



Job Profile

The purpose of a Job Profile is to provide clarity and an outline for writing or revising a job description. Profiling is the first step when you decide it is time to hire. Taking the time to create a profile of the person needed in your business facilitates the hiring process.

What is the Need and Contribution?

Describe what need this position fills and how they will contribute to the future of your organization.

Need:

Contribution:

Background and Experience

- | | | | |
|---------------------|------------------------------------------|----------------------------------------|------------------------------------------|
| Related experience | <input type="checkbox"/> entry level | <input type="checkbox"/> 1 to 3 years | <input type="checkbox"/> 5 plus years |
| Education | <input type="checkbox"/> high school/GED | <input type="checkbox"/> college level | <input type="checkbox"/> advanced degree |
| Industry experience | <input type="checkbox"/> must have | <input type="checkbox"/> would be nice | <input type="checkbox"/> not necessary |

Describe any required "specialty" experience

Knowledge/Skills

Knowledge or Skill that employee possesses either through past training or experience. Check all that apply:

- | | | |
|----------------------------------------------|--------------------------------------------------|----------------------------------------------|
| <input type="checkbox"/> Customer service | <input type="checkbox"/> Scheduling | <input type="checkbox"/> Accounting |
| <input type="checkbox"/> Telephone Etiquette | <input type="checkbox"/> Written Communication | <input type="checkbox"/> Oral Communication |
| <input type="checkbox"/> Presentation Skills | <input type="checkbox"/> Auditing | <input type="checkbox"/> Event Coordination |
| <input type="checkbox"/> Organization | <input type="checkbox"/> Research | <input type="checkbox"/> Contact Management |
| <input type="checkbox"/> Outside Sales | <input type="checkbox"/> Inside Sales | <input type="checkbox"/> Marketing |
| <input type="checkbox"/> Prospecting | <input type="checkbox"/> Interpret Documents | <input type="checkbox"/> Finance Mathematics |
| <input type="checkbox"/> Analyze Documents | <input type="checkbox"/> Multi-line Phone System | <input type="checkbox"/> 10-key |

Computer Skills:

- Word
- Excel
- Outlook
- Peachtree
- Database _____
- Other _____
- Data Entry
- Graphic Design
- Programming
- Language _____
- Network Administration
- System Administration
- Website Design
- Website Maintenance

Human Resources:

- Employee Benefits
- Hiring
- Training
- Training Development
- Employment Law
- Compensation
- Recruiting
- New Employee
- Orientation
- Background Checks
- Records Management
- Employment Policy
- Employee Counseling
- Organizational Development

Management Skills:

- Supervision
- Budgeting
- Business Planning
- Project Management
- Training
- Time Management
- Employee Review
- Compliance

Other Knowledge/Skills:

-
-
-
-

Ability

Ability refers to whether the employee with the knowledge and experience is able to perform. Check required Abilities.

Abilities	How will I know they possess this ability? Ask interview questions that indicate the following:
<input type="checkbox"/> Systematic	Describes ideas in logical flow, process or procedures oriented.
<input type="checkbox"/> Multi Tasking	Prefers an interrupt-driven environment
<input type="checkbox"/> Problem Solver	Creative, presents options
<input type="checkbox"/> Attention to Detail	Focused, interested in the "how"
<input type="checkbox"/> Perform under tight schedule	Experience with schedule-driven responsibilities
<input type="checkbox"/> Organized	Prepared

Characteristics/Attitudes

Characteristics are the qualities or traits that one possesses. Attitude refers to someone's approach, mindset and outlook. Naturally, a great attitude is important for any position.

Keeping the job function and culture of the organization in mind, number each characteristic/attitude in order of importance:

Order of Importance	Characteristics/Attitudes	How will I know they possess this attitude or quality? Ask interview questions that indicate you the following:
	Responsible	Doesn't blame others-no victim language
	Can listen to and take correction	Not defensive but receptive to feedback
	Honest	Keep commitments-handle work ethically- respect others
	Learning based	Push for and pursue training and development, read, don't

		profess to know it all
	Initiative	Take risks- take action even when not sure- take responsibility-don't wait for approval
	Can do	Willing to try, willing to learn - just plain "willing"!
	Service oriented	Can focus on others needs for a length of time, understanding of others, helpful, enjoys service for its own sake
	Leadership	Action oriented, has ability to inspire others, willing to be responsible, makes decisions
	Persistent	Demonstrates consistent action towards a goal, unshaken by obstacles
	Optimistic	No matter the circumstance always sees the opportunity in the problem
	Perfectionist	Has a deep appreciation for rules, ability to focus, very thorough, careful

DISC Profile -Behavior

Circle the two letters below that represent the desired behavior style for this job function:

D	Direct, Dominant, Driving, Assertive, Results-Focused, Decisive, Inquisitive, Competitive
I	Sociable, People-focused, Optimistic, Enthusiastic, Persuasive, Extraverted, and Indirect
S	Calm, Patient, Tolerant, Consistent, Loyal, Methodical, Friendly, Warm
C	Conformity, Accurate, Critical, Diplomatic, Structure, Compliant, Detailed, Task-oriented

Why are the chosen two, the most important behavioral styles for this role?

