



## Introduction

The ACME Marketing Manager Hiring Profile, developed in partnership with the Hire Insight Group, provides information that is critical to identifying high-potential job candidates, those who are most likely to be able to perform required tasks and achieve the objectives set out for employees in the role.

Development of the profile involved interviews with subject matter experts in the company, which included people who are clear about the organization's primary objectives and understand how the role contributes to its success. Using these objectives as a guide, a structured series of role processes and tasks were developed, which provided insight into the competencies required of an ideal employee in the position and ways that these competencies may be assessed in job candidates. Performance metrics were also outlined, as a way to measure employee success and provide help in developing a screening and assessment program to effectively identify high-potential job candidates.

A sample of 34 current employees were assessed using these methods in order to verify the program's accuracy in identifying top performers.

**THIS SAMPLE INCLUDES ONE PAGE FROM EACH SECTION OF A FULL HIRING PROFILE.**

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This report is designed to provide an objective description of the role, required competencies, and recommended assessment methods, which decision-makers may use to help improve the accuracy of their hiring decisions. All of the information in this document was developed by experts in the field of Industrial/Organizational Psychology.

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## Organizational, Departmental and Role Objectives

The following table describes the organizational objectives that ACME has determined are critical to company success. It then provides a list of related objectives that have been set for the department and role of Marketing Manager, and outlines the tasks that will be carried out by employees in the position in order to achieve these goals.

<b>Organizational Objectives</b>	Build and maintain a profitable systems-oriented business helping small companies source and secure venture capital.
<b>Departmental Objectives</b>	Develop and implement marketing strategies that attract new target clients. Create and maintain marketing systems that assist the marketing team in developing and implementing marketing strategies.
<b>Role Objectives</b>	<b>Tasks</b>
Create marketing strategies that appeal to new target clients and motivate them to enquire about ACME services.	Initiate market research studies and analyze findings. (1)
	Identify, develop, and evaluate marketing strategy, based on knowledge of establishment objectives, market characteristics, and cost and markup factors. (2)
	Evaluate the financial aspects of product development, such as budgets, expenditures, research and development appropriations, and return-on-investment and profit-loss projections. (3)
	Consult with product development personnel on product specifications such as design, color, and packaging. (4)
Implement marketing strategies within specified timeframes and budgets.	Formulate, direct and coordinate marketing activities and policies to promote products and services, working with advertising and promotion managers. (5)
	Negotiate contracts with vendors and distributors to manage product distribution, establishing distribution networks and developing distribution strategies. (6)
	Coordinate and participate in promotional activities and trade shows, working with developers, advertisers, and production managers, to market products and services. (7)
Provide expert advice that stakeholders feel is of high value and importance.	Advise business and other groups on local, national, and international factors affecting the buying and selling of products and services. (8)
Build a marketing team that consistently achieves or exceeds set goals.	Direct the hiring, training, and performance evaluations of marketing and sales staff and oversee their daily activities. (9)



## Objective, Task and Assessment Details

This section expands on the previous table, providing information on how to best evaluate job candidates on each of the role objectives, and corresponding tasks, that have been deemed important to success in the position. It includes an outline of the tools, equipment and work aids that are necessary to complete each task, as well as the competencies (knowledge, skills, abilities and other attributes) that candidates must possess in order to be successful on the job. Preferred methods for assessing each competency are provided. Performance metrics are included as a means for measuring the extent to which hired candidates have achieved set objectives.

Role Objective	Create marketing strategies that appeal to new target clients and motivate them to enquire about ACME services.		
Performance Metrics	Ratings provided by key stakeholders, on the “Preliminary Marketing Strategy Effectiveness Survey”. Number of new target clients who enquire about ACME services, by marketing strategy.		
Tasks	Tools, Equipment & Work Aids	Competencies Required	Assessment Methods
Initiate market research studies and analyze findings. (1)	Internet research. Client surveys. Client focus groups.	Group facilitation skills. Research skills. Verbal reasoning ability. Data rational attribute. Evaluative attribute. Social confidence attribute.	Structured application form. OPQ behavioral styles questionnaire. Structured interview. VC1.1 verbal reasoning test. Reference check form.
Identify, develop, and evaluate marketing strategy, based on knowledge of establishment objectives, market characteristics, and cost and markup factors. (2)	Team brainstorming sessions.	Group facilitation skills. Open-mindedness attribute. Democratic attribute. Social confidence attribute.	Structured application form. OPQ behavioral styles questionnaire. Structured interview. Reference check form.
Evaluate the financial aspects of product development, such as budgets, expenditures, research and development appropriations, and return-on-investment and profit-loss projections. (3)	ACME products and services database.	Numerical reasoning skills. Data rational attribute.	OPQ behavioral styles questionnaire. Structured interview. NC2.1 numerical reasoning test. Reference check form.
Consult with product development personnel on product specifications such as design, color, and packaging. (4)	Interviews. Group presentations.	Group facilitation skills. Open-mindedness attribute. Democratic attribute. Social confidence attribute.	Structured application form. OPQ behavioral styles questionnaire. Structured interview. Reference check form.



## Assessment Methods

The following table describes the methods that the Hire Insight Group has recommended be used to evaluate candidate suitability in the role of Marketing Manager.

Assessment Method	Details
Structured application form.	<p>The ACME Marketing Manager Structured Application Form, developed in partnership with the Hire Insight Group, provides information on applicants' basic qualifications. This includes:</p> <ul style="list-style-type: none"><li>• Years of experience in marketing (technical)</li><li>• Years of experience in management (leadership)</li><li>• Years of marketing experience by industry.</li><li>• Highest education level achieved.</li><li>• Proficiency in various job-related skills, tools and techniques, including facilitating groups and conducting market research.</li></ul>
OPQ behavioral styles questionnaire.	<p>This behavioral styles questionnaire assesses candidates' typical or preferred style and approach to people and problems at work. The questionnaire provides in-depth insight across the key competencies required in graduate, management and leadership positions, and is supported by over 50 norm groups, allowing specific role, level, industry and cultural group comparisons to be made. Extensive training and experience are required to interpret questionnaire results and to provide data appropriate for use in selecting suitable employees.</p>
VC1.1 verbal reasoning test.	<p>This test of verbal reasoning abilities helps to assess candidates' capacity for comprehending and critically evaluating the logical structure of complex written material.</p>
NC2.1 numerical reasoning test.	<p>This test of numerical reasoning abilities helps to assess candidates' capacity to make inferences from statistical data presented in the form of graphs, tables, and charts associated with a variety of commercial and business scenarios. The test is appropriate for any job involving analysis or decision-making based on numerical facts.</p>
Structured interview.	<p>The ACME Marketing Manager Structured Interview guide, developed in partnership with the Hire Insight Group, includes questions and rating scales to verify questionnaire results and help evaluate candidates' typical approach to critical role objectives and tasks.</p>
Reference check form.	<p>The Hire Insight Group reference check form gathers anonymous 360-degree feedback from candidates' former superiors, peers, direct reports and clients along the role objectives and tasks determined to be critical to success in this position. This feedback includes comments on candidate strengths, development needs, and suggestions for improvement.</p>