HOW TO WRITE A JOB PROFILE

Reviewed May 2020

Why do we need a job profile?

The job profile sets out the purpose and function of the post. It enables us to appoint the best person by matching the requirements of the job to the skills a potential employee has. An up to date job profile is essential for every post in order that employees and their managers understand what is required of them. It also provides details of the role to potential applicants when jobs are advertised.

The profile should:

- Provide an overview of the main duties of the job
- Explain what qualities and skills someone must possess to be able to carry out those duties
- Explain the purpose of the role and what it contributes to the Authority's aims and objectives
- Provide the basis for managers to short-list candidates when a job is advertised
- Provide the basis of any discussions between the manager and employee about the requirements of the job, e.g. during appraisals or one-to-one meetings.

Preparation

The line manager is responsible for:

- Preparing a job profile for new posts
- Reviewing the job profile for existing posts when a post becomes vacant to determine whether any changes need to be made.
- Reviewing the job profile for existing posts in conjunction with the employee(s) if the requirements of the role change.

  When revising a job profile, care should be taken as salary grades may be affected. Contact your HR Adviser if you need any assistance with this.

What should the job profile look like?

The job profile should be on the correct template which is available on the Intranet here: Job profile under downloads and templates.

- The Job Profile should paint a broad picture of the job and should be **clear and concise**.
- It should **not** include detailed guidance or instruction on **how** to undertake the various tasks of the job.
- The Main Purpose of the Job should be described in one or two brief sentences
- The Key Tasks and Responsibilities should be a **maximum** of 10 points.

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Remember, the job profile is a high-level overview of the job **not** a detailed description of every aspect of the role. One of the main purposes of the job profile is to enable you to appoint the best person for the job and this will only be possible if the profile accurately reflects what you need. Too much detail may put potential applicants off applying for the role and including more skills than are required could mean missing out on good candidates.

Main purpose of the Job

This should indicate the basic reason why the job exists using one or two brief sentences.

Key tasks and responsibilities

The main accountabilities should:

- Represent all the **KEY** areas of the job (e.g. project management, administration, people management). Omit minor or peripheral activities.
- Be brief, e.g. "Develop good relationships with clients". There is no need to explain what those relationships look like nor list the clients.
- State the **objectives** and **outcomes** of the job, **not** the detail of the daily working activity. Emphasis should be on the "What" and the "Why" rather than the "how".
- Be "timeless" key elements.

Remember – this is not a full detailed description of every aspect of the role. You will be able to discuss the breakdown of the key tasks with the job applicant during the appointment process and once the employee is in post.

The following examples demonstrate how a responsibility can be formulated.

Action	Impact	Outcome
Provide	Training to managers in sickness absence	To ensure adherence to Council policies and procedures
Oversee	Administrative arrangements for student grants	So that grants are awarded equitably, timely and within agreed regulations
Maintain, develop and review	Management information systems for…..	
Provide	Investigative, analytical and accurate information	To facilitate the decision-making process….

If you find you have more than ten key accountabilities this could mean that:

- There is a problem with the job design and it may be necessary to review the job to reduce its complexity.
- The main duties have been broken down into too much detail.

Review the job and the profile and, if you are unsure how to proceed, please contact your HR Adviser.

Responsibility for staff/equipment

Management of staff

- List the number of posts managed along with the post titles (e.g. 1 x Supervisor, 3 x Business Support Assistants).
- State "None" if this is the case.
- Include a brief description of what those management duties consist of (e.g. allocating and checking work; all aspects of staff management including recruitment, sickness absence management and appraisal).

Equipment

- List any equipment which the post holder has personal responsibility for (e.g. vehicle, key holder of a property, petty cash) and the approximate value of those resources. Exclude fixed workplace resources such as computers, desks etc.
- State whether the responsibility is sole or shared.
- State "None" if this is the case.

Budget
- Complete the approximate value of any budget being managed.
- State "None" if this is the case

Reporting to

- State the post title of the line manager

What skills does an employee need for this job?

Each profile must list the essential and desirable skills which the employee needs to carry out their role. These are key to ensuring that you appoint the best person for the role, that the employee is clear as to the skills they require and that you are using a fair and equitable approach to appointing to the roles as the essential criteria will form the basis of your shortlisting.

