

## Job Profiles April 2021



**A Report Submitted in Support of the Labour Market Partnership Project:  
*Inclusion of First Nations Communities in the Lower Vancouver Island Workforce***

Canada



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## Table of Contents

Background.....	3
1. Rationale for the Development of Job Profiles and Skills Inventories.....	3
2. Toward Inclusive Employment Processes.....	3
3. Company and Job Profiles.....	4
3.1 Company Profiles.....	4
3.2 Job Profiles.....	5
3.2.1 Sample Job Profiles.....	5
Appendix 1: Inclusive Employment Processes.....	9
A. Inclusive Recruitment Practices.....	9
Educate your team.....	9
Widen your candidate search.....	9
Build a diverse talent pool.....	10
Involve diverse people in the hiring process.....	10
B. Inclusive Job Descriptions and Postings.....	12
C. Inclusive Job Interview Strategies.....	14
Appendix 2: Job Profile Template.....	15

## Background

As a part of the Labour Market Partnership (LMP) project *Inclusion of First Nations Communities in the Lower Vancouver Island Workforce* Harbour Digital Media (HDM) is working with lower Vancouver Island businesses and organizations on the development of job and company profiles that can be broadly disseminated to First Nations communities. These profiles will enable First Nations individuals and organizations to gain insights into the types of work available in the community and the culture of the companies that they might consider approaching for job opportunities. The profiles will also serve as an introduction to human resource (HR) managers and leaders responsible for hiring and orienting new staff to their positions. In addition to the company and job profiles outlined in this document, a separate Skills Inventory document which provides samples and advice to businesses concerning the skills of local indigenous workers has also been developed. The two documents will eventually form the basis for an online toolkit.

### 1. Rationale for the Development of Job Profiles and Skills Inventories

Through various discussions and meetings over the course of the current and previous LMP projects, First Nations leaders have indicated to HDM and business community partners that First Nations community members have skills that aren't typically reflected in traditional job descriptions. At the same time, these community members also did not necessarily have the credentials that a number of jobs available in the local community call for. As a result, some individuals from these communities are reluctant to put themselves forward for consideration or they don't see themselves fitting with the culture of local businesses and companies. HDM felt that it was important to describe the skills that First Nations community members have while at the same time working with the local business community to describe companies and available types of work in a less traditional manner.

### 2. Toward Inclusive Employment Processes

Lower Vancouver Island business that have been involved in this and previous LMP projects understand the need to modify their employment processes in order to attract and retain individuals from First Nations communities. These modifications include developing pre-employment strategies that will be more welcoming for potential First Nations workers. Pre-employment strategies that businesses are considering include:

- Opportunities for potential workers to become familiar with the business through on-site and (in times of COVID) virtual tours;
- Orientation sessions for potential workers that help them understand the nature of the work that they can consider applying for;
- Development of more inclusive job descriptions which include describing jobs in non-technical (lay) terms (i.e. using plain language); and
- Use of non-traditional interview processes that incorporate discussion and storytelling as a part of the process.

Appendix 1 provides an overview of some of the best practices associated with inclusive recruitment, job descriptions and postings, and job interview strategies. The appendix provides resources and links with information that companies and organizations can consider as they work toward making their employment processes more inclusive. Appendix 2 provides a sample job profile template that companies may wish to consider as they work toward more inclusive job descriptions and other employment processes.

### 3. Company and Job Profiles

This section includes two sub-sections, one which provides profiles of LMP partner companies and one that includes sample job profiles.

#### 3.1 Company Profiles

Company profiles provide potential job seekers with a window into what a company is all about – what kind of business it is in, what types of work is involved, and the type of work culture the company has. Traditionally, company profiles are provided in some written form or can be found through a company website. For this LMP project, given the nature of the First Nations audience that business partners are trying to reach it was decided to produce company profiles in the form of video vignettes. This more personal video format provides a visual and auditory medium to capture company and job related information in a way that will be easier for potential First Nations job seekers to understand.

