Public Employment and Management Working Party

ANNUAL MEETING

NOTE ON JOB PROFILING

OECD Conference Center, Paris
4-5 December 2008

This note has been prepared by Dr. Maria Maguire, Consultant.

For further information, please contact Elsa PILICHOWSKI at OECD Headquarters
Tel. +33 1 45 24 76 12; Email: elsa.pilichowski@oecd.org
Table of contents

Topical issues in job profiling 3

Introduction 4

1. What is job profiling? 4

2. The trend towards using job profiles 5

3. Where does job profiling fit in HRM? 6

4. How is job profiling done? 8

5. Implementing job profiling 14
Topical issues in job profiling

Can job profiling bring welcome further changes in organisations?

Job profiling can be an effective way of getting managers and staff to think about their roles, what is important in a given job or a set of jobs and how the job contributes to achieving the organisation’s objectives. In this way, job profiles can help to focus accountability and effort. Job profiling can be an opportunity for new thinking about critical things such as how to inculcate customer focus into everything that staff do and how to motivate staff.

How to create linkages between job profiling, competency development and performance management?

Job profiling should not be seen as a stand-alone tool. A job profile, by stating the accountabilities and key result areas for the job, provides the basis for setting performance objectives and determining how performance outcomes should be measured. Job profiles also provide a basis for analysing what skills, behaviours and other attributes are needed to do a job effectively and this can be expressed in terms of competencies. It is important that organisations make these linkages between these key aspects of HRM.

How can job profiling help to attract talented people?

Job profiles can be an effective recruitment tool for attracting talent. Job profiles say a great deal about the culture of an organisation – what sorts of people it wants to attract, what it expects of its staff and how much scope it gives them to exercise their initiative. Job profiles also play an important part in diversity – how the attributes needed for a job are described reflect whether an organisation wants to maintain the status quo or tap into a broadly diverse pool of potential recruits.

How can organisations avoid job profiling becoming mechanistic?

Job profiling can become a mechanistic process, taking up a lot of effort for relatively little added value. Things that can help to avoid this include: involving managers and staff in developing and reviewing job profiles; keeping the profiles very practical so that it is clear what value jobs are expected to add to the organisation and what attributes are needed to perform well in the job; using the profiles as a recruitment tool and linking them to performance management and employee development.
Introduction

This note provides an overview of job profiling. It explains what job profiling is, why it is used and how job profiles are different from job descriptions. The place of job profiling within human resource management is discussed, with examples of its main applications. The note goes on to describe how job profiling is done, using examples from the public sector. The note concludes with some observations about the implementation of job profiling.

1. What is job profiling?

Job profiling is a way of combining a statement about what is expected from a job with a view of what the job holder must bring in terms of the skills, experience, behaviours and other attributes needed to do the job well. It is an approach that helps organisations to think about the outputs and results they want from jobs as well as what they are looking for in terms of the person who will do the job.

So the job profile is about:
- THE JOB - the purpose of the job, why it exists and what results it is expected to achieve for the organisation
- AND
- THE PERSON - the characteristics the organisation is looking for in the person doing the job.

This makes job profiling a potentially powerful tool when it is implemented well and used as part of an integrated set of human resource management strategies and processes.

Job profiles vs. job descriptions

Job profiles differ from traditional job descriptions in two important respects:
- they focus on the outputs or results expected from the job rather than, as in the case of traditional job descriptions, the tasks or functions to be carried out
- they include a statement about the skills and personal attributes needed for the job.

Whereas traditional job descriptions tended to be treated as stand-alone items, job profiles lend themselves to integration with other elements of human resource management and with broader organisational and management imperatives.

Terminology

The terminology associated with this area of human resource management varies and this can be a source of confusion. Terms such as ‘role profile’, ‘role definition’, ‘job specification’, ‘person specification’ and ‘job profile’ are used and the terminology varies from one organisation to another.

Also, many organisations continue to use job descriptions, but have expanded them to include accountabilities or expected results as well as specific duties or tasks, and the descriptions are often combined with ‘person specifications’ which outline the qualifications, skills and competencies required to do the job. In that sense, job descriptions have evolved in line with changing organisational needs.