Writing or Revising a Job Description

Include the following sections:

- Job Title
- Department / Location of job
- Position reports to (Manager title, location, and or Functional Manager)
- Job Purpose Summary (ideally one sentence)
- Essential Responsibilities and Accountabilities/Duties



- Dimensions/Territory/Scope (the areas to which responsibilities extend and the scale of responsibilities - staff, customers, territory, products, equipment, premises, etc)
- Required Experience
- Education
- Hours and Pay Range

For senior job descriptions it is useful to de-lineate essential responsibilities into sections covering Functional, Managerial, and Organizational areas.

The most challenging section is the Essential Responsibilities and Accountabilities/Duties section. Large organizations have generic versions for the most common job functions - take advantage of public documents before investing valuable time to re-invent the job function. If you have to create a job description from scratch, use the following method to produce the essential responsibilities:

1. Review the profile and consider: processes, planning, executing, monitoring, reporting, communicating, managing people, resources, activities, financial, information, inputs, outputs, communications, time, etc.
2. Combine and develop the random collection of ideas into a set of essential responsibilities.
3. Rank them roughly in order of importance to mirror priorities of the job function.
4. Ask someone who knows or has done the job well to check your list and amend as appropriate.
5. Review and confirm that everything on the list is genuinely important and achievable.

Do not include “must achieve sales target” into a job description. This does not describe the job, but rather measures it. The job description must describe the activities required to ensure that the sales target will be met.

Interview Questions

An effective way to conduct an interview is to ask in-depth questions. Rather than simply ask what their duties and responsibilities have been in past employment situations, ask questions that describe their situation handling abilities and open ended questions that will lead to interesting information about your candidate.

When interviewing the candidate, a well formulated response will include **CARL** (Circumstance - Approach - Result - Learn).

Specifically, ask the candidate to 1) describe the Circumstance; 2) Approach used; 3) Result achieved; and 4) What did they Learn?

1. Describe your vision for your career, your ideal career:



2. What are your goals for this year:
3. Describe your ideal work day... location, hours, pay, type of work:
4. What steps are you willing to take to develop your career:
5. How do you motivate yourself to do things you may not want to do:
6. What one word sums up who you are professionally and personally:
 - a. Give an example of when you demonstrated that quality:
7. What is your process of organizing your day:
8. Do you consider yourself to be action-oriented: Describe three situations where you demonstrated this particular competency:
9. How do you motivate yourself:
10. Describe a time when you did not take action, even though you wanted to:
11. Tell me about a time when you demonstrated perseverance in your work:
12. Tell me about a failure that you're not particularly proud of. What did you learn:
13. There are people that don't succeed at some jobs... why is this the case: Why do they succeed:
14. Give me two examples of when you had to make a tough business decision: What made it tough:
15. Tell me how you generally like to make decision—what steps do you take:
16. Do you believe in setting goals and planning? Describe your process for setting goals and planning at work and then also personally:
17. How would you describe your relationships with your customers? Give me some examples that illustrate this:
18. How does somebody win/lose with you? Describe a time when this happened:
19. Tell me about a positive and a negative team experience at work:

Q&A Session -- Creating a Winning Team of Talent with Alicia Marie Fruin

Date: Tuesday, February 16th, 2010

Q: *Is it feasible to retrain a person that has been on the job for many years that seem to have lost interest or just terminate them?*

A: Assuming that they were once successful in their position, yes. It may however be time for them to leave. Why not let them discover what is right for them? Explore the reasons they are not performing with them. Typically it is a loss of vision for them (they don't see what's ahead) or sometimes it is a morale issue (they don't see how to win in their role). Ask some open-ended questions:

This is what I am noticing (use facts and situations that have occurred - do not be judgmental and listen) what is going on? What would have you be excited about your role? What did you love to do once but no longer do? What is next for you? How could you resolve this for yourself? What growth do you want? What I want for you is... (Make a statement of support). What I want for this business is ... (state what is needed from that role). By the way ... this is coaching versus directing.