Each video vignette features a company HR representative and includes the following information:

- Introduction
- Brief company overview
- What the company is looking for in its new employees
- Examples of entry level jobs and associated work tasks
- A description of the work culture and company benefits
- Contact information

These vignettes feature Terra Remote Sensing, Epicure, Engaged HR (representing Destination Victoria), and Benson Industries, Ralmax, and Questar Tangent.

The video vignettes are found at: <https://mfgcln.com/corporate-hr-summaries-video/>



### 3.2 Job Profiles

A job profile is a tool used by businesses and companies in the recruitment of employees, in developing training programs, and in the hiring process. It is used to identify the tasks required for each particular job, the skills needed, as well as the personality that a person needs to possess in order to get hired for a specific job that he/she is applying for. It outlines all the important details regarding an employee's job. A job profile allows businesses to provide an accurate description of the necessary components of each job that the company is seeking when recruiting new employees. Through a job profile, companies will also be able to develop various programs for the training programs and performance assessment.

A job profile is an important tool for any business or organization since it is an important source of information that will help businesses in defining the relationship of each job position and the overall function of the different departments of the organization.

Typically, a job profile will contain the following information:

- Job's key responsibilities
- Experience needed to do the job
- Skills necessary to perform the job
- Education and credentials required for the position
- The physical demands of the job and the work environment in which the position will function
- The personality requirements associated with the job
- Reporting assignment, level, department or function
- Pay range information, usually a low and a high range
- Employment benefits

Job profiles should be brief and focus on how the job is a fit for the person reading the job profile. It is not intended to be a detailed job description.

#### 3.2.1 Sample Job Profiles

The following job profiles have been provided by the Ralmax Group of Companies and Schneider Electric and have been shared with local First Nations employment counsellors as a part of this LMP project. It is important to note that each company is interested in modifying its job descriptions, postings, and recruitment processes as a result of the discussions that have taken place with First Nations members, leaders, and employment counsellors during this LMP project. The sample job profiles that follow should be considered a starting point and future job postings are likely to reflect the input and feedback of First Nations in the future as companies work toward more inclusive employment practices.

#### *Ralmax Group of Companies*

<b>Job Summary</b>	The Ralmax Group is searching for an experienced, reliable and task-oriented Administrative Assistant that will work directly with the Head Office team. The ideal candidate is highly self-motivated, professional,
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	<p>and capable of managing their workload and prioritizing tasks in a fast-paced corporate environment. Reporting to the CFO, the Administrative Assistant is a key resource within the head office team. Administrative support duties include drafting letters, memos and documents, updating the phone list and corporate databases; preparing reports and presentations, handling and organizing sensitive and confidential information, and performing clerical functions in support of the Group's senior management team. This position is also responsible for receptionist duties. The ideal candidate is professional, courteous, and welcoming. Some of the receptionist tasks include answering phones, welcoming visitors, arranging conference calls, ordering supplies, maintaining the office kitchen and scheduling meetings/appointments.</p>
<p><b><i>Essential Duties and Responsibilities</i></b></p>	<ul style="list-style-type: none"> <li>• Answers and directs telephone calls appropriately and professionally;</li> <li>• Greet scheduled and unscheduled visitors;</li> <li>• Maintain office supply stock, including ordering (requisitions) &amp; receiving both physically and in the system;</li> <li>• Receive incoming mail and prepare/ send outgoing mail as well as arrange courier services when required;</li> <li>• Assist in drafting correspondence; letters and documents; collecting and analyzing information; initiating communications on behalf of Management;</li> <li>• Prepare corporate presentations and binders for Management team;</li> <li>• Coordinates booking of rooms and facilities for meetings, reservations, and company functions;</li> <li>• Coordinate and host refreshments and luncheons for meetings;</li> <li>• Administer the Shaw Smartvoice Phone System for the Group of Companies;</li> <li>• Assist Finance, Human Resources, and Management with administrative tasks as needed;</li> <li>• Assist the operating companies with data entry into the health and safety system;</li> <li>• Work with the HR Manager to coordinate and update the Ralmax Group internal website;</li> <li>• Assist HR Manager in recruitment process; drafting job descriptions and postings; scheduling interviews, etc.;</li> <li>• May be assigned special or ad hoc projects, on a regular basis.</li> <li>• Arrange travel for Management when required.</li> </ul>
<p><b><i>Education/Experience</i></b></p>	<ul style="list-style-type: none"> <li>• A minimum of three (3) to five (5) years in a Senior Administrative Assistant role;</li> <li>• Post-secondary education in an Administrative field is a strong asset;</li> <li>• Polite, professional, and friendly welcoming and courteous to employees and customers;</li> </ul>