More important than the terminology is the principle of using how a job is described to focus attention on the expected outputs, how the job fits into the broader objectives of the organisation and what the organisation is looking for in the person who will do the job. For the sake of clarity, the terms ‘job profile’ and ‘job profiling’ will be used throughout this note.
2. The trend towards using job profiles

Job profiling is used in both private and public sector organisations. It can be seen as part of the effort to develop flexible, high-performing organisations by broadening the notion of what the job involves and giving more scope for employees to exercise initiative. It reflects an understanding of the crucial role that employees play in organisational performance, given the increasing knowledge content of most work and the need for organisations everywhere to enhance their capacity to adapt and innovate in today’s rapidly changing environment.

Job profiling incorporates the view that it is not only the skills, experience and qualifications that employees bring to their jobs that matter, but also, crucially, their behaviours, attitudes, values and motivations. Even in relatively low-skill jobs, the behaviours and attitudes of staff are an important component of performance. Indeed, the behavioural and attitudinal and other personal qualities of employees have become a central focus of recruitment and selection. Organisations understand the cost of poor recruitment decisions and are using job profiles as a key tool in their recruitment process.

As health care continues to have changes in job responsibilities, the attitudes of job candidates become almost as important as their skills. Whereas skills can be taught, it is much more difficult to change attitude.

Leslie Furlow, “Job Profiling: Building a Winning Team Using Behavioural Assessment”.

The use of job profiling also reflects the changing nature of organisations and work. More fluid organisational boundaries and the emphasis on team-working, employee competencies and sharing of knowledge mean that traditional job descriptions, which tended to describe jobs in terms of a finite set of tasks to be done, have come to be regarded as a source of rigidity. Job descriptions may also reflect traditional approaches to job demarcation which organisations wish to move away from.

...job descriptions have been subject to criticism as being outmoded and increasingly irrelevant to modern conditions, symptomatic of an earlier collectivist, inflexible and more rules-oriented culture.

Mick Marchington and Adrian Wilkinson, People Management and Development.

These workplace developments have led organisations in both the private and public sectors to develop new ways of describing jobs that focus less on the tasks to be done and more on the outputs or results, and also to think more about the profile of the person needed to do the job. (Obviously this also has implications for job design, something that is beyond the scope of this note). ¹ As the design of jobs and organisations changes to reflect the need for flexibility and the wish to draw full value from the capabilities of employees, more organisations are finding that job profiling is a valuable human resource management tool.

...increasingly, the work carried out by people is not mechanistic. What is done, how it is done and the results achieved depend more and more on the capabilities and motivation of individuals and their interactions with one another and their customers or suppliers. ...A role profile will not spell out the tasks to be carried out but will instead indicate expectations in the form of outputs and outcomes and

competency requirements in the shape of the inputs of skill and behaviours required to fulfil these expectations.


3. Where does job profiling fit in HRM?

Job profiling is used, first and foremost, in recruitment and selection; but it has a range of other applications, including employee development and training, performance management, career planning, mobility, workforce planning and job evaluation.

**Recruitment and selection**

Job profiles are used in the recruitment and selection process, in relation to both external recruitment and internal recruitment or promotion. Developing a job profile requires the organisation to look critically at what the job entails and to reflect on the requirements for the person filling the job. They can enable an organisation to achieve a more accurate match when recruiting or promoting people. Job profiles can be an effective recruitment tool not only in terms of defining what the organisation is looking for, but also as part of the ‘employment proposition’ of the employer – helping to attract the right candidates.

*Job profile refers to the definition of ‘what the organisation is looking for’ in selecting for a given position. It simply makes sense that if you want to select the right person for the job, you need to know what you are looking for.*

HR.com, *Research Paper on Job Profiling*

*Selecting the best person for the job requires a good understanding of what the job entails. All elements of the job should be examined in addition to looking at how the role is likely to evolve in the future. When the job has been clearly defined, it is critical to explore the skills, knowledge and experience needed to perform it successfully.*

Ireland, *Public Appointments Service Recruitment and Selection Toolkit*

Many organisations use competencies as part of the job profile, as a way of defining and measuring the skills, abilities and behaviours considered necessary for the job. If used properly and supported by appropriate assessment methods, a set of competencies provides a rigorous and reasonably objective method of assessing whether a candidate is likely to be effective in the job. The competencies required are defined by the job profile: for example, behavioural competencies could include things like the ability to work in teams or build networks; if there are managerial responsibilities, competencies would typically include interpersonal skills and leadership abilities; other examples of competencies might be strategic thinking, customer focus or analytical skills. Depending on the type of job, both generic competencies and job-specific competencies may be included in the job profile. Competencies are discussed further in Section 4.

