



## Recruitment Selection Process: Job Design Profile

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Dear Reader:

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We hope this information will be useful to you; reference to it will assist you with many of the questions that will arise in your tenure with municipal government. However, the *Tennessee Code Annotated* and other relevant laws or regulations should always be consulted before any action is taken based upon the contents of this document.

Please feel free to contact us if you have questions or comments regarding this information or any other MTAS website material.

Sincerely,

The University of Tennessee  
Municipal Technical Advisory Service  
1610 University Avenue  
Knoxville, TN 37921-6741  
865-974-0411 phone  
865-974-0423 fax  
[www.mtas.tennessee.edu](http://www.mtas.tennessee.edu)

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## Recruitment Selection Process: Job Design Profile

**Reference Number:** MTAS-1261

### ***Customizing your Recruitment Selection Process using the Job Design Profile***

Hiring personnel is probably the most important function city officials will ever fulfill during their tenure. Consider the decisions and actions that the person you hire is going to generate and how those decisions and actions will affect your organization and your community. A sound recruitment and selection process should never use shortcuts. It is worth the time and effort required to do it correctly. A sound, systematic and fair recruiting and selection process also is an effective safeguard against potential challenges by rejected applicants.

When you have successfully created a mental picture of the new employee performing the job you want accomplished, you are ready to customize the job. Customizing means thinking through and writing down the specific characteristics that you desire. The word "specific" is key. When you customize, you are putting the mental picture into words. Customizing the job provides you with a valuable working tool called the job design profile. This also is referred to as a job analysis.

The job design profile is a guide used as a standard to evaluate the candidates who apply for the position. It also is the basis for the job description, which is discussed in the next chapter. Its contents may vary depending upon the position, but it always provides an outline of the qualities, skills, and characteristics that you, as the person conducting the hiring, are looking for in the new employee.

Let's look at an example:

You need to hire a department head. The city's public works director is preparing to retire, and you must hire a qualified replacement as soon as possible. You have given it a lot of thought. You may need to revise the job description.

Begin by writing a description of the job as you see it. Ask yourself the question "What is the public works director's job?" Be as specific and complete as you can.

Second, decide on and note the type and extent of education and experience required and desired. Is a bachelor's degree required or a master's degree? Or, are either desired but not required? Do you want the new person to have a degree in a specific educational area, for example, engineering or public administration? How much practical public works experience should the person have? State this in terms of years and the kind of experience required or desired (for example, more than 10 years as an assistant director or at least five years as a director in a community of at least 5,000 population).

Third, write down the five most important personal descriptive characteristics that you want the new public works director to have, and rank them. For example:

- Confident decision maker
- Innovative in creating new ideas
- Outgoing personality
- Practical problem solver
- Tactful in addressing adverse groups

Fourth, list the five most important professional characteristics you want the new public works director to have, and rank them. For example:

- Engineering skills
- Productivity oriented
- Results oriented
- Communication skills

In developing this list you must match characteristics to the written description that you have already prepared. Ask yourself, "Are these the characteristics needed to do the job that I want done the way that I want it?"

Fifth, write down the five most important job challenges or targets that you expect the new director to overcome and accomplish, and rank them. For example:

- Reorganize the department
- Develop a five-year street improvement program
- Improve employee productivity
- Be responsive to citizen requests
- Reduce the cost of garbage collection

Taken together these items are the job design profile.

## Sample Completed Job Design Profile

**Reference Number:** MTAS-1570

### Position of Public Works Director JOB DESIGN PROFILE

#### DUTIES and RESPONSIBILITIES

(Describe the position as you see it. What is the public works director's job?)

Oversees budgetary operations and prepares budgets as required; promulgates regulations to ensure proper organization and use of personnel; plans and directs activities of the public works department; performs administrative activities of the public works department; coordinates formal and on-the-job training programs for recruits and personal development; keeps records and prepares reports, including personnel reports; develops and recommends policy options and alternatives for consideration by the city manager and the city council.

