

The DACUM Connection



*Center on Education and Training
for Employment*

Make DACUM Quality Work for You!

As a manager or developer of occupational training programs, you need to know exactly what happens at the work site. DACUM (Developing A Curriculum) can make that connection for you.

DACUM is an innovative approach to job/occupational analysis. It has proven to be a very effective method of quickly determining, at relatively low cost, the tasks that must be performed by persons employed in a given job or occupational area.

The DACUM process for occupational analysis involves local men and women with reputations for being the “top performers” at their jobs. These workers become the Panel of Experts who collectively and cooperatively describe the occupation. Working on a short-term committee assignment with a qualified DACUM facilitator, these workers tell us precisely what they do in the language of the occupation. That means we get the straight story from the people on the job, the ones who know. In turn, your instructors, curriculum developers, and administrators get information that’s hard to come by. And when the process is completed, you’ll have a complete DACUM Research chart—a graphic profile of the important duties and tasks required of successful workers in the occupation developed by expert workers from that occupation.

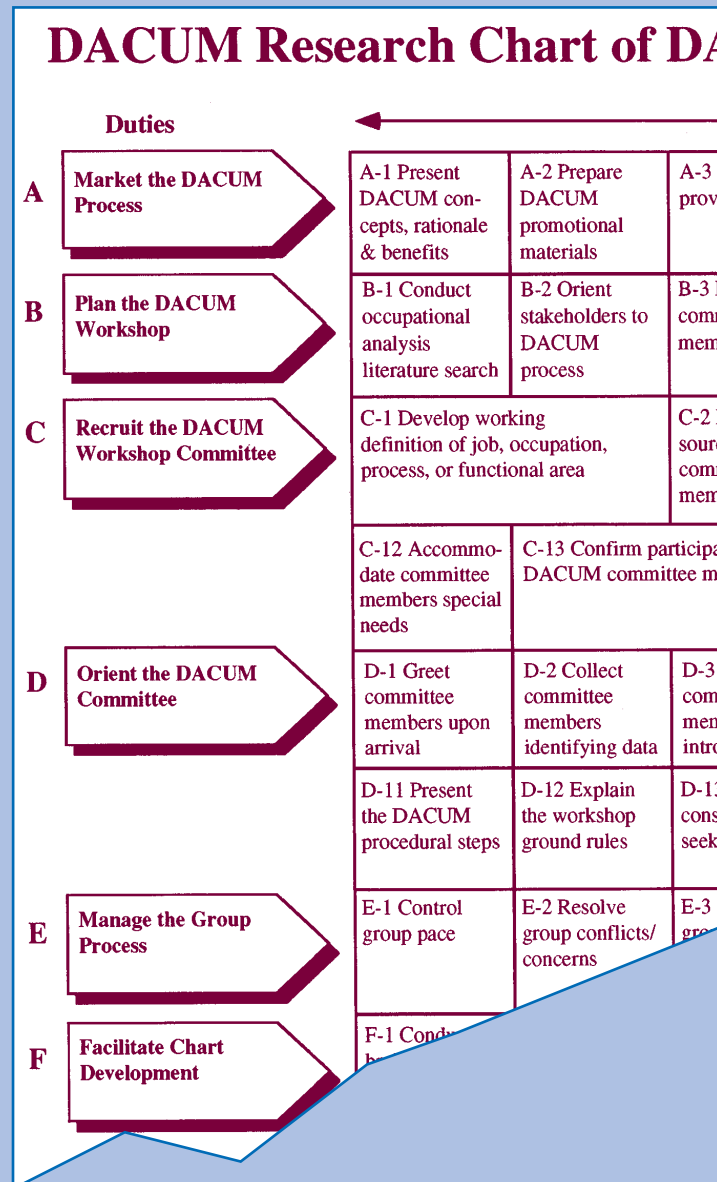
Strengths of the DACUM Process

Users report the following major advantages of the DACUM process:

- provides a solid foundation for educational/training program development/revision
- maximizes workers input and buy-in
- is efficient—requiring only two days instead of weeks
- results in the identification of all critical duties and tasks
- strengthens business-industry linkages and support

A DACUM chart can be used as a basis for

- training needs assessment
- curriculum development/revision
- sound management decisions
- worker performance evaluations
- competency test development
- trainee achievement records
- school-to-work connections
- tech-prep program development
- meeting ISO/QS 9000 and TQM standards
- fostering BIL and education linkages
- student/trainee advisement



The DACUM Chart

The profile chart that results from the DACUM analysis is a detailed and graphic portrayal of the tasks or competencies required of successful workers in the occupation being studied. DACUM has been used successfully to analyze occupations at the professional, managerial, supervisory, technical, skilled, and semiskilled levels. It has also been used to successfully conceptualize new roles and positions.