	<ul style="list-style-type: none"> <li>• Excellent customer service; experience in a professional office where strong communication and customer relation skills are essential;</li> <li>• You are highly competent in Microsoft Office Suite, including Word, Excel, PowerPoint, and Outlook;</li> <li>• You are highly organized in terms of time, space and tasks. Whether it is with files, digital resources, and materials, or with the allocation of your time and conflicting priorities needing strong workflow management, you feel a sense of pride and accomplishment when everything is in order;</li> <li>• You are self-motivated and results focused with a sense of accountability and have an ability to plan and organize work efficiently and effectively;</li> <li>• Ability to liaise and communicate effectively with all levels of staff and management;</li> <li>• High level of discretion and confidentiality is a must;</li> <li>• Ability to set, commit to and meet deadlines;</li> <li>• Ability to work under pressure and adapt to changing business needs;</li> <li>• Highly flexible, with solid interpersonal skills that allow one to work effectively in a diverse working environment;</li> <li>• Excellent communication and interpersonal skills are required.</li> </ul>
<b>Benefits</b>	We offer a competitive compensation package which includes a comprehensive health and welfare benefits package.
<b>Contact</b>	Please call Carrie directly @ Direct: 250-940-0937 Ext. 937  Cell: 250-883-1359 and/or email @ <a href="mailto:carriebroadhead@ralmax.com">carriebroadhead@ralmax.com</a> to discuss employment opportunities with the Ralmax Group.

### Schneider Electric

<b>Position Overview</b>	<p>This position provides COVID safety sanitization services to our Manufacturing Area for 50% of the time and works as a Production Operator in our Parts Prep Area or Production Line the other 50% of the time.</p> <p>During a pandemic situation, precautionary measures must be taken to minimize the risk of person-to-person transmission of the virus.</p>
<b>Essential Duties and Responsibilities</b>	<p>The day porter provides COVID safety sanitization services including, but not limited to:</p> <ul style="list-style-type: none"> <li>• Within the factory / manufacturing / shipping / warehouse areas, enhanced detailed cleaning of working surfaces, workstations and equipment where employees are in direct or close physical contact.</li> <li>• These can include, but are not limited to: workstations, working surfaces, equipment, powered industrial trucks and other areas which are utilized on a regular basis or by multiple employees.</li> </ul>

	<ul style="list-style-type: none"> <li>• Clean and disinfect work areas no less than four times per day in an eight-hour period,</li> <li>• Punch clocks / handles / computer screens / tools / scanners etc which are located in the production and warehouse.</li> <li>• Follow a set schedule which will be provided along with training. PPE will be provided as well.</li> </ul> <p>When not providing sanitization services, the day porter works as a Production Operator doing parts preparations or assembling meters, by following clearly defined work instructions.</p>
<b><i>Education/Experience</i></b>	<p>The successful candidate will have a high school diploma, keen attention to detail, strong work standards, ability to follow work instructions, be on-time and reliable.</p>



## Appendix 1: Inclusive Employment Processes

This appendix includes some best practices related to inclusive employment processes. The advice provided in this appendix on inclusive recruitment practices, job descriptions and postings, and job interview strategies is consistent with the advice received through the monthly HR meetings that are a part of this LMP project.