Knowledge of public works operations, including construction, engineering, maintenance, office and business procedures; ability to plan, organize, schedule, coordinate, and direct public works functions, including streets, solid waste, water and sewer utilities, and engineering; knowledge of and experience in the application of management and supervisory principles and practices as applied to municipal government; knowledge of and experience in municipal procedures relating to finance, personnel, purchasing, office operations, risk management and public relations; knowledge of and experience in managing occupational hazards and safety precautions; knowledge of the principles and practices of engineering and construction, particularly as applied to municipal functions; ability to efficiently prepare and maintain thorough and accurate reports and records; ability to establish and maintain effective working relationships with the public, the news media, employees, external agencies and organizations, the city manager, and the city council.

#### EDUCATION and EXPERIENCE

(Indicate the level of education and experience required and desired for each item.)

Degree:	Required	Desired
B.S. Engineering	X	
M.S. Engineering		X
B.A. Public Administration		
M.A. Public Administration		
B.S. Business Administration		
M.B.A. Business Administration		

Experience As Public Works Director	Required	Desire
More than 10 years		X
More than 5 years	X	
More than 1 year		

Experience As Public Works Director	Required	Desire
None		

Experience As An Assistant Director or Division Head	Required	Desired
More than 10 years		
More than 5 years		
More than 1 year		
None		

**OTHER EXPERIENCE:** (Specify) \_\_\_\_\_

**PROFESSIONAL CHARACTERISTICS**

(Number 1, 2, 3, 4, 5 the five most important professional characteristics that you want the new director to have.)

- Administrative Skills \_\_\_\_\_ 1 \_\_\_\_\_
- Analytical Skills \_\_\_\_\_
- Business Minded \_\_\_\_\_
- Communication Skills \_\_\_\_\_ 5 \_\_\_\_\_
- Cost Conscious \_\_\_\_\_
- Democratic Decision Maker \_\_\_\_\_
- Detailed Oriented \_\_\_\_\_
- Engineering Skills \_\_\_\_\_ 2 \_\_\_\_\_
- Independent Decision Maker \_\_\_\_\_
- Objective \_\_\_\_\_
- Organization Skills \_\_\_\_\_
- People Oriented \_\_\_\_\_
- Planning Skills \_\_\_\_\_ 4 \_\_\_\_\_
- Policy Development Skills \_\_\_\_\_
- Productivity Oriented \_\_\_\_\_
- Public Relations Skills \_\_\_\_\_
- Quality Conscious \_\_\_\_\_ 3 \_\_\_\_\_
- Results Oriented \_\_\_\_\_
- Team Player \_\_\_\_\_
- Technically Oriented \_\_\_\_\_
- Other \_\_\_\_\_

**COMMENT:**

**PERSONAL CHARACTERISTICS**

(Number 1, 2, 3, 4, 5 the five most important personal characteristics that you want the new director to have.)

- Alert \_\_\_\_\_
- Ambitious \_\_\_\_\_
- Assertive \_\_\_\_\_
- Cautious \_\_\_\_\_
- Confident \_\_\_\_\_
- Conservative \_\_\_\_\_
- Considerate \_\_\_\_\_
- Cooperative \_\_\_\_\_ 3 \_\_\_\_\_
- Creative \_\_\_\_\_
- Decisive \_\_\_\_\_
- Deliberate \_\_\_\_\_
- Friendly \_\_\_\_\_

Flexible \_\_\_\_\_ 5 \_\_\_\_\_  
 Fortright \_\_\_\_\_  
 Honest \_\_\_\_\_ 1 \_\_\_\_\_  
 Humble \_\_\_\_\_  
 Innovative \_\_\_\_\_ 4 \_\_\_\_\_  
 Intellectual \_\_\_\_\_  
 Mature \_\_\_\_\_  
 Open \_\_\_\_\_  
 Other \_\_\_\_\_  
 Outgoing \_\_\_\_\_  
 Patient \_\_\_\_\_  
 Persistent \_\_\_\_\_  
 Practical \_\_\_\_\_  
 Prompt \_\_\_\_\_  
 Reliable \_\_\_\_\_ 2 \_\_\_\_\_  
 Resourceful \_\_\_\_\_  
 Sensitive \_\_\_\_\_  
 Stable \_\_\_\_\_  
 Tactful \_\_\_\_\_  
 Tolerant \_\_\_\_\_  
 Unprejudiced \_\_\_\_\_  
 Versatile \_\_\_\_\_  
 Well Organized \_\_\_\_\_  
 Other \_\_\_\_\_

**COMMENT:**

**CRITICAL JOB TARGETS**

List the five most important challenges or job targets that the new public works director will face. For example, develop a five-year street improvement program, reorganize the department, improve employee productivity, etc.