**Other aspects of HRM**

Job profiles can also contribute to other aspects of human resource management. Indeed if an organisation is prepared to invest the resources and effort needed to develop job profiles, they should be integrated with other HRM policies so that full value can be drawn from them. For example:
• Job profiles, particularly when used in conjunction with competency frameworks, can provide a framework for assessing employee development and training needs, designing development and training programmes and targeting the training budget.

• They can be used as part of career management and succession planning, used to map out possible career paths and provide employees with a clear view of the requirements for different jobs.

• They can be used to assist workforce planning, enabling the organisation to form a view of changing skill needs.

• If an organisation develops a set of generic job profiles, these can support mobility and flexibility in staffing, particularly if they are available online with tools that make them easy for managers to use.

• Job profiles can link to performance management, by setting out the key results expected of jobs and helping employees to see what competencies are required to perform well. Conversely, information developed in the context of implementing a performance management system can also be useful in developing job profiles, as in the example below.

Within the Public Service, the Performance Management Development System (PMDS) has delivered better quality information on jobs and can facilitate the development of role profiles and definition of objectives, key activities and deliverables.

Ireland, Public Appointments Service Recruitment and Selection Toolkit

• Job profiling can be used in job evaluation, where generic profiles are developed and used as benchmarks, as in the example in the box below from the National Health Service (NHS) in the UK.

The NHS Job Evaluation Scheme makes provision for most NHS jobs to be matched to nationally evaluated profiles on the basis of information from job descriptions, person specifications and additional information. National job profiles additionally provide a framework against which to check the consistency of local evaluations.

Profiles work on the premise that there are posts in the NHS which are fairly standard and which have many common features. Indeed, one of the benefits of job evaluation is that it uses a common language and a common set of terms to describe all jobs. Job evaluation is about highlighting similarities between jobs via common language and measurement. Profiles apply these principles to particular job groups.

It is important, therefore, to consider how job profiles are to be integrated with other aspects of human resource management. For example, the information about expected outputs and result areas for a job must be consistent with what is to be measured and assessed in performance management, and the skills and behavioural competencies identified as necessary should be reflected in recruitment and selection criteria and the design of training and development.

Job profiling and competencies must not become an end in themselves. They are only effective as part of a linked set of HRM and organisational processes and should be managed as such. Job profiles should reflect organisational priorities and performance targets (this is achieved through careful specification of accountabilities and key result areas) and it is, of course, essential to have an effective performance management process for assessing what has actually been achieved, giving employees feedback and addressing shortcomings in performance.
4. How is job profiling done?

Job profiling begins with an analysis of the job, which provides an organisation with the information needed to develop a job profile. As explained in a factsheet compiled by the Chartered Institute of Personnel and Development in the UK:

“Before recruiting for a new or existing position, it is important to invest time in gathering information about the nature of the job. This means thinking not only about the content making up the job, but also the job’s purpose, the outputs required from the job holder and how the job fits into the organisation’s structure. It is also important to consider the skills and personal attributes needed to perform the role effectively.”

Job analysis

Job analysis looks at the content of the job and the key areas of responsibility and key result areas. It also analyses the skills and abilities needed to do the job successfully in terms of the behavioural and technical competencies required.

Job analysis should not be viewed as something best left entirely to HRM specialists or external consultants. While training in job analysis is required and a consistent methodology should be used, it is essential that managers and staff are involved in the process. Normally, HR specialists would support and facilitate the process, possibly with the help of outside experts if this is a new undertaking for the organisation. It is important to develop in-house expertise in job analysis and job profiling and to have straightforward methods and tools that managers themselves can use and that staff can understand and have confidence in.

Typically, information about jobs is gathered by way of questionnaires and interviews with job holders and their managers. People may also be observed doing the job. Often, several different groups of employees currently doing the job and others who have subject matter expertise about the job (supervisors, managers, people recently promoted from doing the job) will be brought together with a facilitator to develop a list of key job responsibilities and result areas and to define the competencies required to do the job effectively. The information collected would then be reviewed and validated.

The output from such analysis can be used not only to draw up job profiles but also to develop a competency framework.

