

Human capital industry: \$50 billion. Recruiting industry: \$16 billion. Defining skills needed to succeed: Priceless

Procedural-Based Job Descriptions

monograph

solution

summer 2009

► **STRATEGY**

Build job skill listings and requirements from the resumes of thousands in similar roles. Automatically generate job postings.

► **STRATEGY**

Leverage automatic skill listings to create roles and responsibilities for new employees. Use to drive performance reviews.

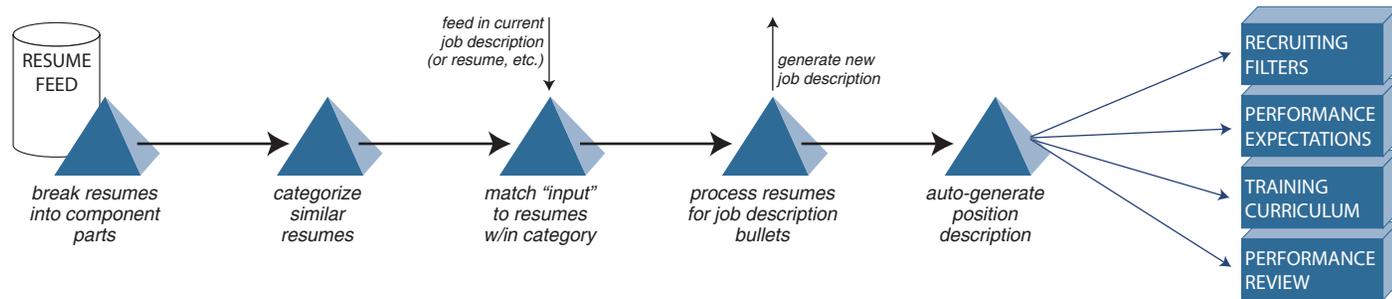
► **STRATEGY**

Benchmark skill descriptions for an entire department or business unit to aid trainers in developing appropriate curriculum.

► **STRATEGY**

There are 4,300 employers searching 46 million resumes on Monster.com with a couple keywords. A computer algorithm can cut that search down to the 10 most qualified candidates.

Between 2004 and 2014, the U.S. Department of Labor expects total employment to increase by 18.9 million jobs, a 13% increase. Don't these new employees deserve to know what will be expected of them?



What do these phrases have in common?

- shipping and receiving
- facility maintenance
- control shipping
- identify and resolve
- inventory control
- transportation managed

They describe some of the many skills of a warehouse manager. But here is the interesting part. These bullets were written by a computer with no human intervention. They were created in less than a second. And the same algorithm can be used to define skills needed for thousands of jobs.

The benefits of having well-defined job descriptions are significant.

- 1) On the first day, new employees have clear performance expectations.
- 2) Defined roles and responsibilities are used to evaluate annual performance.
- 3) Training curriculum is designed and aligned to meet the needs of an organization's employees.

While these benefits focus "post-hiring," there are also impacts on the recruiting process.

- 1) Well-defined job descriptions are used to generate better job postings.
- 2) Incoming resumes are automatically analyzed against the job description; candidates are sequenced based on fit; and recruiters focus limited resources on evaluating top candidate matches.

How do we do it? Think about the best approach to define the responsibilities of warehouse managers. Ask them. [Or] read the resumes of 10,000+ warehouse managers. Resumes can give a very accurate job description when analyzed in mass. For example, the following resume bullets begin to develop into a job requirement.

- Helped to train new hires for **inventory control** and insured accuracy of the work completed.
 - Established a successful reconciliation program for **inventory control**.
 - Contributed to profitability by reducing stock through better **inventory control**.



INFONAUTICS