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It is important that you include all the skills that are essential to carry out the role. However, it is equally important that you do not overstate what is required or include unnecessary qualifications or skills as by doing so you will reduce your pool of applicants for the job and may not have the opportunity to appoint the best candidate.

The criteria should:

- Include the skills, knowledge and attributes required for the role
- Provide a basis for your recruitment advertisements
- Help prospective applicants to self-select
- Provide a framework for long/short listing
- Be the basis for your interview questions
- Allow you to select the most suitable candidate(s)

The importance of essential criteria

The essential criteria are very important in ensuring consistency in the selection of employees as all selection decisions will be based on matching the applicants to the knowledge and skills required.

Format

The essential requirements are listed under the following headings.

- Qualifications, vocational training, professional memberships
- Job related skills and competencies
- Knowledge
- Experience
- Personal qualities
- Desirable criteria
- Language skills requirement
- DBS checks with justification
- Any other information

How do I decide what to include in essential criteria?

Think about what you need the employee to do.

As a general guideline the requirements should be:

- **Job related –** there should be a direct link between the job profile and the essential criteria.

- **Ability based –** the competencies and abilities needed to do the job must reflect the role accurately. Too low and you may not get any applicants who can fulfil the role. Too high and you may not get any applicants at all, or you may exclude people who would be very capable of fulfilling the role.
- **Include requirements only once.**
- **Essential criteria** are the minimum requirements to be able to carry out the job.
- **Training** can be given so you may wish to include the option for an applicant to complete a qualification or reach a specified level of proficiency once appointed and within a given timeframe.

Look at each of the key responsibilities and set out in the **<u>Essential criteria</u>** the knowledge, skills and abilities someone <u>must</u> have to do the job. There are some examples below:

Key task/responsibility	Essential criteria
Manage a team of Business Support Officers	✓ Self motivated ✓ Experienced at managing staff in a constantly changing environment ✓ Excellent communication skills
Manage large and complex projects, including budget management and reporting outcomes to senior managers within the Authority and partner organisations.	✓ Demonstrable experience of managing large projects ✓ Report writing skills ✓ Excellent presentation skills ✓ Experience in using spreadsheets to present financial information ✓ Experience of using financial management software, or willingness to learn within three months of starting in post.
Hold regular meetings to discuss project progress and set objectives	✓ Ability to travel throughout Wales

As you can see, there is no need to refer to communication skills in relation to meetings as you would have already included it when you considered the skills required to manage the team.

- **Qualifications, vocational training, professional memberships**

- o Include membership of a professional body or association together with the level required. If this is something that could be achieved once in post, include a timeframe for competing that level.
- o You should **only** include formal qualifications here if the job cannot be performed without them. For example, it is essential for a Solicitor that they are a qualified solicitor or barrister. It is **not** essential that a Business Support Manager has a degree.
- o If the job does require a specific qualification you must ensure it isn't exclusive, for example our Graduate roles require a degree **or equivalent** qualification in xx. This ensures you are not excluding applicants who may have obtained an equivalent qualification in a different country, for example.
- o **Do not** overstate the requirements. This will restrict your pool of applicants and potentially exclude people who could otherwise fulfil the role.
- o **Consider** opening up opportunities for more applicants by including "or equivalent experience".
- o **Look** at what you **need** for the role. Instead of asking for GCSEs, add the levels of numeracy and literacy you require under job related skills. Instead of asking for a degree, ask for the skills you would expect to see from the candidates (ability to work without supervision, ability to conduct research and present data, for example).
- o **Remember** – skills such as numeracy, presentation skills, data analysis etc. can all be tested as part of the recruitment process.

Equality and fairness. If you include unnecessary qualification requirements you are excluding many applicants and potentially discriminating against certain groups. Did you know that **less that 29%** of people in Wales aged 25-64 have a degree? That **less than 17%** of people with a disability in Wales have a degree? That race and ethnicity, gender and your socio-economic background impacts on the likelihood of you having GCSE qualifications? There is more information available on the Equalities and Human Rights' Commission website here: Is Wales Fairer?

If you need any advice around formal qualifications please speak to your HR Adviser.

- **Job related skills and competencies**
  - o What should the post holder be able to do? Refer to the main tasks again, e.g. report writing skills, ability to analyse complex financial information, ability to meet deadlines etc.
  - o Keyboard skills
  - o Manual dexterity
  - o Communication skills

- **Knowledge**
  - o Be specific about what, if any, specialised knowledge is required for each of the main responsibilities.
  - o What subject areas does the employee need to have experience in?

