

Writing Position Specifications

If you want to build a house, you have specific and detailed plans. No one would even consider breaking ground without a plan. However, there are managers who seek job candidates for key positions without developing a plan. To be successful in hiring a new team member, you must be clear on the values and behaviors you need; the duties and responsibilities; and the desired educational and experiential background and skill set.

Stakeholders

To develop accurate position specifications input is needed from all of the stakeholders. For example, if you were hiring a new key financial manager, you need input from the management team members and the direct reports to that position. These are the people who know what is needed.

Hiring Manager

For every key new hire, it is imperative that the hiring manager be in charge. The hiring manager is the person to whom the new person will report. The hiring manager makes all final decisions regarding the specifications.

Brainstorming

The best technique to use in the development of specifications is brainstorming. In some instances this will be one group, in others it may be two or even three groups. These are the stakeholders. Each group must be less than ten for best results.

Facilitator

You must have a facilitator for the brainstorming. This person cannot be part of the group. It is best to have an outside consultant as the facilitator. This will ensure that everyone gives his or her input.

Brainstorming Format

In order to have an effective position profile you must determine the values/behaviors desired in the new team member first. This forces your stakeholders to take a long and hard look at the culture of the company. Next, deal with the duties, responsibilities, and expectations. Now you can construct the ticket, that is the skills, education and experiences you want the person to bring to the job.

Following the completion of the brainstorming, the facilitator will write the position profile and disseminate it to the team members for changes and approval. Remember, any disputes are to be resolved by the hiring manager. A targeted position announcement will also be written.



11777 Bernardo Plaza Court, Suite 101
San Diego, CA 92128
800/875-5323
www.clci.com