A carefully chosen group of 5-12 experts from the occupational area form the DACUM committee. Committee members are recruited directly from business, industry, government, or the professions. The committee works under the guidance of a facilitator for two days to develop the DACUM Research chart. The chart contains a list of general areas of competence called DUTIES and several specific units of work called TASKS for each duty. Brainstorming techniques are used to obtain the collective expertise and consensus of the committee. As the committee determines each task, it is written on a card. The cards are attached to the wall in front of the committee. The completed chart is a detailed graphic profile of the duties and tasks performed by successful workers in the occupation.

The committee also identifies (1) the general knowledge and skills required of successful workers, (2) the tools, equipment, supplies, and materials used, (3) the worker behaviors considered essential for success, and (4) the future trends and concerns likely to cause job changes. A trained facilitator carefully guides the structured

DACUM Facilitator

Tasks							
Establish procedure for conducting DACUM services	A-4 Promote DACUM services	A-5 Consult with potential DACUM customers	A-6 Assess customer need for DACUM	A-7 Develop DACUM services agreement			
Develop committee member profile	B-4 Arrange for workshop facilities	B-5 Schedule workshop and related activities (e.g., dates, times, location)	B-6 Arrange for support services (e.g., media, food)	B-7 Decide whether to allow observers	B-8 Select DACUM workshop team	B-9 Prepare workshop agenda	B-10 Obtain workshop materials
Research names of committee members	C-3 Develop expert worker selection criteria	C-4 Establish geographical area to be represented	C-5 Develop criteria for selecting industry representatives	C-6 Identify key contact persons	C-7 Assess need for supervisors of expert workers representation	C-8 Assess need to involve special interest groups	C-9 Explain DACUM to employers who recruiting
Conduct committee member introductions	D-4 Facilitate an ice-breaker activity	D-5 Review workshop agenda	D-6 Present...				
Conduct a consensus-building exercise	D-14 Describe planned follow-up activities						
Direct the...							

brainstorming and small group discussion and consensus seeking process. The high level of interaction and group synergy of the process produces superior results for all occupational levels.

Facilitator Reactions

"DACUM has proven to be a solid foundation upon which organizations can structure and develop both people and company. DACUM almost makes performance development planning, training, and career planning fun! In any case, it's a tool to ensure that a defendable, consistent approach is followed. I learned much more about our organization through conducting DACUMs than just job analysis! The information is invaluable in organizational design and development."

"This is such a fantastic tool that we decided to go back and re-work the existing training using DACUM. DACUM is the most cost effective and efficient analysis tool I have ever worked with. It's amazing that something so fast and easy can be so powerful."

"A highly effective means of doing an occupational analysis which will serve as a basis for instructional and curriculum development; and assist business and industry in workforce analysis, job structuring, and organizational development."

"DACUM has been so effective at our college that the school has decided to train others, so that more programs can be reviewed and updated."

Some Company Users:

- ✓ American Electric Power
- ✓ AT&T
- ✓ Blue Cross/Blue Shield
- ✓ Boeing
- ✓ Champion International
- ✓ Department of Administrative Services (State of Ohio)
- ✓ Disney
- ✓ Dofasco
- ✓ Eastman Kodak
- ✓ Energizer Battery
- ✓ Ericsson
- ✓ General Electric
- ✓ General Motors
- ✓ Honda
- ✓ Internal Revenue Service (IRS)
- ✓ James River
- ✓ John Deere
- ✓ Kroger
- ✓ Lucent Technologies
- ✓ Marzetti
- ✓ MicroCenter
- ✓ Monsanto
- ✓ Motorola
- ✓ Nationwide, Inc.
- ✓ Navistar (International)
- ✓ Peregrine
- ✓ Roadway Express
- ✓ Techneglas, Inc.
- ✓ Timken
- ✓ Treasure Chest Advertising
- ✓ United Airlines
- ✓ UAW–Ford
- ✓ Virginia Power
- ✓ Walt Disney World
- ✓ Yellow Freight

Some Global Users:

- ✓ Australia
- ✓ Canada
- ✓ Chile
- ✓ China
- ✓ Fiji
- ✓ Hungary
- ✓ Indonesia
- ✓ Jamaica
- ✓ Korea
- ✓ Krygyzstan
- ✓ Kuwait
- ✓ Malaysia
- ✓ Mauritius
- ✓ Mexico
- ✓ Netherlands
- ✓ New Zealand
- ✓ Nicaragua
- ✓ Philippines
- ✓ Singapore
- ✓ Sri Lanka
- ✓ Sweden
- ✓ Turkey
- ✓ Taiwan
- ✓ Venezuela

Panel Member Reactions

"Terrific, clear, concise process."

"Employers are finally realizing that the best way to structure training is to ask the people who are doing the actual work."