### A. Inclusive Recruitment Practices<sup>1</sup>

#### Educate your team

The first step in creating a more inclusive recruitment program is to educate your team on what these biases might look like.

A lot of the bias we talk about as recruiters might come down to things like gender, race, or religion. While it's important to be aware of these kinds of bias, there are many other different forms of bias that may prevent a hiring team from connecting with the right candidates.

For example, a recruiter may experience confirmation bias if they're quick to make a judgment before getting to know a candidate. To confirm their original assumptions were correct, they'll look for any responses or behaviors that reinforce their initial opinion—even if it means overlooking some great skills or characteristics that would make the candidate a great match for the job.

To [reduce this kind of bias](#), as well as any others that might make their way into your recruitment process, you need to provide proper education and training to your teams. However, extend this learning opportunity beyond just recruitment and HR. Talk to your various teams and departments about the importance of an inclusive environment.

Diversity and education training should be an ongoing process, not something you complete once to check a box. Create a recurring education program that helps your teams identify and eliminate unconscious bias.

#### Widen your candidate search.

If you find that your candidate pool is comprised of individuals with similar educations, backgrounds, and experience levels, your search may be too narrow. After all, similar people tend to use the same channels to apply to jobs.

While it's good to know how to connect with the individuals you want to apply to your open positions, sometimes you can restrict your candidate pool too much. In order to open it back up and get some more diverse applicants, get creative about where you advertise your openings.

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<sup>1</sup> As outlined in the Harver.com blog *5 Proven Practices for More Inclusive Recruitment* found at: [5 Proven Practices for More Inclusive Recruitment - Harver](#)

Let's say you're hiring a group of entry-level employees. In the past, you've always connected with prospects at college and university job fairs. While you've hired some great candidates in the past, they all fall within the same box.

You can expand your candidate search by looking for candidates at different schools. Connect with students at universities in different areas, or those who come from different backgrounds and education levels.

Another way to expand your candidate search is to post on different job boards or to use social media to try and attract talent. By switching up the way you've always done things, you can connect with applicants who may have overlooked your open job position in the past.

### **Build a diverse talent pool**

When you're hiring for an open position, you likely have a set of qualifications you'll want to see in each applicant. While having some guidelines can be helpful, if you're sticking to them too strictly, you may actually be hurting your chances of finding a great hire.

For example, let's say you're looking for five years of relevant experience for an open position. Each candidate that has less than five years of experience is automatically removed from your talent pool. While this ensures you hire an individual with the pre-determined level of experience you were looking for, it also cuts out candidates who may be just what you're looking for with only three or four years of experience.

Building a diverse talent pool allows you to see different perspectives, as well as recognize that experience can come outside of the workforce. Diverse qualifications can also add something new and exciting to your team, encouraging everyone in the department to think differently.

When building your talent pool, take a look at who you're connecting with and what kinds of individuals are missing. If you see that a particular group is not applying to your open positions, you'll want to develop a strategy for connecting. Discover where they're looking for jobs, what kinds of jobs they might be interested in, and what you can provide that might encourage them to apply.

Keeping a diverse talent pool on file can also make hiring easier. If someone isn't the right fit for a particular job but still fits within your company's needs and culture, keeping their information handy for a relevant open position can make your job easier in the future.

### **Involve diverse people in the hiring process**

In order to create a diverse workplace, it needs to be run by diverse people. When you have a number of different individuals following along in the hiring process, you can get feedback, perspectives, and opinions from people with different needs and expectations.

The hiring process should be collaborative—including those beyond just your recruitment and hiring team. Reaching out to other departments, team members, and company leaders can remove bias by taking different perspectives into account.

When hiring feels like a group decision, you're more likely to get an individual who doesn't fit a particular mold.

However, a diverse group of people should be involved in every step of the way, not just when you're ready to extend an offer. You'll at least want a second set of eyeballs on resumes and sitting in on interviews to get another opinion on each candidate.

