HIRING FOR
COMPETENCIES

A TOOL TO
IMPROVE
RECRUITMENT

Using Occupational Profiles for Competency-Based Hiring

As employers and employees adapt to the challenges of a constantly evolving workplace, human resources professionals continue to seek better and more efficient approaches to attract talented and capable workers. Competency-based hiring models have proven very effective in this regard, and a key component of such a system is access to accurate and up-to-date information about the competencies that employees need to succeed in their defined jobs.

As the latest step toward competency-based hiring, the National Network has partnered with Burning Glass Technologies to develop occupational profiles (http://bit.ly/NNHFC) for a selection of the most difficult-to-fill positions from among the National Network's member industry associations. This guide was written to help employers and their HR staffs understand how to use these profiles to:

• Clearly articulate required competencies
• Develop more accurate job descriptions
• Craft effective job postings

Incorporating these newly developed occupational profiles into your organization's recruitment and hiring practices should result in decreased hiring costs and shorter vacancy periods for open positions.

NAVIGATING
THE PROFILES

The profiles in this guide use a unique graphical display to present information about the various occupations they describe. Below are explanations of key elements contained in each of the profiles.

OCCUPATIONAL PROFILE BOX

The Occupation Profile box provides a job description and general information about the occupation, including:

• Number of job postings nationally
• Percent of job postings requesting a bachelor's degree
• Percent of job postings asking for less than two years of experience
• Common job titles used to identify the occupation

BUBBLES

Orange bubbles represent key skill clusters that are in demand for the occupation. Skill clusters are groups of similar skills, such as:

• Working with electrical systems
• Welding skills
• Machining and manufacturing technology

Skill clusters are important because they define the competencies required for the job.

BULLETED LISTS

These lists contain individual skills that are in high demand within each cluster, which helps employers determine the impact of including specific skills. That includes understanding whether a specific skill fits the job profile and whether including a skill will make the job harder to fill.

• *Italicized* skills are defining to the role.
• **Bold** skills are those that make a position harder to fill.

EMPLOYABILITY SKILLS

The employability skills identified here are the most commonly demanded baseline for the occupation. These include basic skills and attitudes that enable employees to get along with coworkers and supervisors, use sound judgment and make critical decisions. One in three skills cited in job postings falls into this category.

SAMPLE JOB POSTING

Each occupational profile includes a sample job posting that employers can use to develop postings of their own. The sample postings serve as models to help employers more effectively communicate information to job applicants and training providers about the competencies they seek.
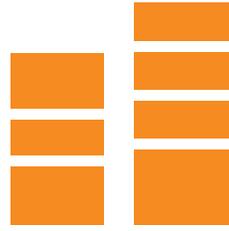
EDUCATION AND EXPERIENCE DISTRIBUTION

This graph indicates the distribution of education requirements across demand for high school diploma, associate's degree, bachelor's degree or graduate degree. The distribution of experience requirements ranges from less than two years to more than 8 years.
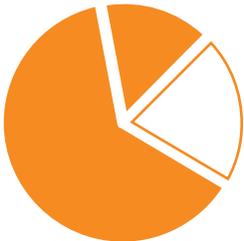
INDUSTRY BREAKDOWN

The pie chart for distribution of industry demand shows which sectors hire employees for the occupation and provides insight into alternative sources of talent.

CERTIFICATION DEMAND

Where certifications are required, the most requested certifications are identified.

HOW **OCCUPATIONAL PROFILES** CAN HELP

When comparing your current job descriptions to information in the occupational profiles, it might be helpful to ask yourself the following questions:

"Are we including unnecessary requirements in our job descriptions and postings that may increase the cost of hiring or time to fill a position?"

Including unnecessary requirements may slow down the recruitment process. In some cases, qualified candidates with an appropriate skill set may fail to apply.

"Are our requirements too specific?"

Including overly specific necessary requirements can increase the time required to fill some positions when a more general requirement will suffice.

"Do we need to reassess our timeline for filling a position?"

Including unnecessary requirements may slow down the recruitment process. In some cases, qualified candidates with an appropriate skill set may fail to apply.

"Are there alternative sources for recruiting potential candidates?"

Including unnecessary requirements may slow down the recruitment process. In some cases, qualified candidates with an appropriate skill set may fail to apply.

ABOUT THE
NATIONAL NETWORK

The National Network is an association of business and industry groups that work to bridge the skills gap by better connecting the worlds of learning and work. The National Network's focus is on promoting competency-based hiring practices and encouraging learning institutions to teach the skills and competencies that workers need to succeed in today's evolving economy. Learn more at NationalNetwork.org.