"Terrific! Seems to really get to the 'nitty-gritty' of what we do!"

"DACUM provides an outstanding partnership with community colleges and businesses."

"A very good way to analyze a job and break it down into duties and tasks. It provides a true picture as to the job responsibility."

"This process is valuable and very informative. It bridges the gap between academia and industry."

"A good method to develop a training agenda in a short period of time."

"A great way of getting the profession involved with educational needs."

"A thorough and necessary process to determine job requirements."



Philosophy

The DACUM philosophy states that:

- expert workers can describe and define their job more accurately than anyone else
- an effective way to define a job is to precisely describe the tasks that expert workers perform
- all tasks, in order to be performed correctly, demand certain knowledge, skills, tools, and worker behaviors.

Major Applications of DACUM

Some Management Uses:

- ✓ Re-Design Jobs
- ✓ Conduct Performance Evaluations
- ✓ Establish SOP's (Standard Operating Procedures)
- ✓ Determine Task Value Added
- ✓ Control Competence Development
- ✓ Input to Quality Planning ISO/QS9000

Some Training Related Uses:

- ✓ Identify Training Program Competencies
- ✓ Determine Task Importance/Difficulty
- ✓ Assess Training Needs
- ✓ Basis for Developing Training Materials
- ✓ Identify Performance Standards
- ✓ Competency Test Development

Some Recruitment/Placement Uses:

- ✓ Develop Job Descriptions (ADA Requirements)
- ✓ Conduct Career Planning and Development
- ✓ Certify Occupational Competency

Training and Occupational Analysis Services

Are YOU interested in learning how to use the results of DACUM to develop curriculum materials and training programs successfully in education and/or training settings? Because the DACUM process, when correctly implemented has proven to be a reliable and efficient method for competency identification, the Center on Education and Training for Employment offers a variety of DACUM-related services supporting and including, the development of various types of curriculum.

The Center also conducts workshops on SCID (Systematic Curriculum and Instructional Development), task verification, standard task analysis, performance standards, and various other aspects of curriculum development, once the job performance requirements have been defined by DACUM or other means.



DACUM Handbook, 2nd Edition

1997. Robert E. Norton

This revised and expanded handbook presents, in over 400 pages, thoroughly tested and proven effective procedures for conducting job, occupational, process, or functional analysis using the DACUM (Developing a Curriculum) process.

The DACUM Handbook, 2nd Edition is organized around specific duties and tasks identified as being critical to the successful facilitation of the DACUM process. These include:

- Market the DACUM Process
- Plan the DACUM Workshop
- Recruit the DACUM Workshop Committee
- Orient the DACUM Committee
- Manage the Group Process
- Facilitate Chart Development
- Verify DACUM Results
- Coordinate Post-DACUM Activities

A comprehensive set of transparency masters and information on task statements, terminology, competency-based education, potential problems, and a history of DACUM are provided to support the DACUM process.

LT67R\$49.50

The DACUM Connection: DACUM Research Chart Bank

A LARGE COLLECTION of DACUM research charts (over 375) covering a wide range of occupations has been collected and catalogued. These charts, all developed either by staff of the Center on Education and Training for Employment or by persons we have trained, represent applied curriculum research of the highest quality.

This service is offered to assist curriculum developers and others who wish to develop either a competency-based education or performance-based training program, but for whatever reason, cannot immediately conduct a local DACUM workshop of their own. High-quality DACUM charts imported from elsewhere can provide valuable start-up information and/or serve as a basis for conducting a modified DACUM workshop. However, it is highly recommended that any chart purchased from CETE or elsewhere be locally verified (validated) via a mailed task verification process or appropriate advisory committee review.

The Center wishes to make it emphatically clear that while offering its collection of high-quality DACUM charts at a minimal fee, it in no way wishes to discourage schools, community colleges, technical institutes, government agencies, and businesses and industries from conducting their own up-to-date locally relevant job or occupational analyses. The quality of a current, locally conducted analysis developed by a trained facilitator and a qualified panel of 5-12 expert workers, cannot be matched by a chart developed elsewhere.

DACUM-Related Services

The Center on Education and Training for Employment at the Ohio State University offers a number of DACUM-related services and training options.

DACUM Facilitator Training and Certification – Prepares trainees to be qualified DACUM Facilitators

DACUM Occupational/Job Analysis – Certified Facilitators conduct on-site DACUM analyses

SCID (Systematic Curriculum and Instructional Development) – Prepares occupational educators and trainers for instructional development roles and responsibilities

DACUM Research Chart Bank – A comprehensive collection of over 375 high-quality DACUM charts covering a wide range of occupations.

For information about CETE's DACUM or SCID Training Services and/or DACUM Charts, please write, call, fax, or e-mail:

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