- o Consider not only "technical" knowledge in relation to the role but think about IT, legislative requirements etc. as well.
- o Include the depth and breadth of knowledge, e.g. extensive knowledge and understanding of employment legislation relating to….

- **Experience**
  - o Indicate the type and level of experience required.
  - o **What** is the experience in? (e.g. experience of working in the care sector providing personal care to young adults).
  - o **What level** of experience is required?
  - o A number of years' experience (e.g. 2 years) must **NOT** be included unless it is a legal requirement for the role as it could be deemed to be age discrimination in that younger applicants have less opportunity to have built up a long period of experience.
  - o Remember – only include experience if it is essential and be flexible where possible as to how that experience is achieved (e.g. volunteering, through education, at home).

- **Personal Qualities**
  - o What personal skills are required for the role? You may want to consider elements such as client confidentiality, ability to relate to people, motivation etc.

What should I include in Desirable Criteria?

- o Desirable criteria should include anything that is not actually essential for someone to carry out the role but would be a useful skill to have.
- o Desirable criteria do not form part of the initial short-listing procedure but can be considered if, for example, all applicants meet the essential criteria and you are unable to create a practical short-list on essential criteria alone.
- o You do not need to include any desirable criteria if everything is covered by the essential criteria.

Using the same examples as for essential criteria, you may wish to include desirable criteria as follows:

Key task/responsibility	Desirable criteria
Manage a team of Business Support Officers	➢ A management qualification (e.g. ILM Level 5)
Manage large and complex projects, including budget management and reporting outcomes to senior	➢ Project management qualification

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managers within the Authority and partner organisations.	
Hold regular meetings to discuss project progress and set objectives	✓ Driving licence

Language skills requirement

- **English and Welsh** language skills are essential for <u>all</u> posts
- Please refer to the language skills guidance available here <u>Language skills guidance</u> for information on which levels apply.
- **Other language** should be completed where applicable or state "none" if not required.

If, after following the language skills guidance, you are still unsure which levels apply, speak to your HR Adviser.

DBS checks with justification

- Establish whether a Disclosure and Barring System check is required for the post and complete the relevant tick boxes. Guidance is available here: <u>DBS checks</u> under downloads and templates.
- If a DBS check is required give the reason in the "justification" box (e.g. working in a school, providing care to vulnerable adults).
- If the post does not require a DBS check please tick "No DBS required"

If you are unsure whether a post requires a DBS check please contact the recruitment team for advice.

Any other information

- This may include specific travel requirements, political restriction, the requirement to work outside of normal hours etc.
- If a post is 'politically restricted' this should be included here. See guidance on what constitutes a politically restricted post here: <u>Political restriction</u>
- If there is no additional information put "not applicable".

<u>And finally…</u>

All job profiles should be written to be as inclusive as possible and with the aim of attracting the widest possible range of candidates to the role within the knowledge and skills requirements.

If you need any help with completing a job profile, please contact your HR Adviser.

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The Pay and Reward team hold copies of current job profiles so if you need a copy of a job profile for your team please email: jobevaluation@carmarthenshire.gov.uk

All new and revised job profiles also need to be sent to the Pay and Reward team on the above email so that they can be checked and re-evaluated if necessary.

All job profiles must be fully complete and bilingual before going out to advertisement.

ENSURING EQUALITY OF OPPORTUNITY

All employees are required to adopt a positive, open and fair approach and ensure the Authority's Equality and Diversity Policy is adhered to and applied consistently to all irrespective of race, colour, nationality, ethnic or national origins, disability, religion and belief or non-belief, age, sex, gender reassignment, gender identity and gender expression, sexual orientation, pregnancy or maternity, marital or civil partnership status.

In addition, the Welsh Language Standards ask us to 'ensure that the Welsh language is treated no less favorably than the English language' and this principle should be adopted in the application of this principle.

If you have any equality and diversity concerns in relation to the application of this policy and procedure, please contact a member of the HR Team who will, if necessary, ensure the policy/procedure is reviewed accordingly

If you require this publication in an alternative format please contact People Management on Ext 6184 or email PMBusinessSupportUnit@carmarthenshire.gov.uk