If an organisation is proposing to embark on a large scale job profiling exercise, careful consideration needs to be given to how the job analysis is to be done and what resources will be needed. A standard approach would be to analyse a representative sample of jobs across an organisation in order to develop generic profiles for groups of similar jobs which can then be used as a benchmark for profiling other jobs. Consideration also needs to be given to whether and how job profiles will be stored, accessed and updated and what IT support will be needed. For example, an online database of job profiles might be developed and consideration should be given as to whether it may be worthwhile investing in a computerised job profiling tool that managers and HR staff can use.²

² A variety of proprietary job profiling systems are available on the market, with competency libraries and computerised job profiling tools that can be tailored to individual organisations. However, there is a danger that job profiling can become overly technical and mechanical.
Employee involvement

As noted above, it is essential that employees are involved in job profiling. Managed well, job profiling can be an excellent opportunity to dialogue with staff and to engage them in a change process. It is essential, therefore, to approach a job profiling exercise as a strategic undertaking for the organisation, not merely a technical exercise. Senior managers should be involved in communicating the reasons for undertaking job profiling and explaining how the results will be used; careful attention should be given to how job analysis is done and how the results are validated; staff and their representatives should be fully briefed at each step of the way.

Equality and diversity

Special attention must be given to equality and diversity in job profiling to ensure that the profile does not include criteria that could be discriminatory, to reduce the likelihood of bias (for example against people with disabilities) and to design the profile so that it helps to attract and recruit the best candidates from a broad and diverse pool. This requires careful consideration of what the essential requirements of the job really are. A job profiling exercise may be an opportunity to reconsider some aspects of how a job is done, the work environment in which it is done and the tools at the employee’s disposal. An equal opportunity or diversity adviser should be involved in job profiling.

Well designed job profiles can be a valuable part of an organisation’s equal opportunity and diversity policy, as well as enabling the organisation to compete more effectively for talent.

What should be included in the job profile?

The core of a job profile is the statement of the job’s purpose and expected outputs or Key Result Areas. These are the essential starting point for thinking about what the organisation is looking for in the person who will do the job. The job profile should contain information about the skills, knowledge and other requirements that the organisation is looking for in the job holder. Often, these are expressed as competencies, although each organisation will have its own approach.

A 2005 survey by the US-based online HR research network, HR.com, found that job requirements, requisite skills and knowledge requirements lead the list of what organisations (presumably mainly in the US) include in their job profiles. “Competencies” were included in 62.2% of profiles, while “personal characteristics”, at 37.9%, were included significantly less than any other element.

Two outlines of job profiles drawn from public service job advertisements in two different OECD countries are shown below. Just the headings are given as the purpose is merely to give an indication of what the content might look like.
Example 1

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Purpose of the Post</th>
<th>Scope of the post</th>
<th>Principal Duties and Responsibilities</th>
<th>Skills &amp; Knowledge</th>
<th>Experience</th>
<th>Personal Attributes</th>
</tr>
</thead>
</table>

Example 2

**JOB TITLE**

POSITION DESCRIPTION & COMPETENCIES

OVERALL PURPOSE OF THE POSITION:

KEY RELATIONSHIPS:

INTERNAL

EXTERNAL

ACCOUNTABILITIES AND TASKS

<table>
<thead>
<tr>
<th>Key result areas</th>
<th>Accountabilities/tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>•</td>
</tr>
<tr>
<td></td>
<td>•</td>
</tr>
<tr>
<td></td>
<td>•</td>
</tr>
</tbody>
</table>

REQUIRED ATTRIBUTES:

TECHNICAL KNOWLEDGE

MANAGEMENT AND LEADERSHIP

COMMUNICATION

PERSONAL ATTRIBUTES AND ABILITIES


### JOB COMPETENCIES AND INDICATORS

<table>
<thead>
<tr>
<th>Job competency</th>
<th>Key behaviours / indicators (demonstrated by)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>•</td>
</tr>
<tr>
<td></td>
<td>•</td>
</tr>
</tbody>
</table>

**Competencies**

Competencies are used by many organisations as a way of expressing the key behaviours, skills and experience deemed to be necessary to effective performance in a job or a set of jobs. They are commonly used as an aid to selection for jobs, development of staff, performance assessment and assessment of potential for promotion.

Competencies can include:

- Behaviours that are considered essential for the job – it is important that these are expressed as observable behaviours and outputs and are validated as being important for the job
- Technical or professional competencies relating to the specific requirements of the job – skills and knowledge acquired through experience, training or formal education.

Some organisations prefer to use competencies to express job-related behaviours and to list the required knowledge and skills separately in job profiles. Whichever approach is taken, what is important is that the focus is on things that observably contribute to performance in the job and the achievement of outcomes.

Competencies can also be generic lists of attributes that apply to a group of jobs. For example, a number of public services have sets of competencies that apply to the senior civil service. Other examples would be competencies applying to job families, managerial competencies or competencies for customer-facing staff.

