

**DACUM Handbook, 4<sup>th</sup> Edition, 2013.**  
**Robert E. Norton, John R. Moser**

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

The DACUM Handbook, 4<sup>th</sup> Edition, is organized around the specific duties and tasks identified in a DACUM workshop with a group of expert DACUM facilitators serving as the panel members. After a national task verification, the tasks identified were confirmed as being critical to the successful facilitation of the **DACUM** process.

DACUM Handbook . . . . . \$150.00

**The DACUM Research Chart Bank**

A large collection of **DACUM** research charts (over 200) covering a wide range of occupations has been produced and catalogued. These charts, all developed either by staff of the Center on Education and Training for Employment (CETE), 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 task verification process.

CETE 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 business 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 and DACUM-Related Services Available**

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 (CETE) offers a variety of **DACUM**-related services:

- ◆ DACUM Facilitator Training Institutes – Prepares trainees to be qualified and certified DACUM facilitators. These institutes are offered in Columbus, OH or on-site.
- ◆ DACUM Job/Occupational Analysis Workshops – Certified facilitators conduct on-site DACUM workshops.
- ◆ DACUM Research Chart Bank – A comprehensive collection of over 200 high-quality DACUM charts covering a wide range of occupations.

CETE also conducts week-long 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.

For information about CETE's DACUM or SCID Training services, please write, call, e-mail or search:

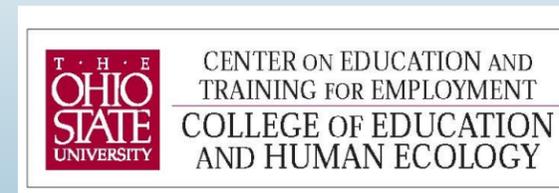
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# The DACUM Connection



## DACUM International Training Center



[www.dacumohiostate.com](http://www.dacumohiostate.com)

[www.cete.org](http://www.cete.org)

## 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 a unique 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. **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.

The **DACUM** process for occupational analysis involves local men and women with reputations for being the “top performers” at their jobs. This carefully chosen group of 5-12 expert workers from the occupational area form the **DACUM** panel. The panel of experts collectively and cooperatively describe the occupation. Working on a two-day committee assignment with a qualified **DACUM** facilitator, these workers tell us precisely what they do in the language of the occupation. That means you will get the straight story from the people on the job, the ones who know. And when the process is completed, you will have a complete **DACUM** Research Chart – a graphic profile of all the duties and tasks required of successful workers in the occupation developed by expert workers from that occupation.

The tasks (meaningful units of work) identified serve as the foundation for developing a new or updating an existing instructional program. The tasks are usually verified and subjected to task analysis. Tasks are then clustered into competencies which serve as the basis for developing a competency-based learning package (module, learning guide, or job aid) to help deliver the competency to the learner.

### 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

### 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.

### Some Company Users

- ◆ American Electric Power
- ◆ AT&T
- ◆ Blue Cross/Blue Shield
- ◆ Boeing
- ◆ Ben Venue Labs
- ◆ Dofasco
- ◆ Energizer Battery
- ◆ Ericsson
- ◆ Food & Drug Administration
- ◆ General Electric
- ◆ Honda of America Manufacturing
- ◆ Internal Revenue Service
- ◆ John Deere
- ◆ Kroger
- ◆ Marathon Petroleum
- ◆ Merck Pharmaceuticals
- ◆ MicroCenter
- ◆ NASA
- ◆ Nationwide Insurance
- ◆ Roadway Express
- ◆ Sobey's
- ◆ T. Marzetti Co.
- ◆ United Airlines
- ◆ UAW-Ford

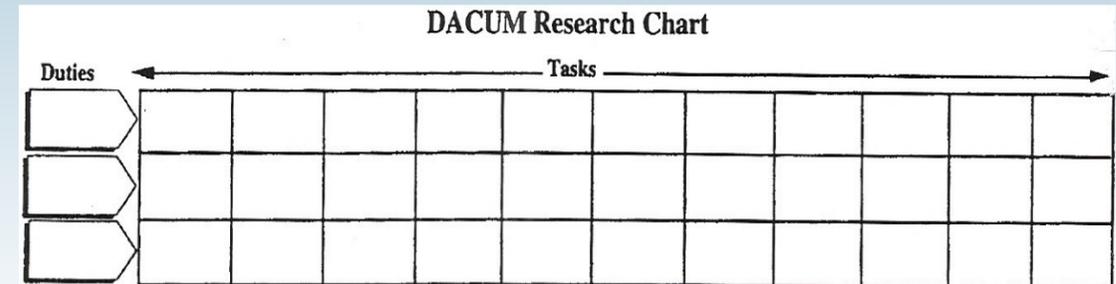
### Some Global Users:

- |                   |            |             |                 |
|-------------------|------------|-------------|-----------------|
| Australia         | Hungary    | Malaysia    | Philippines     |
| Canada            | Indonesia  | Mauritius   | Singapore       |
| Chile             | Ireland    | Mexico      | Sri Lanka       |
| China             | Jamaica    | Mongolia    | Sweden          |
| Czech Republic    | Korea      | New Zealand | Tajikistan      |
| Equatorial Guinea | Krygyzstan | Nigeria     | Trinidad/Tobago |
| Germany           | Kuwait     | Panama      | Turkey          |

## 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.

Panel members are recruited directly from business, industry, government, or the professions. The panel of experts work under the guidance of a trained facilitator for two days to develop the **DACUM** Research chart. The chart contains a list of general areas of competency called *DUTIES* and several specific units of work called *TASKS* for each duty. As the panel determines each duty and task, it is written on a card. The cards are attached to the wall in front of the panel. The completed chart is a detailed graphic profile of the duties and tasks performed by successful workers in the occupation.



### 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
- ◆ Development of job descriptions
- ◆ Meeting ISO/QS 9000 and TQM standards
- ◆ Fostering business-industry and education linkages

### 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 defensible, 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 schools, colleges, and business and industry in workforce analysis, job training and 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.”

### 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 of the job responsibilities.”

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

“A thorough and necessary process to determine job requirements.”