Q: *In today's economy, you have unqualified candidates that apply for any position just for employment. How would you go about even attracting talented candidates?*

A: True, you also have really great talent applying. This is where the process becomes even more important!

Q: *It makes it increasingly difficult to accept the first impression at face value. Many candidates are nervous or they're just bad interviewees, and this will reflect in their answers or questions What impression would you gather from that interview and how much should you read into it?*

A: I agree do not mistake nervousness as not talented. Yes, multiple interviews in various formats can really give you some perspective. I recently had three candidates come to my Goal Setting course so I could see them in a learning environment.

Q: *How do you screen for entry-level positions and is there such a thing as being overqualified? Do you strictly look for candidates that at least meet requirements versus the extremely experienced candidate?*

A: I screen for entry level by using the basic hiring process as outlined in the webinar. Experience is an added bonus but don't mistake it for talent. Talented and experienced beats talent /little experience but experience alone does not beat talent.

Q: *Is it safe to list one of the duties as "Other duties as assigned?"*

A: Yes, as long as it is within the scope of the role and other duties are clearly outlined.

Q: Can you recommend a strategy for a supervisor who continues to give vague feedback when you ask for it? Specifically, when you've asked for clarification on your role within the organization?

A: Well from my communication course...When communication isn't working...always assume it is you. How could you ask clearer questions? How else could you ask for what you need? What are you not saying? Also, consider that he is afraid to say something to you. How could you be really open to his feedback? How could you let him know that you are?

Q: What is your recommendation for an employee who is at a stalemate with their supervisor and the organization has no HR person?

A: I really do not have enough information here to know what you mean by stalemate and how your organization is structured...get some coaching from a good career coach. Most coaches offer the first session free. Look for ICF certification of PCC or MCC to ensure that they are credible.

Q: What is your response to hiring managers who say to put the person interviewing under stress to see how they handle themselves under pressure?

A: No, I think it is a mistake unless the role is very, very high stress where a boss is breathing down their neck and lives are on the line.

Q: You're going to ask a person to leave an existing position on a conditional trial offer. Do you tell them this in your first communication?

A: Absolutely! Setting expectation works.

Q: Are there times when it is appropriate to put an applicant in front of an entire staff to have them respond to questions from all?

A: Yes, if the role is key to the team and the team operates this way on a daily basis around decisions.

Q: I don't have the resources to hire full-time staff. How do I hire good free-lance and temporary staff? Do I use the same process or go through a reputable agency?

A: Reconsider hiring staff. Independent contractors and temp workers are often less committed to your business and they cost more. However, it can be a good idea short term while you are building. Just make sure you have a long-term plan and yes use some or all of the process depending on the role and the agency.

Q: How can LinkedIn be used in the hiring process?

A: Update your status on your profile saying what you are looking for... you could find someone from your sphere of influence, which is always better when checking references. You can also purchase an ad. In addition, candidates can see your profile and you can see theirs ...hopefully with lots of connections and recommendations for you both.

Q: Behavioral Interviewing, a style of interviewing that is increasing in popularity due to its effectiveness, can be an intimidating. How can you make it less intimidating?

A: Tell the candidate what to expect and what you are doing. Stay in curiosity and do not make judgmental statements.

Q: How does your process change if you decide to hire a virtual or remote worker?

A: The process should include verifying that they have what they need to work virtually. Have they ever done it before? What distractions do they have at home (if working from home)? Careful with this... so often I see this go badly for the business owner.

Q: With today's economy what interview tips do you have for the applicant that has been in one job long term, or 3 jobs in the past 30 years, or been a homemaker?

A: I always look at how the culture I have compares to what they are used to and talk about that with them. For example: I get a lot of applicants from Dell where the individual does not really impact the whole like it does with my small business.

Q: What should be the hiring strategy in case of high turnover environment? For example, a day care setting where employees have not chosen child-care as their profession but as a temporary position?

A: Look for the "type" of employee that does work and create an ideal profile to hire from. It took a long time for me to realize that some of my positions call for two part timers versus a full time person. Ideal profile works great with sales teams that turnover a lot. Also, consider behavioral assessments and values assessments.

Q: In today's economy, you have unqualified candidates that apply for any position just for employment. How would you go about even attracting talented candidates?

A: Use the process...it will weed out most people who are not talent.

Q: What are some of the most common interview questions asked and what are the basic answers expected?

A: That would depend on the role and your culture. If I am looking for a detail oriented person and their appearance is incongruent with that or their answers lack detail that would be worth noticing. If I have a very relaxed culture and on the second interview they wear a suit. Maybe, the candidate will not be a fit?

To learn more about Alicia Marie Fruin or to contact her personally, please visit <http://www.peoplebizinc.com>.