



Preparing A Job Specification is Crucial

There are three parts to this, the description of the job and success profile of the ideal candidate. The better prepared document will reflect on you as a HR owner, as well as the organization; and will drive better candidates to your company.

The Job Description

The preparation of a job description serves three purposes in the recruitment process:

- It allows the business to assess the position and its impact to the organization.
- It documents the open position and basic requirements to perform the job.
- The document prepares candidates for interviews, explaining job duties, etc.

The Success Profile

The preparation of a success profile serves the following purposes in the recruitment process:

- Provide answers to other key questions not covered in a job description.
- Provides the business and recruiting personnel a guideline of what a successful candidate is and should be.
- Behavioral competencies encompass knowledge, skills, attitudes, and actions that distinguish excellent performers

Hiring profile:

This document is used for online, print and recruiter advertising.

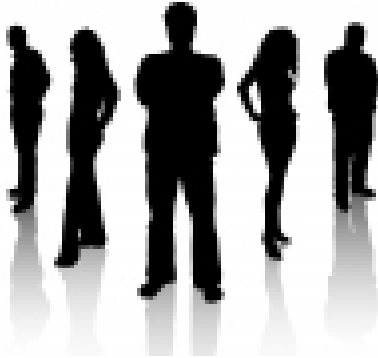


Job Description:

Use a form

Design a standard form for every position within the organization.

The job description form should not be too complicated, but will certainly contain the following headings.



- **Job Title**
- **Location**
- **Supervisor's Title**
- **Description of Colleagues**
- **Description of Subordinates**
- **Purpose of Job**
- **Duties & Responsibilities**
- **Key Criteria**

Some guidelines

The following notes will help you to prepare the job description:

Job Title, Location and Supervisor's Title should be self-explanatory.

Description of Colleagues should include all those at a similar level within the organization with whom this position needs to work, as well as all outside suppliers or clients.

For example, a Salesman is likely to work with other members of the sales team. In addition, work colleagues could include specific members of the after sales team, as well as, the company's clients. If they are in a trading environment, they may also work with some of your suppliers.

Description of Subordinates means that staff who would be directly reporting to the proposed candidate and the name of the department or section they supervise.

Purpose of the job is a section that is self-explanatory. It is important at this stage to be succinct and merely outline the general purposes. Do not be tempted to get into the practical details" of every function.



Duties and responsibilities

Job descriptions for internal use could probably cover three or four sides if you really want to elaborate on every duty and every responsibility. Again, it is best here to keep it simple and just list those elements that fall under broad headings. The job description should be expanded to include performance management indicators as well.

Key criteria - every employee should know how you would ultimately judge his or her success and failure. Explain clearly how work performance is measured. An example; if the manager of a cost centre will be measured purely on ability to manage costs, then say so.

Candidate Specification

Once the job description has been prepared, you need to turn your own attention to what is required from your candidate.

Preparing an accurate personal specification will allow others to handle some aspects of the recruitment process with you.

You will need this if you have an overwhelming response and need assistance in the selection process.

Divide your requirements into "desirable" and "essential". Mark those that are essential with an asterisk and indicate reasons at the bottom of the form. To ensure the consistency of the selection process, calibrate with business owners and peers.



Success Profiling:

Behavioral Competencies Definitions

Behavioral competencies encompass knowledge, skills, attitudes, and actions that



distinguish excellent performers from all of the others. In order to achieve consistency of understanding across the University, and to enhance discussions about work behaviors, the following definitions are provided:

Select the statements that best fit the work being reviewed and discuss them with the employee when giving feedback and setting expectations.

Organizational Success

- Teamwork/Cooperation (within and across units)
- Customer Orientation
- Commitment to Continuous Quality/Process Improvement
- Creativity/Innovation
- Flexibility/Adaptability to Change
- Continuous Learning/Development
- Displaying Vision
- Leadership/Initiative

Making People Matter

- Respect for Others
- Interpersonal Skills
- Diversity and Understanding Related Issues
- Honesty/Fairness
- Building Trust
- Recognizing the Achievements of Others/Contributions
- Understanding the Perspectives of Others
- Constructive Conflict Resolution
- Positive Attitude

Job Effectiveness

- Planning/Organization
- Problem Solving/Judgment
- Making Effective Decisions
- Taking Responsibility
- Achieving Results
- Communicating Effectively
- Dependability/Attendance
- Job/Organizational Knowledge
- Productivity

Hiring Profile:



The Form

As for the job description, properly prepare a form once and you will never have to do so again.

Use the following headings:



- **Company**
- **Job Title**
- **Location**
- **Qualifications**
- **Experience**
- **Special Skills**
- **Personal Attributes**
- **Other Key Criteria**

The headings are broadly self-explanatory except for Personal attributes, which will include things such as good communication skills, the ability to work with others, smart professional appearance drive, and motivation.

Other key criteria may include a candidate's location, their willingness to relocate, willingness to travel, ability to work abroad, willingness to work long or unsocial hours, or anything else that is directly related to the job.

It is always useful to let the candidate have a copy before the first meeting. It saves time and is something that prompts questions at the interview.

IMPORTANT

You **MUST** not include anything that could expose you to any charge of discrimination.

Unless you are certain you are allowed to state it, do not make any references to race, sex, religion or any other form of outlawed discrimination.

Do not be tempted to include it and have to justify it later.

