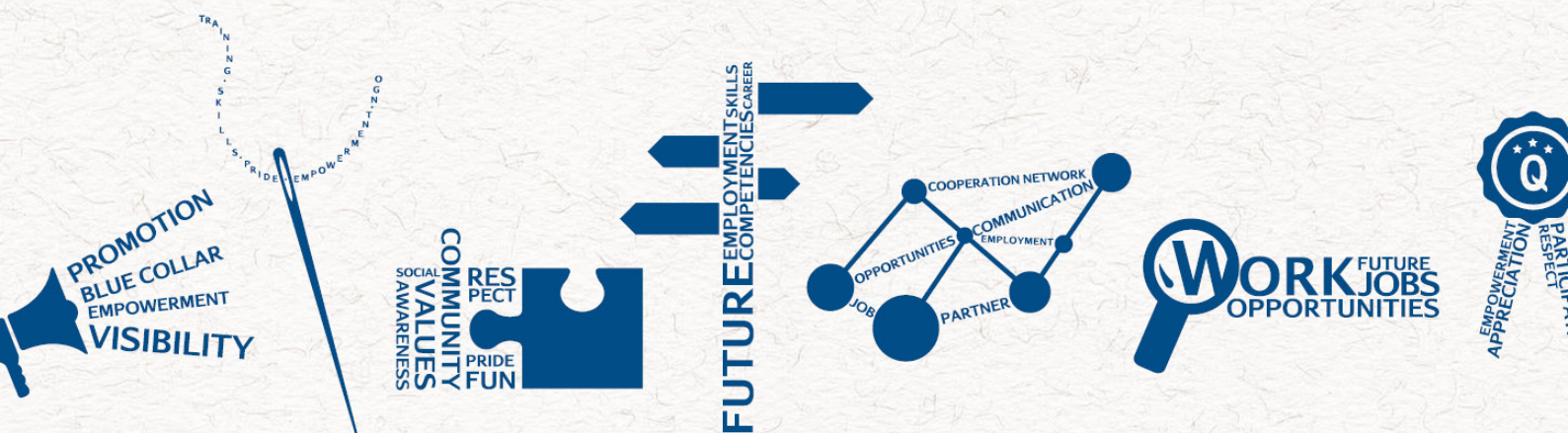




3.1 HOW TO DEFINE A BLUE COLLAR JOB PROFILE



HOW TO DEFINE A BLUE COLLAR JOB PROFILE



What Is It Useful For

A job profile will help to get a clearer picture on the duties as well as on required skills and qualifications related to a specific occupation. This will considerably contribute to a more **effective and efficient human resource recruitment and management process** and raise chances to employ the most suitable candidates.

A job profile is a general description of tasks, required competences and qualifications as well as general career paths for a particular occupation. The job profile can serve as basis on which a company specific job description can be formulated with more company related details on particular tasks, requirements and career opportunities.

Typically, a job profile helps to establish an effective recruitment process by matching occupational requirements and applicants' profiles, and the subsequent employment of the most suitable candidate. This will not only lead to more quality of Blue Collar work, but will also contribute to **higher retention rates**, as applicants have a general understanding of their tasks right from the beginning. At the same time, job descriptions can be more quickly established based on the pre-defined job profiles.

In addition, positive effects can be observed on the **company internal** level. The process of formulating clear job descriptions based on sector-wide job profiles will also raise the awareness of managers and employees to recognise Blue Collar workers as reputable staff members.

At the same time, formulating a job profile for Blue Collar occupations implies a **fundamental shift** towards appreciating Blue Collar workers as reputable employees on the labour market. Thus, Blue Collar occupations will be much more appealing also to ambitious candidates.



When To Use

This tool should be used in case there is a lack of professional standards as basis for recruitment and training. In addition, it can be used in order to tackle the lack of information about the sector and decent job opportunities, wrong perceptions on working conditions and career opportunities as well as predominant societal prejudices about certain occupations. In principle, the process can be initiated e.g. by a professional association, an NGO or a public institution.



What Is Needed

- One person steering and managing the overall process
- Financial and human resources for organisation of workshops and meetings



How Long Does It Take

1-2 months



Examples

The approach has been successfully applied in the following two sectors in Greater Cairo, Egypt:

- Logistics / Transportation / Fast Moving Consumer Goods (FMCG)
- Printing and packaging sector

It might also be applied in other sectors which fulfil the following criteria:

- No job profiles formulated
- Face considerable challenges in finding suitable candidates for certain occupations
- Have considerably low retention rates among Blue Collar workers



WHAT TO DO

In order to achieve the above mentioned objectives, the following steps should be undertaken:



1

DECIDE ON THE INVOLVEMENT OF PARTNERS

As a first step, the initiating institution should consider which partners to involve in the job profile formulation process. Ideally, a **wide range of institutions** should participate, including companies (HR managers and Blue Collar workers), professional associations, NGOs, academic partners and training institutes.