Below is an example of a set of generic competencies used as selection criteria for a Senior Executive Service role in the Australian public service:
1. **Shapes Strategic Thinking**
- Inspires a sense of purpose and direction
- Focuses strategically
- Harnesses information and opportunities
- Shows judgement, intelligence and commonsense

2. **Achieves Results**
- Builds organisational capability and responsiveness.
- Marshals professional expertise
- Steers and implements change and deals with uncertainty
- Ensures closure and delivers on intended results

3. **Exemplifies Personal Drive and Integrity**
- Demonstrates public service professionalism and probity
- Engages with risk and shows personal courage
- Commits to action
- Displays resilience
- Demonstrates self awareness and a commitment to personal development

4. **Cultivates Productive Working Relationships**
- Nurtures internal and external relationships
- Facilitates cooperation and partnerships
- Values individual differences and diversity
- Guides, mentors and develops people

5. **Communicates with Influence**
- Communicates clearly
- Listens, understands and adapts to audience
- Negotiates persuasively

6. **Special Criteria**
- Extensive experience in economic policy development in a Ministry of Finance, Treasury or similar agency.

And here is a set of job-specific competencies used in recruiting for the job of Public Information Manager in a New Zealand government ministry:
<table>
<thead>
<tr>
<th>Job competency</th>
<th>Key behaviours / indicators (demonstrated by)</th>
</tr>
</thead>
</table>
| RESEARCH AND PREPARATION OF INFORMATION | • Uses a variety of research and information gathering skills in order to prepare reports and releases  
• Uses independent thought to challenge and seek out accurate objective information  
• Consults widely and uses networks to gather and verify information  
• Prepares reports and releases best suited for the mode of media and current situation.  
• Prepares reports and releases for key personnel which are easy to convey and are appropriate to the person and situation |
| RELEASE OF INFORMATION               | • Only releases information as approved by the Controller  
• Releases information that is accurate and timely in relation to the situation  
• Critical and descriptive information is communicated in an appropriate manner  
• Expresses complex ideas and concepts in a manner that can be easily understood  
• Communicates information in a way that increases and builds positive relationships with key groups, the media and the public  
• Provides effective advice to the Controller regarding the release of information |
| RELATIONSHIP WITH MEDIA              | • Maintains an effective working relationship with key media personnel  
• Communicates information in a way that increases and builds positive relationships with key media personnel  
• Manages intense media interest efficiently and effectively  
• Ensures where possible key personnel are briefed before media events |
| GENERAL COMMUNICATION                | • Builds strong working relations with external agencies and groups through effective communication  
• Listens attentively and understands what other people are saying, including the undertones, nuances and body language  
• Demonstrates integrity in all relationships and inspires confidence amongst CDEM staff, the media and the public  
• Communicates information in a way that increases and builds positive relationships with key groups, the media and the public  
• Uses a range of public relations skills to ensure effective communication  
• Acts accordingly or seeks guidance or clarification before taking action in relation to Maori protocols and sensitivity  
• Understands general principles underpinning Tikanga Maori |
While competencies can be a very useful anchor for integrating different areas of human resource management and sending a consistent message to employees about what the organisation values, they can easily become unwieldy and mechanistic. There are plenty of examples of organisations that have ended up with large competency handbooks that are not particularly useful to managers or staff and also of organisations where the management of competencies has become bogged down in negotiations with unions about what it takes to progress from one grade to the next. How can this be avoided? Organisations that use competencies well appear to do a number of things. First, they involve staff and managers in defining competencies and, importantly, in reviewing them periodically to ensure they are still relevant. Second, they focus on the things that affect outcomes for customers and they keep it simple by not having too many competencies. Third, they invest a lot in training managers and developing staff.

Ideally, a competence framework should enable employees to understand what the organisation as a whole, what teams and individuals need to be good at to achieve the organisation’s objectives. Defining competencies can be a developmental process for those involved. .... Involving managers in defining or reviewing competencies can be a useful way of acclimatising them to change and help them to recognise the ways in which they can enable others to succeed by the 'new rules'.

Linda Holbeche, Aligning Human Resources and Business Strategy.

Another key consideration in using competencies successfully is to carefully integrate them into HR processes, particularly staff development and performance management, so that they help employees to understand what is needed for effective performance. This is not to say that competencies should be integrated into all HR processes as this can easily become unwieldy to manage. Moreover, linking competencies directly to pay and rewards can be fraught with problems as this can result in competencies becoming an issue in industrial relations and can also focus more attention on the inputs than the results achieved by employees.

