

How to write a job profile

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1. 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 someone's skills. An up-to-date job profile is essential for every post so 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 the qualities and skills required
- Help managers to short-list candidates when a job is advertised
- Provide a basis for discussions between the manager and employee about the requirements of the job, e.g. during one-to-one meetings.

2. 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 Advisor if you need any assistance with this.

3. What should the job profile look like?

- The job profile should be on the correct [template](#) which can be found under "downloads and templates".
- The Job Profile should paint a broad picture of the job and should be **clear and concise**.
- It is the manager's responsibility to ensure all public documents meet specified standards of accessibility – for example, so that a visually impaired person can use a screen reader. Guidance as to how to make your document accessible is available here: [Accessibility: Digital content](#).
- It should be written clearly and simply
- The Main Purpose of the Job should be described in one or two brief sentences

- The Key Responsibilities should be a **maximum** of 10 points.

Address the person or people it is aimed at, so “you would be expected to do “x”” rather than “the post holder would be expected to do “x””. It is easier to read and avoids any potential discriminatory pronouns such as he or she.

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.

4. Main purpose of the Job

This should indicate the basic reason why the job exists using one or two brief sentences. For example, “To provide business support for the Finance section”.

5. Key responsibilities

The main accountabilities should:

- Represent **KEY** areas of the job only (e.g. project management, administration, people management).
- 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” don’t include detail that will quickly date the job profile

Remember – this is not a 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.

If you find you have more than ten key accountabilities:

- You may need 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 Advisor.

6. Responsibility for staff/equipment

Management of staff

- List the number of posts and the post titles (for example, 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; full 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) 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.

7. Reporting to

- State the post title of the line manager

8. What skills does an employee need for this job?

- Include all the key skills that are essential to carry out the role.
- Do not overstate what is required 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 key skills and knowledge needed for the job
- Provide a basis for your advertisements
- Help potential applicants to understand the job requirements
- Provide a framework for short listing
- Be the basis for your interview questions
- Allow you to select the most suitable candidate(s)

9. How do I decide what to include in essential criteria?

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** – they must reflect the role accurately. Too low and you may not get any suitable applicants. Too high and you may not get any applicants at all, or you may exclude people who could do the job.
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- **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.

There are some examples below:

Key responsibility	Essential criteria
Manage a team of Business Support Officers	<ul style="list-style-type: none">✓ Self-motivated✓ Experienced at managing staff in a constantly changing environment✓ Excellent communication skills
Manage complex projects, including budget management and reporting outcomes to senior managers.	<ul style="list-style-type: none">✓ 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	<ul style="list-style-type: none">✓ 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

- Only complete this section if a qualification is essential for the role.
- **Do not** overstate the requirements. This will restrict your pool of applicants and potentially exclude people who could otherwise do the job.
- **Consider** opening up opportunities for more applicants by including “or equivalent experience”. Where asking for a specific qualification please include “or equivalent qualification” to allow for qualifications obtained, for example, in a different country.
- **Remember** – skills such as numeracy, presentation skills, data analysis etc. can all be tested as part of the recruitment process. It isn’t necessary for someone to have a Maths GCSE, just to be numerate to a required level.

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

Job related skills

- These should link directly back to the key responsibilities in the job profile.

Knowledge

- Be specific
- Include the depth and breadth of knowledge, for example, “extensive knowledge and understanding of employment legislation relating to... “

Experience

- Indicate the type and level of experience required and **what** the experience is in? (e.g. experience of working in the care sector providing personal care to young adults).
- A number of years’ experience (e.g. 2 years) must **NOT** be included unless it is a legal requirement for the role as it is subjective and could be deemed to be age discrimination as younger applicants have less opportunity to build up a long period of experience.

Personal Qualities

- Consider elements such as client confidentiality, ability to relate to people, motivation etc.

10. What should I include in Desirable Criteria?

- Anything that is not actually essential for someone to carry out the role but would be a useful skill to have
- Desirable criteria do not form part of the initial short-listing procedure but can be considered if, for example, you are unable to create a practical short-list on essential criteria alone.
- 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 responsibility	Desirable criteria
Manage a team of Business Support Officers	➤ A management qualification (e.g. ILM Level 5)
Assist children with school lunches	➤ Previous catering experience
Hold regular meetings to discuss project progress and set objectives	➤ Driving licence

11. Language skills requirement

- **English and Welsh** language skills are essential for all posts
- Please refer to the language skills guidance available here [Language skills guidance](#) 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 Advisor.

12. DBS checks

- Establish whether a Disclosure and Barring System check is required for the post and complete the relevant tick boxes. Guidance is available here: [DBS checks](#) 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 your HR Advisor

13. Any other information

- This may include specific travel requirements, 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: [Political restriction](#)
- If there is no additional information put "not applicable".

14. And finally...

All job profiles should be written 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 Advisor.

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

CEDutyHR@carmarthenshire.gov.uk