

JOB PROFILING

The process of identifying and documenting the characteristics of a job (or set of jobs) is often the first step in designing or refining any HR process or system. We use “job profiling” to refer to any effort focused on capturing and describing job characteristics. Because the goals of an HR intervention will vary based on the specific project, however, we tailor our job profiling approach to the particular needs of the client organization. Our **customized approach to job profiling** offers many benefits:

- **Accurately defines** the responsibilities, deliverables, and critical competencies for the target position(s).
- Ensures a **complete, common understanding of job requirements** among incumbents and supervisors.
- Eliminates any “role confusion” that often results from ill-defined roles and responsibilities.
- Completed profiles provide a **stable base** upon which subsequent Human Resource processes can be based, including employee selection processes, performance management processes, and succession planning programs.
- **Helps incumbents understand** exactly what it takes to be a high performer in the role – beyond numeric goals and performance metrics.
- Because the facilitated process is a collaborative effort involving both job incumbents as well as supervisors, this provides a unique opportunity to uncover mutually understood and supported responsibilities, deliverables, and critical job behaviors.
- **Clarifies how multiple jobs fit together in a department or organization**, ensuring alignment of deliverables, responsibilities, and competencies across jobs both vertically and horizontally.

The ongoing transformation from standardized production and manufacturing jobs to today’s knowledge-based workers necessitates a platform for clarifying and communicating the responsibilities and key behaviors for these often unclear and misunderstood positions. **Job profiling provides the means for clearly defining and documenting roles and responsibilities.**