5. Implementing job profiling

Implementing job profiling should be approached as an exercise in change management and not merely a technical undertaking. Leadership and responsibility for the overall design of the initiative should be placed at a high level, with people experienced in managing organisational change. Employees are
sensitive about anything to do with how their jobs are described or categorised and it is essential to prepare the ground well. Good communication and consultation with staff at an early stage in the process is essential and staff and managers must be fully involved.

As noted earlier, job profiling should be approached as an opportunity to institute a dialogue with staff and to involve them in a change process. The language of accountabilities, key result areas and competencies signals a desired change to the organisational culture that will only come about if managers and staff are willing to engage and are supported in doing so. To take an extreme example, there would be little point in adopting job profiling if the culture of the organisation is ‘command and control’, with little scope for employees to exercise initiative.

A review of how work is done and how jobs are defined can be a powerful impetus for change, but there are important sequencing issues. The leaders of the organisation must first articulate what they are trying to achieve in terms of change, what the critical issues for the organisation are and what steps are going to be taken to bring about change. While the way in which people’s work is described is a central factor in organisational performance and should be tackled early in a change process, changing the way jobs are defined cannot be expected to drive change unless combined with other reforms. For example, job profiles affect reporting relationships and authority, so issues to do with the appropriate delegation of authority will need to be addressed in tandem. And there is little point in focusing attention on the outputs and outcomes expected from jobs unless there is an effective performance management system to assess whether the desired results are being achieved.

Where job profiling has been adopted in the public service, this has happened as a result of management reforms aimed at developing a culture of accountability and performance and as part of broader changes in human resource management. Within a context of public service reform, job profiles can be an effective tool for helping to change mindsets and behaviours. For example, accountabilities and key result areas can be defined in ways that emphasise customer focus and service improvement. When backed up with well defined competencies, staff training and effective management, real changes can be achieved.

As regards method and approach, any organisation that is contemplating making changes in this area should first analyse exactly what it wants to achieve by moving to job profiling and should then consider what approach is likely to deliver the desired results. For example, if the aim is to improve recruitment and selection, then a relatively light touch approach may be sufficient, perhaps starting with a particular group of jobs and working with managers and staff to develop a template for the job profile. At the same time, it would be important to review recruitment and selection methods to ensure that they are consistent with the new approach and to train those involved. To take another example, a different approach would be needed if the aim were to use job profiles in conjunction with a new system of job classification or job evaluation and a considerable investment would be needed in developing benchmark job profiles.

Training managers in job profiling is an important and worthwhile investment, but this is often neglected with the result that job profiling comes to be seen as an activity carried out by HR staff and fails to deliver on its full potential. The survey by HR.com referred to earlier found that managers were given either no training (35%) or minimal training (43%) in job profiling. Encouraging and supporting managers to invest time in thinking about the purpose and outputs of jobs, how a job fits into the organisational structure and what is needed to do the job well is one of the most worthwhile investments an organisation can make in terms of people management.

Organisations often provide managers with toolkits to help them develop job profiles. For example, the Irish government’s Public Appointments Service has developed a Recruitment and Selection Toolkit to assist line managers and HR personnel in recruiting and promoting the best people.
**A suggested checklist**

To conclude, here are some items that could be included on a checklist to help with job profiling. This is not intended to be exhaustive and doubtless organisations will add their own elements.

1. Why does your organisation want to adopt job profiling – what is it expected to achieve?
2. How will job profiling contribute to the objectives of the public service – for example better service to citizens and users?
3. Where is the public service starting from in terms of its culture and management systems - will job profiling be a major change or an incremental step in an already well-established change process?
4. Who needs to be involved and how will be support of key stakeholders be secured?
5. How will job profiling be linked to other HRM processes, especially recruitment and selection, staff development and training and performance management – what changes may be needed in these areas?
6. What other areas of HRM are likely to be affected?
7. Is it proposed to use competencies in connection with job profiling? If so have the competencies already been defined or do they have to be developed?
8. How will implementation be approached – has a roadmap been developed, is there a communication plan, is there a resource plan?
9. Does the organisation have the necessary capabilities and resources to implement job profiling – what might need to be done to provide managers and HR staff with the necessary skills, tools and resources?
10. Has an assessment of risks and potential barriers to success been carried out and plans made to address these?
References