1. Address high fuel costs and long-range planning for use of new alternative fuels for fleets
2. Street repaving schedule.
3. Reorganize the public works department and hire assistant director.
4. Research and apply for grant funding opportunities for public works.
5. Make plans to relocate the equipment/vehicle storage area to a new facility within the next three years.

**COMMENT:** \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

## Blank Job Design Profile

**Reference Number:** MTAS-1571

**Position of Public Works Director  
JOB DESIGN PROFILE**

**DUTIES and RESPONSIBILITIES**

(Describe the position as you see it. What is the public works director's job?)

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**EDUCATION and EXPERIENCE**

(Indicate the level of education and experience required and desired for each item.)

**Required Desired**

**Degree:**

- B.S. Engineering \_\_\_\_\_
- M.S. Engineering \_\_\_\_\_
- B.A. Public Administration \_\_\_\_\_
- M.A. Public Administration \_\_\_\_\_
- B.S. Business Administration \_\_\_\_\_
- M.B.A. Business Administration \_\_\_\_\_

**Experience: Required Desired**

**As Public Works Director**

- More than 10 years \_\_\_\_\_
- More than 5 years \_\_\_\_\_
- More than 1 year \_\_\_\_\_
- None \_\_\_\_\_

**As An Assistant Director Or Division Head:**

- More than 10 years \_\_\_\_\_
- More than 5 years \_\_\_\_\_
- More than 1 year \_\_\_\_\_
- None \_\_\_\_\_

**OTHER EXPERIENCE:** (Specify) \_\_\_\_\_

**PROFESSIONAL CHARACTERISTICS**

(Number 1, 2, 3, 4, 5 the five most important professional characteristics that you want the new director to have.)

- |                                  |                                 |
|----------------------------------|---------------------------------|
| Administrative Skills _____      | People Oriented _____           |
| Analytical Skills _____          | Planning Skills _____           |
| Business Minded _____            | Policy Development Skills _____ |
| Communication Skills _____       | Productivity Oriented _____     |
| Cost Conscious _____             | Public Relations Skills _____   |
| Democratic Decision Maker _____  | Quality Conscious _____         |
| Detailed Oriented _____          | Results Oriented _____          |
| Engineering Skills _____         | Team Player _____               |
| Independent Decision Maker _____ | Technically Oriented _____      |
| Objective _____                  | Other _____                     |
| Organization Skills _____        |                                 |

COMMENT:

**PERSONAL CHARACTERISTICS**

(Number 1, 2, 3, 4, 5 the five most important personal characteristics that you want the new director to have.)

- |                    |                   |
|--------------------|-------------------|
| Alert _____        | Mature _____      |
| Ambitious _____    | Open _____        |
| Assertive _____    | Other _____       |
| Cautious _____     | Outgoing _____    |
| Confident _____    | Patient _____     |
| Conservative _____ | Persistent _____  |
| Considerate _____  | Practical _____   |
| Cooperative _____  | Prompt _____      |
| Creative _____     | Reliable _____    |
| Decisive _____     | Resourceful _____ |
| Deliberate _____   | Sensitive _____   |
| Friendly _____     | Stable _____      |
| Flexible _____     | Tactful _____     |
| Forthright _____   | Tolerant _____    |

Honest \_\_\_\_\_ Unprejudiced \_\_\_\_\_  
Humble \_\_\_\_\_ Versatile \_\_\_\_\_  
Innovative \_\_\_\_\_ Well Organized \_\_\_\_\_  
Intellectual \_\_\_\_\_ Other \_\_\_\_\_

**COMMENT:**

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**CRITICAL JOB TARGETS**

List the five most important challenges or job targets that the new public works director will face. For example, develop a five-year street improvement program, reorganize the department, improve employee productivity, etc.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

**COMMENT:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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