



BEST PRACTISE TO CREATING A ROLE PROFILE



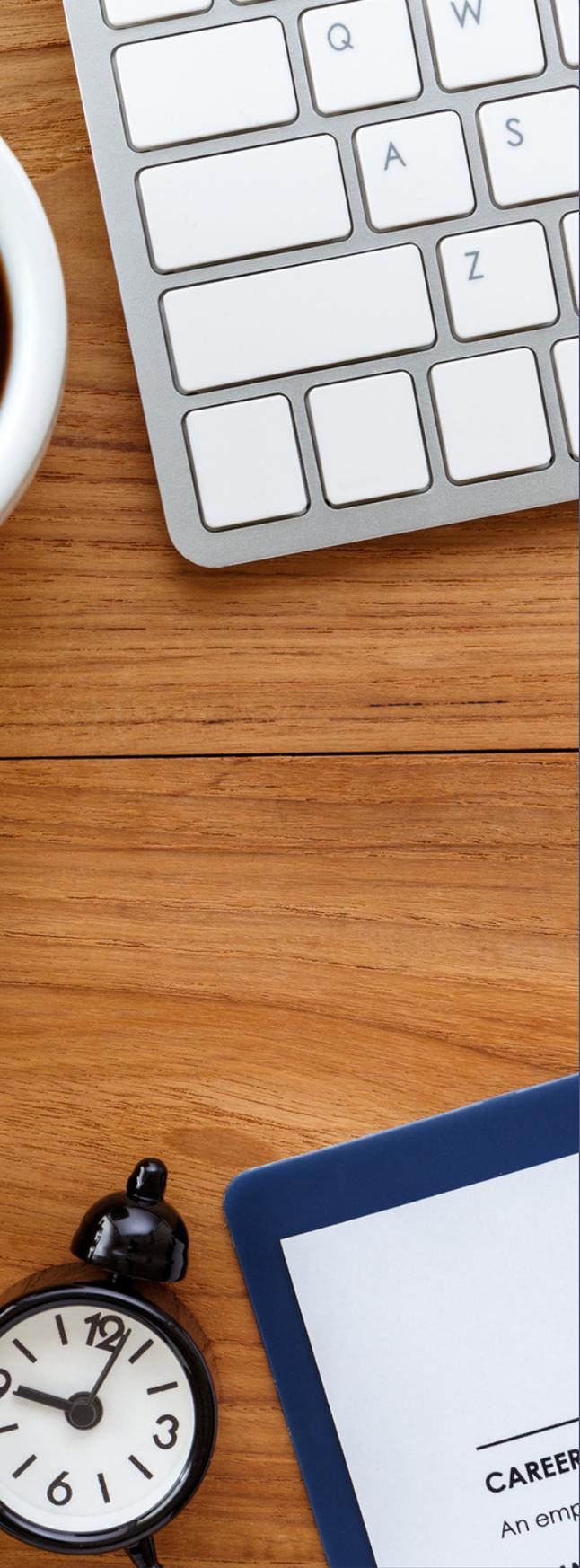
Why do you need a role profile?

Research suggests that 80% of employee turnover is the result of bad hiring decisions (Harvard Business Review). One of the most common causes of poor hiring is a failure to define the role profile in the first place, and with the cost of a bad hire reportedly reaching 30% of that employees first year's earnings (Forbes), this is clearly an area it's worth investing appropriate time in!

How can you expect to hire the best person for the job, if neither the employer or employee are clear on what they'll be doing and what skills they'll need?

The purpose of a role profile or job description is to give a very clear summary of the purpose of a particular role, describe the main responsibilities it will carry and indicate what skills and qualities will be required to perform the role effectively. This sets a strong foundation upon which to conduct fair and consistent assessment, both during a hiring process and as part of an ongoing performance review. It also gives a job applicant a clear understanding of the role to which they have applied.

When organisations reach a certain size, a suite of well-considered and up to date role profiles provides a strong basis for the effective design of the organisational structure, to know where each role fits and ensure accountabilities aren't being muddled, duplicated or overlooked. A robust role profile should include a description of the job AND a description of the specific capabilities of the person you think will be able to do the job most effectively.



The essential components of a role profile

- A job title
- High-level overview of the scope and purpose and the position
- Summary of the key duties and responsibilities of the position
- Notable objectives/performance indicators
- Indicate key relationships and reporting lines
- Information on base location, package, grading (as appropriate)
- Relevant levels of attainment (professional or academic qualifications)
- Job-specific capabilities (technical proficiency or experience)
- Behavioural capabilities (soft skills, personal qualities, competencies)

The job title:

Whilst a job title isn't always something people will be hung up on, it's a critical first step to grab the attention of prospective applicants. If they don't recognise the job title, they probably won't explore any further. Furthermore, the advert may not gain any prominence in job board search engines, so prospective applicants may not even find it, let alone apply. From an internal perspective, it's also significant to ensure the title consistently reflects any norms for the organisation to avoid unnecessary complication or even dispute. So, when deciding upon a job title it's important to:

- Select an appropriate job title to reflect the nature and level of the role
- Make sure the job title makes sense externally to attract the desired audience
- Ensure it fits appropriately with the internal hierarchy/positional norms