A diverse work team can also encourage more diversity. When candidates go through the interview process and engage with many different kinds of people, it can be encouraging for them to work at your organization.

Look for ways to bring diverse team members into your hiring process. Ask for opinions and feedback from many different individuals and use their unique experiences to create an inclusive environment for new people. Continuously reconnect with team members to further refine your process and bring new individuals into the hiring process.

Other useful resources related to inclusive hiring practices can be found at:

[4 Ways to Promote Inclusive Hiring Practices \(hirevue.com\)](https://hirevue.com)

[Top 7 Best Practices for Diversity Staffing, Hiring, & Recruiting in 2020 \[2021\] | Diversity & Social Impact Made Easy](#)

## B. Inclusive Job Descriptions and Postings<sup>2</sup>

The following text is extracted from an online web resource provided by hirefortalent.ca.

**First and foremost, you must have an updated job description:** Identify the essential functions of the job. What are the essential requirements? *What are the needed core competencies to perform this job?* See document **4.2 “How to Write Inclusive Job Descriptions”**.

### Be inclusive

When writing the job posting, the details used to describe the job requirements should not exclude someone with a disability. Listing physical demands that are not essential to the job, could automatically exclude someone with a disability from the hiring process.

FOR EXAMPLE: Employers sometimes indicate physical demands that are not actually essential for the job, such as: *repetitive movement of hands and fingers—typing and/or writing; occasional standing, walking, stooping, kneeling or crouching; reaching with hands and arms; talking and hearing; and the ability to lift and carry up to 20 lbs.* **When these are written, and they are not essential, the employer will not access the untapped labour pool of skilled workers.**

Some language can create barriers to seeking out and hiring the right talent.

***An inclusive job posting states alternative expertise or experience. This encourages candidates with different abilities to apply for the job. Qualifications and requirements must reflect inclusiveness and be result oriented.***

For example: **SAMPLE QUALIFICATIONS and REQUIREMENTS**

Language could create barrier to employment	Language is results oriented
10+ years' experience in medical administration in a medical specialist's office.	Experience working as a medical administrator, including experience managing patient appointments and requests, and communication with healthcare partners.
Valid driver's license required.	The ability to travel and provide own transportation.
Three years' experience as a tax auditor.	Experience in tax auditing involving a variety of industries, including several complex audits.

### Use plain language.

Keep things simple and to the point; lay out information as clearly as possible. Call on your local service provider to get a professional opinion to ensure requested qualifications are not

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<sup>2</sup> [How to Write an Inclusive Job Posting - Hire for Talent](#)

discriminatory. **FOR EXAMPLE:** State clearly and simply the conditions of employment, including any potential flexibility regarding work hours. Clearly indicate whether the position is full time, part time, casual or contractual. Mention salary and benefits as appropriate.

### **Show where you stand.**

Include a statement about your company's commitment to equal employment opportunity. **FOR EXAMPLE:** *Our Company* values the diversity of the people it hires and serves. Diversity at Our Company means fostering a workplace in which individual differences are recognized, appreciated, respected and responded to in ways that fully develop and utilize each person's talents and strengths.

### **Provide contact details.**

Provide details of a contact person who is able to answer questions about the essential job requirements. The contact person should also be aware of the company's diversity and inclusion policy. **FOR EXAMPLE:** For more information about our **Canadian Workplace Diversity Initiative, including disability accommodation**, please contact **careerinquiries@ourCompany.com** or call (123) 456-7890.

### **Be accessible.**

Ensure your inclusive job offer is distributed in various formats, so that it can reach as many candidates as possible, including the untapped pool of skilled workers. **FOR EXAMPLE:** Alternative formats include HTML and Microsoft Word, large print, text transcripts of visual information, and accessible electronic formats compatible with screen readers.

### **Be easy to reach.**

Provide several different ways to receive candidates' applications. **FOR EXAMPLE:** Accept applications by email, fax, teletype writer (TTY), video relay service (VRS), regular mail, or by inviting candidates to submit applications online via your company's accessible website.

