

## Using Skill-based Job Profiles to Transform Talent Management

Focus on the skills required for success in a job to make better hires, improve engagement, and build your workforce of tomorrow.



### Introduction

Skill-based job profiles are integral to Talent Management because they provide a clear performance roadmap for employees, managers, and Human Resources. Skill-based job profiles clearly articulate the skills and levels of proficiency that an employee needs to demonstrate for successful performance in their job. Consider how all the key stakeholders benefit when job descriptions are well-designed using skill profiles:

- For employees, they set the stage for what is required of them, how their contributions align with organizational goals, and provide a roadmap for development and career progression.
- For managers, they provide tangible, measurable criteria to assess and manage performance and what to focus on when coaching and developing their team members.
- For HR teams, they set the foundation for Talent Management.

Think of it this way, if you were designing software, you would start by creating a clear specification of the functionality required for the software to fulfill its purpose successfully. Why would you do less in articulating and documenting the specifications for successful performance in a job or role? When all roles are accounted for, the resulting specification provides a roadmap for hiring, developing, and retaining talent that will fuel a business's current and future success.

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## Why Now?

Skill-based job profiles are not new. Most organizations have been wrestling in some way or another to capture the critical skills needed for jobs across their organization for decades. However today, the need is more acute.

- Due to rapidly changing technology and digitization, the days when past job experience sufficed as a reliable indicator of present or future success are gone. Organizations cannot rely on someone having done a job in the past or a degree to find someone to do it today. This is where up-to-date and dynamic skill-based job profiles become instrumental. They become the code for deciphering an organization's talent – who to hire, how to value talent, which capabilities to develop, and more.
- Increasing numbers of organizations are focusing on hiring for skills not degrees or other qualifications. There has been a paradigm shift from education to skills, this is popularly known as skills-based hiring. Some organizations that traditionally required bachelor's degrees for certain roles have now eliminated these requirements to increase their recruitment pool and create a more diverse workforce.
- Workers are looking for more than a salary from an organization. They target organizations that proactively provide career development and advancement opportunities.
- Finally, the tenure of jobs is changing. The idea of a lifetime job is quickly becoming a memory as employers move to more dynamic work models that include increased use of contract workers and full-time employees dynamically taking on project-based assignments versus fixed roles.

These factors are intensifying the need for up-to-date, flexible skill-based job profiles and in many cases, they have made the old methods for developing them outdated.

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## Breaking Down the Barriers to Skill-based Job Profiles

Historically, to create skill-based job profiles an organization would combine the use of job analysis interviews with soliciting input from managers to:

1. Identify the key responsibilities of the job.
2. Break down responsibilities into tasks.
3. For each task, identify the enabling skills.

It may sound easy enough, but anyone who's ever taken on this thankless task can tell you that the mechanics of gathering input, analyzing responses, drafting skill definitions and building consensus around these outputs takes months or longer for a single job.

Fortunately, new solutions have emerged. Software pre-loaded with job profile libraries, skills frameworks, and advanced technology enabled with AI are transforming the process and giving organizations the tools to be more agile and move quickly.

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