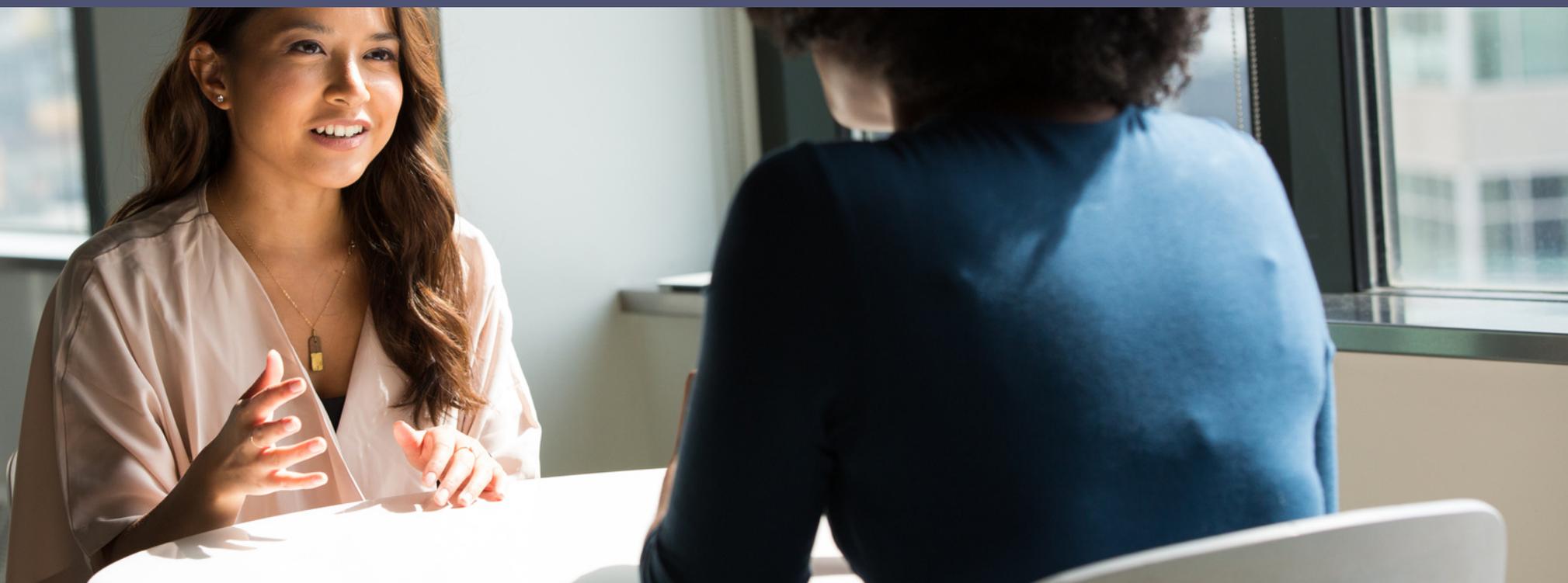
Define the role:

Too often hiring managers will rely on outdated specifications or work off hastily made assumptions, resulting in poor decision making or simply wasting time. Who wants to go back to square one after realising you headed off on the wrong path in the first place? So, it's critical to give time and attention to ensure you get the right result the first time. These are our recommendations:

- Perform a job analysis to determine the key objectives and challenges of the position, understand the accountabilities of the role holder, and outline the day-to-day central tasks/duties.
- Collaborate with relevant colleagues/peers, particularly the existing position holder, to understand the challenges, demands, objectives and success measures of the role.
- Take an objective viewpoint to ensure the accountabilities relate clearly to the purpose of the role, and the skills, qualifications and qualities you'll measure are realistic and relevant.
- Understand how this role fits into the wider organisation, who it will be accountable to, what key relationships there will be, what support will be available, and make sure there are no conflicts in areas of responsibility.

Describe the role:

- Briefly state the purpose and fundamental objectives of the role (no more than 4 points)
- Document the key accountabilities and tasks of the role in priority status or under headings to ease of reference. Don't list every possible activity, confine it to the most common or significant items
- Indicate expected performance objectives/measures where possible
- Keep points concise and try to avoid an inappropriately long list or long sentences
- Give a sense of the key relationships of the post holder, including the reporting line





Define the person specification:

Just as important as describing the core dimension of the role, is to define the capabilities and experience you're looking for in a person to predict their future success. Over-reliance on what has worked before, or elsewhere, making false assumptions and setting unrealistic expectations, it's easy to rush down a path that won't bring the best result. Here are our recommendations:

- Ensure requirements for technical, professional and academic attainment are set at a level that is absolutely necessary and appropriate for the role.
- Document the required technical or professional experience necessary for the role, indicating expected level of proficiency or expected performance indicators where possible. Confine these points to the required skills rather than a wish list.
- Outline a refined group of key personal qualities that are considered critical for successful performance in the role. Limit to behaviours that will be assessed as performance indicators (max 6).
- Use 'desirable' and 'essential' criteria if helpful when differentiating preferred levels of skills, qualification or experience.
- Avoid using measures or language that could be considered discriminatory

Validate the role profile:

Having taken the time to clearly think through the full dimensions of the role and person you're looking for, it's prudent to conduct a final check to validate everything. We recommend that you:

- Where possible get a second opinion on the role profile, ideally seek to include the current position holder in this process if applicable, as they will probably be best placed to assure it's an accurate description.
- Review role profiles at appropriately regular intervals to keep them relevant and up to date





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