



Position Profile Methodology

The general methods used to create position profiles are listed chronologically below.

- To create job components, gather knowledge, skills, abilities, experiences, behaviors, and personality factors on the position from several sources.
 - ◆ Position Description Questionnaires (PDQ's)
 - ◆ Interviews and electronic questionnaires – incumbent(s), supervisor of the position, manager of the supervisor of the position, direct reports (two, if possible), internal colleagues (inside the department/division) who have contact with the position (two, if possible), external colleagues (outside the department/division) who have contact with the position (two, if possible); (Note: Often interviewees have difficulty understanding the difference between skills and abilities; therefore, the focus should be on identifying skills.)
 - ◆ HR Manager - Federal Office of Personnel Management (OPM)
 - ◆ Appropriate references (e.g., Journal of Applied Psychology [JAP])
 - ◆ Personality factors references (e.g., Big 5 Personality dimensions)
 - ◆ Other pertinent sources
- Compile information into the job components related to the position.
- Group job components into competencies (e.g., Business Management).
- Rate (by a panel of experts [SME's] on the position) the importance of the component within a competency on a scale that ranges from Extremely Important (EI=5) to Not Important (NI=1).
 - ◆ Each component should be rated on its own merit; that is, how important it is to the job by itself, not relative to other components. One component should not be compared to another when doing the rating.
 - ◆ Delete a component of a competency if the component has an average rating below a certain cut level (e.g., 3.25) that is set after scrutinizing the data. Analyze the data before using professional judgment to set a cut point for accepting components. Keep the cut point consistent across competencies (e.g., 3.25 for all topic areas). For example, a competency (e.g., Leading) may have nine components, but three of them show SME rating averages under 3.25. Set the cut point at 3.25 and remove three components to reduce the number of components and simplify the description of the competency. The resulting competency would have six components instead of nine. Use 3.25 as the cut point for accepting all components across all competencies.
- Create general competency families (e.g., Interpersonal Skills) and assign competencies (e.g., Influencing/Negotiating) to those families.

- Prioritize (by a panel of experts [SME's] on the position) the families and the competencies within each family.
 - ◆ Identify from prioritization results, the most important families and the most important competencies within the families.
- For the position of interest, create the final job profile, which includes:
 - ◆ Prioritized families of competencies that describe the job
 - ◆ Prioritized competencies within the families, and
 - ◆ Common and unique job descriptive components within competencies.
- Profile uses
 - ◆ Job description for prospective candidates and current employees
 - ◆ Bases for establishing individual performance objectives
 - ◆ Employee development – incumbent and those aspiring to the position
 - Those aspiring to the position can match their current levels of competencies with those described in the profile
 - ◆ Selection and testing
 - Production of reliable and valid instruments for selection and promotion