This basic decision on the partner involvement will not only have an impact on the job profile itself, but also on the elaboration process and the potential impact. The more partners are involved, the longer the process will take due to coordination and harmonisation requirements, but acceptance, outreach and visibility of the measure will also be higher.

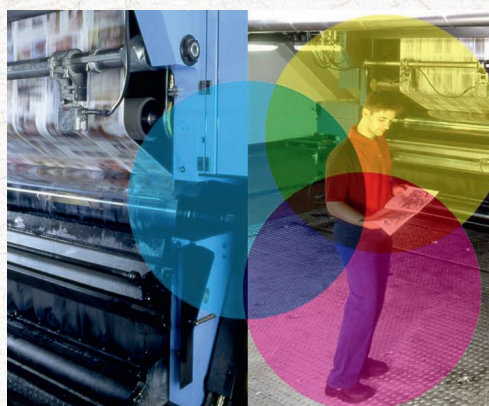
In either case, **professional associations** will be an important platform and / or resource partner. Their involvement will furthermore help to disseminate the job profile among a large number of firms, which will contribute to higher visibility and recognition of the new job profiles. Once the decision has been taken, partnerships can be formed and specific tasks and responsibilities can be allocated. It is highly recommended to involve decision makers to the extent required and to keep the overall management of the process as lean and efficient as possible.

2

DECIDE ON OCCUPATIONS WHICH REQUIRE JOB PROFILES

The selection of the most relevant occupations which shall be described in the job profiles can be done with the help of the following questions:

- For which occupations do no job profiles exist so far?
- Which Blue Collar occupations face most difficulties in the recruitment process due to lack of information and transparency?



TAKING
THE
PROFILE



WHAT TO DO

In order to achieve the above mentioned objectives, the following steps should be undertaken:



3

IDENTIFY KEY ELEMENTS OF THE JOB PROFILE

Once all relevant work places have been identified, the formulation of the job profiles can start.

Key elements of the job profile to be described include:

- Main **duties** and major **tasks**
- Required **competences** (technical competence, methodological competence, personal competence, social/interpersonal competence, physical and mental fitness)
- Required **qualifications** (minimum age, educational background, reading and writing skills, driver's license, etc.)
- Prospective **career path** opportunities (in more general terms)

It is recommended to keep the profile as short as possible by being as precise as needed and providing all required information. One should also be aware of the distinction between a more general job profile and the more detailed company specific job description, where company related information on particular tasks, requirements and career opportunities are provided.

Again, for this step a **coordination and harmonisation process** will be required. The final goal will need to be the involvement of all partners (see step 1), by taking into consideration the diverse demands of the various actors.

In general, it is recommendable to collect the feedback on a draft job profile among a wide range of companies and/or professional associations within a sector or region. The final job profile should then take into consideration the comments collected during this **feedback loop**. In addition, such an activity will contribute to broader dissemination and wider usage of the final job profile.

4

COMMUNICATE NEW PROFILES INTERNALLY AND EXTERNALLY

The newly developed job profiles can subsequently be used as a basis for further HR / promotional activities, including the formulation of a more precise company specific job description. This is described in more detail in [tool 3.2](#).



BLUE COLLARS QUALITY
YOUTHGIZ CAR
DECENT JOBS JOB SEEKER
NATIONAL EMPLOYMENT
EMPLOY
OPPORTUNITIES EGYPT PRO
RESPONSIBILITY DEVELOPMENT WO
SUPPORT



WHAT TO OBSERVE

The following lessons learnt should be observed:

The **key philosophy** for formulating job profiles should be a shift to “being a Blue Collar employee means being a valuable part of a reputable firm contributing to the overall firm’s success” instead of „being a Blue Collar worker is the very last option”.

One should **not underestimate the effort required** to actually define the job profiles. It is a ground-breaking shift from hiring personnel with very basic indications (“your job is to operate machine XY”) to a much more structured HR recruitment and management approach. This **mind shift** will require time and persuading as well as harmonisation efforts on all levels in a company.

To further enhance the attractiveness of the workplace, it is recommended to **formulate the tasks** of the job profile in an attractive way.

The job profile definition process will furthermore **implicitly enhance the perception of Blue Collar workers** both company internally and externally simply by the fact that **more attention is granted** to them.

For even more impact and outreach, it is highly recommended to combine the job profile formulation process with **other measures to further enhance the attractiveness of the workplace**. This includes working conditions (see [chapter 5](#)), salaries and parallel promotional activities (see [chapter 2](#)).

During the job profile formulation process, wherever available, **existing job profiles as defined by public organisations** should be observed to the extent required and meaningful.

