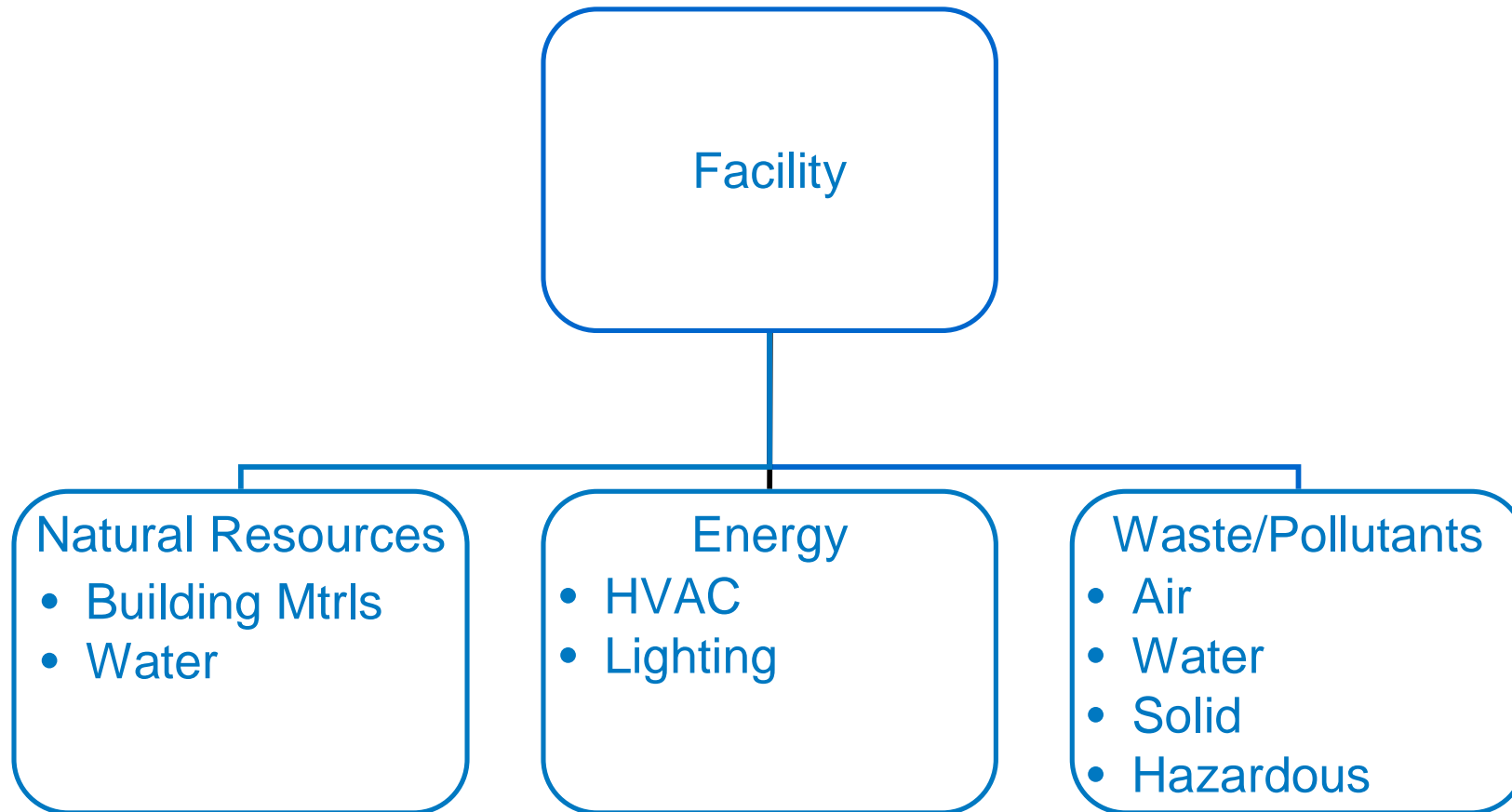
How Can O*NET Help to Encourage Sustainability?

