



## White-Paper Job-Assessment

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### Challenges in job profiling

In small companies, the task of drawing up a job description usually falls to the proprietor or the general manager. Irrespective of how well and objectively this work is carried out, it implies an additional burden impinging on daily operations. For many-faceted or management roles, lack of experience and routine may result in failing to describe the high requirements of the position effectively.

In medium-sized and large enterprises, the company's HR department is in charge of a significant part of the recruitment process. The HR consultants often copy job descriptions from old adverts and adapt them as required. In case of new or modified positions, they are assisted by the department manager responsible or by future line managers. There is a considerable risk of using existing copies which are not appropriate for the market, or of aligning it to the business in such a way that the result is other than a clear and attractive job description.

One of the most significant challenges is the weighting of the various competencies and requirements of a job respectively. Traditionally, this involves defining must-have, should-have and can-have criteria or listing individual needs in a system as a tool for decision-making in the selection process. This type of assessment and comparison process produces good results only if the right criteria are selected and weighted correctly. For this purpose, elaborated procedures are essential to guarantee objectivity and knowledge transfer.

**A methodical approach** When it comes to defining many-faceted or complex job profiles, analyses by external consultants usually provide more security. Using dedicated methods developed for this purpose, all relevant persons, such as HR officers or line managers, are interrogated. Here, taking into account future development potential and various impacts within the next 2-3 years will have a significant impact and usually changes the original perception of the job profile.

## Application and implementation

Since addexpert specializes in professional and managerial positions, our assessment method has been developed primarily for jobs with a wide range of requirements. The focus here is on responsibility, goals, changes and mutual expectations. Besides, our method takes into account the environment and the spheres of influence of the future employee.

The face-to-face workshop lasts about two hours and is conducted together with the responsible persons from HR and the business side. Any changes and corrections to the job profile are discussed directly and agreed upon to create a new specification for recruitment purposes. In the same session, the attractiveness of the position is assessed and evaluated against whether, and by what means suitable candidates may be found.

## Typical roles for job assessment

- Roles with specialist, management, project and turnover responsibility
- Department/unit manager, team leader or management role
- Positions involving business development responsibility
- Sales experts or key account managers
- Consultants or business analysts
- Experts charged with multilayered tasks

## Areas of analysis

- Department/unit stage with comparison between actual and target status
- Role mix(es) and expectations of the vacancy to be filled
- Requirements placed on candidates
- Motivators and salary
- Attractiveness of the employer
- Future line manager plus executive management, if appropriate

## Aims and benefits:

- Embracing the relevant factors (big picture)
- Incorporating time-based changes
- Precise definition of different role mixes
- Reliable weighting of the required competences
- Maximum risk reduction in respect of task development
- Addressing the actual attractiveness of the job