### C. Inclusive Job Interview Strategies<sup>3</sup>

1. Don't interview for the sake of interviewing First Nation individuals for a job because you have to – no one gains from this process.
2. Consider speaking with or including someone from a First Nation service organization or an [Elder](#) to get tips for making the interview more effective.
3. Consider having someone from the community to sit in on the interviews to help create a safe interviewing environment.
4. Ensure that whoever is conducting the interviews and making the hiring decisions has working knowledge of First Nation issues past and present. Look for interviewers who took Aboriginal awareness training on their own initiative, and if not, consider enrolling them in an [Aboriginal awareness](#) training course.
5. Remember that the level of [eye contact](#) may be different when working across cultures. Too much may create an uncomfortable interview environment. Too little from the interviewee should not be considered a negative.
6. Be sure to allow for different pacing of an interview when working with community members. Not allowing enough time for replies or cutting them off will decrease the opportunity for a successful interview.
7. If your company is hoping to hire from specific communities, be sure to have some background information available to the person conducting the interview so that they are aware of the protocols, [culture](#), history, and world views of those communities. This information will be invaluable in providing a relevant foundation for interviewing members of those communities. For example, you are in Haida territory interviewing Haida Nations people, say something along the lines of "Welcome to the interview, it's great to be here in Haida territory".
8. If your company is hoping to hire from specific communities, be sure that the interviewer can pronounce the names of the communities. A good way to learn how to do this is to call the Band office after hours and listen to the answering machine recording and practice until perfect - close is not enough. Do you get credit for trying? No.

In addition to the tips noted above, make the interview conversational or storytelling oriented and structure the interview in an informal manner (perhaps as a walkabout through the company facility)

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<sup>3</sup> As outlined by the Indigenous Corporate Training organization and found at: [First Nation Recruitment: 8 Tips for Interviewing Candidates \(ictinc.ca\)](#)

## Appendix 2: Job Profile Template

<b>Job title</b>	<i>The formal title of the position</i>
<b>Reports to</b>	<i>The title of the position that the job incumbent reports to</i>

### Job purpose

Provide a brief description of the general nature of the position; an overview of why the job exists; and what the job is to accomplish.

- The job purpose is usually no more than four sentences long

### Duties and responsibilities

List the primary job duties and responsibilities using headings and then give examples of the types of activities under each heading. Using headings and giving examples of the types of activities to be done allows you to develop a flexible job description that encourages employee to ‘work outside the box’ and within reason, discourages “that’s not my job”.

- Identify between three and eight primary duties and responsibilities for the position
- List the primary duties and responsibilities in order of importance
- Begin each statement with an action verb
- Use the present tense of verbs
- Use gender neutral language such as s/he
- Use generic language such a photocopy instead of Xerox
- Where appropriate use qualifiers to clarify the task – where, when, why or how often – for example instead of “greet visitor to the office” use “greet visitors to the office in a professional and friendly manner”
- Avoid words that are open to interpretation – for example instead of “handle incoming mail” use “sort and distribute incoming mail”

### Qualifications

State the minimum qualifications required to successfully perform the job. These are the qualifications that are necessary for someone to be considered for the position.

All qualifications must comply with provincial human rights legislation.

Qualifications include:

- Education
- Specialized knowledge
- Skills
- Abilities
- Other characteristics such as personal characteristics

- Professional Certification
- Experience

### **Working conditions**

If the job requires a person to work in special working conditions this should be stated in the job description. Special working conditions cover a range of circumstances from regular evening and weekend work, shift work, working outdoors, working with challenging clients, and so forth.

### **Physical requirements**

If the job is physically demanding, this should be stated in the job description. A physically demanding job is one where the incumbent is required to stand for extended periods of time, lift heavy objects on a regular basis, do repetitive tasks with few breaks, and so forth.

### **Direct reports**

List by job title any positions to be supervised by the incumbent.