- § **A large part of the variance in the environmental impact of work is due to employee work behavior**
- § **To change the environmental impact of work we need to describe it, then we can:**
 - Provide a baseline that employers or workers can use to compare themselves with the national average
 - Identify “dirty” and “clean” jobs
 - Introduce technologies that address the dirty aspects of jobs
 - Redesign jobs or workplaces
 - Implement policy changes

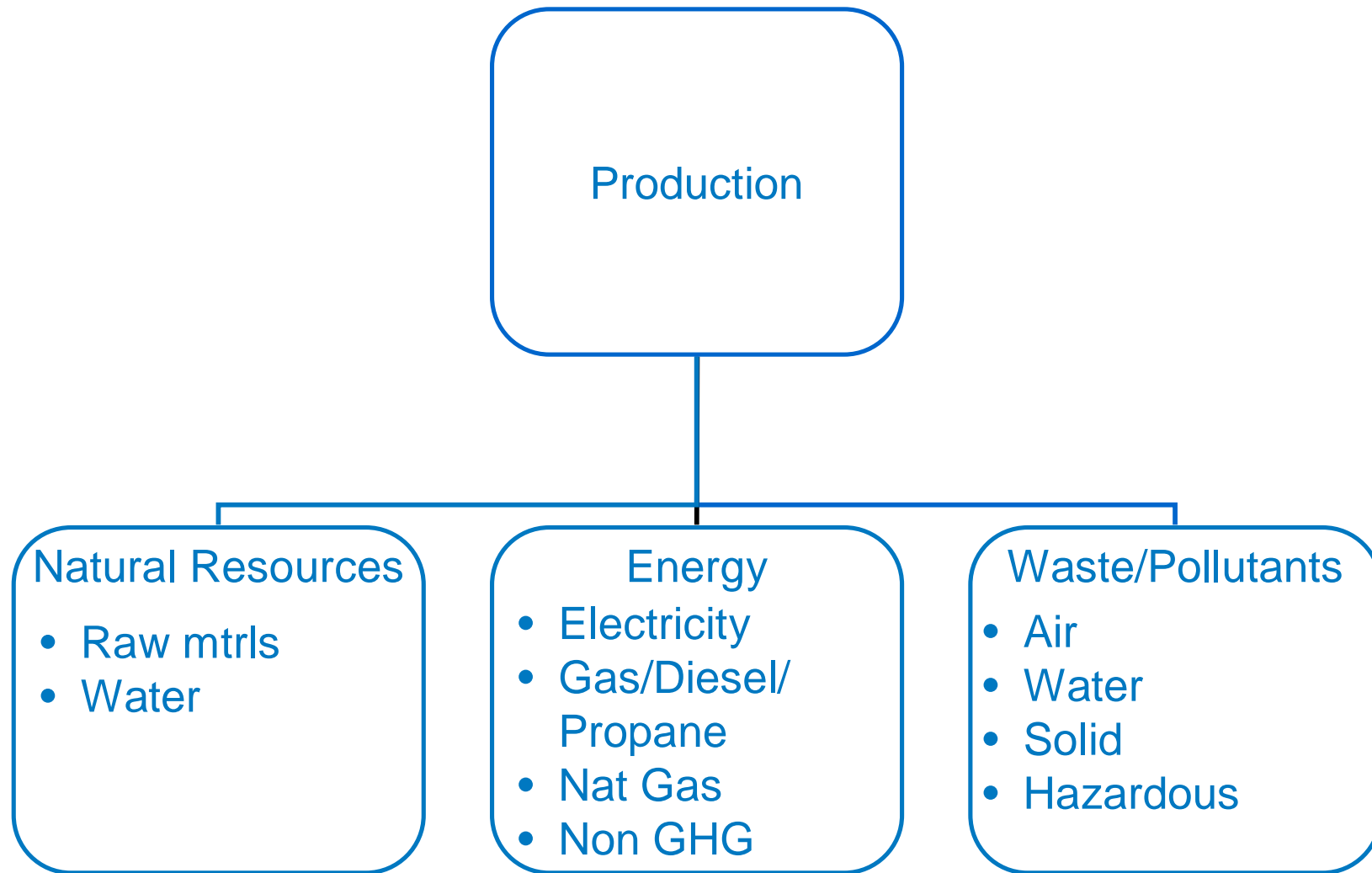
Environmental Impact Could Merge with O*NET



Environmental Impact Content Domain



Environmental Impact Content Domain



Environmental Impact Job Analysis Approach

§ To gather facilities data:

- Use national building database
- Interviews with building supervisors
- Link database to O*NET

§ To gather production data:

- Trained analysts complete questionnaires following review of other data found in O*NET including tools, tasks, detailed work activities, work context, and conducting interviews

§ Calculate environmental impacts