Defining the Purpose of the Practice Analysis to the Credentialing Organization: A Case Study

Manfred M. Straehle, Ph.D.

Johns Hopkins University mms2222@vahoo.com

Rory E. McCorkle, MBA

Project Management Institute (PMI) rory.mccorkle@pmi.org

Objective

➤ The aim of this poster is to determine the strategic factors credentialing organizations should consider when conducting a practice analysis, apart from the measurement and psychometric criteria to support the practice analysis

Background

- Practice analyses are used to define and update credential content
- Typically, organizations fail to consider the use of practice analyses in addressing strategic needs and factors related to the credential

Background (cont.)

- Why do organizations often lack a clear purpose for the credential?
 - Multifaceted nature of these strategic needs and factors, influenced by political landscape
 - Influence of practice analysis on other organizational activities

Method

- Case study
- Observation of small credentialing organization
 - o < 1,000 test candidates/year
 - o 80% domestic / 20% international
- > Observed full lifecycle of development
- Interviewed participants in the study

Results

- Study content was well received by stakeholders
- > Strategic needs/factors were not addressed
 - o Eligibility requirements
 - o Impact to test taking public
 - Lack of considerations of current / prospective credential holders
 - o Existing educational programming
 - o Market size and demand

Recommendations

- Organizations should consider the following questions before undertaking a practice analysis:
 - 1. What is expected of the credentialed individual? What do they need to know and do? In addition, is this expectation complicated by the context of the potential credential holder?
 - 2. What level of knowledge is the certification aiming at in terms of eligibility for a candidate?
 - o 3. How does this certification benefit the public?

Recommendations

- 4. How does the credential benefit organizations that employ these practitioners?
- 5. How does the certification benefit and affect credibility in the field and/or profession?
- 6. How do educational activities in this field relate to the credential? Is there a body of knowledge that supports this credential? If not, how does the organization believe they can use the practice analysis to build this body of knowledge?

Recommendations

- 7. Does the credential strategically fall within the organization's mission and vision?
- o 8. What is the potential market demand, market size, and return on investment (ROI)? Is it worth the organizational cost, both in labor and expense?