

## Job spec – guide and template

Overleaf you'll find a job spec template that you can make your own. Before you get started here are seven tips to help you.

1	<b>What do you want someone to achieve?</b> Think about your short-, medium- and long-term expectations. Goals, targets and KPIs. Perhaps daily, weekly or monthly for junior roles, and quarterly, annually for more senior ones.
2	<b>What actions will lead to these being achieved?</b> What does someone need to do in the role in order to be successful, consider responsibilities and behaviours?
3	<b>What qualities are needed to successfully perform these actions?</b> These may include occupational/job type skills, industry sector experience, a sub-set or niche skill set, qualifications, competencies and behavioural qualities.
4	<b>Differentiate between “Essential” and “Desirable”.</b> The trap is to come up with an endless list of qualities that either no one will possess or more likely you won't find someone with all of them. So, differentiate between essential and nice to have.
5	<b>What qualities will most determine success or failure?</b> Consider the critical success factor/s. What single factor or top 3 factors is most likely to determine whether someone is successful in the role.
6	<b>What do you want to avoid?</b> It'll often help you shape your thinking for the better by working out what you don't want. EG you may wish to avoid hiring more of the same type of people that you've already got, who perhaps think or behave in the same way.
7	<b>Before finalising it, run it by someone.</b> In case you've not expressed yourself in the best way, perhaps you need to make a tweak or two, or maybe there's an error in your thinking or if you have overlooked something

## Job Title (Job spec template)

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Job title:	ABC Title / XYZ Business Unit
Reporting line:	Reporting into / Title of the person into whom the role reports
Direct reports:	Individual contributor or number e.g., 5 direct reports, 40 total
Department:	Manufacturing   Marketing   Sales   Customer services   Finance
Location:	Office location

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### Company overview:

This should be a positive and proud statement. The business – its credentials, operations, the environment in which it operates, any significant plans and why it's a great place to work. People are ever increasingly keen to work for organisations who value employees, who wish to create a great working environment and who invest time, effort, and money in making their working environment team oriented, fulfilling, fun, appreciative, rewarding and one which develops people. Today's employees want to do work with purpose, feel valued, working for organisations who have good values towards society as well as being ambitious.

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### Opportunity overview:

A general and succinct overview of the purpose of the role. 2/3 lines. A broad description of the nature of the job.

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### Role description:

#### Key objective/s:

It would be appropriate to state here what the most important outcome for the role is. This might be an objective or specific goal together with a timeframe in which it is to be achieved. For example, this could be something which has to be accomplished within the first 12 months, and which would be assessed when reviewing performance or undertaking an appraisal. Alternatively, it could be a set of objectives or measurements that a hire needs to consistently make happen perhaps on a daily, weekly or monthly basis.

#### Primary responsibilities:

- List between 3 and 5 of the most important responsibilities.
- These would be responsibilities / tasks which if completed well would suggest the hire has performed well in the role. Likely to be well defined.
- Once again, these are likely to be those outcomes for which the job holder is likely to be most accountable and where performance is reviewed informally or as part of an appraisal.
- On the following page we have created an example of qualities to look for when interviewing a candidate or when assessing someone.
- NB some of these are qualities you can see on a CV, for example a degree or Certification and therefore represent a YES or NO.
- As stated above, when interviewing a candidate or assessing an employee you'd be looking to delve deeper into how well suited a the person is to performing well in what you consider to be the 3 - 5 most important responsibilities.

**Additional responsibilities:**

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**Goals, objective and key performance indicators?**

Goals/Performance area	Performance expectation/target
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Remember, these should be quantifiable and smart ones....

- Specific | Measurable | Attainable | Relevant | Time-bound
- You need to think about and determine timescales in the context your expectations of the job holder, are they daily, weekly, monthly, quarterly, annual, or perhaps for senior roles multi-year.
- When interviewing candidates or assessing existing team members, you should identify what primary skills, behaviours or characteristics that are associated with accomplishing these goals.

Typical demands of this role:

Hours of work and exceptions. Work from home/work from office parameters. Travel. Physical work / requirements. Deadlines and pressures.

**Person specification (For internal reference)**

Qualifications:	Essential	Desirable
Degree qualified / MBA etc		✓
Degree calibre or commensurate experience desirable	✓	
Industry or professional certifications.		✓

**Knowledge and skill requirements:**

In hiring situations is quite common to state candidates should possess a certain number of years of experience gained in a role type / discipline.	✓	
This may take the form of requiring a number of years of experience in multiple stated areas, for example 10 years' experience in a functional area, and 5 years' experience in management.		✓
It may be appropriate to state experience gained in a particular type of role (function) and or in a particular industry.	✓	
Furthermore, you may wish to include specialist areas within a particular industry or function.	✓	
This could include a level of seniority in the role not necessarily determined by number of reports. Instead, it might be the ability to perform in the role, complete tasks with minimum supervision and to coach or mentor others.		✓
Track record of success/accomplishment	✓	

**Competencies, strengths & personal qualities:**

Such as.... Achievement orientated, analytical ability, communication skills (oral, written, presentation), creativity / innovation, decision-making, Integrity / honesty, flexibility / adaptability, initiative, interpersonal skills, leadership, management, persuasiveness / influencing, planning & organising, problem solving, team builder / player, time management.	✓	
You should also consider behavioural qualities, these are things like persistence, focus, work rate, reliability, attention to detail, being calm under pressure. These may relate to your employer organisation and or the nature of the job itself.	✓	
Consider aspects relating to cultural fit and what core values may be of importance to your employer organisation or specific department i.e., identify any motivational and/or value-based qualities required.		✓

**Misc.**

For example, language skills.		✓
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**Disclaimer:** Duties, responsibilities and activities may be subject to change or new ones may be assigned at any time with or without notice.

Save it as a PDF, it'll look great.

## Assessing people (Essential skills)

Once you've written up a job and person spec/criteria, you should then determine what the most important qualities that you need a candidate or job holder to possess. You can then create a check list enabling you to easily assess the persons strengths, gaps, and weaknesses i.e., their suitability. Importantly you can also use this to benchmark one candidate against another and in the context of developing performance of existing team members.

Person's name:	Position:
Assessed by:	Date:

### Weighting:

You may wish to prioritise the dimensions that you're assessing, with a weighting on a scale of one to five, five being most important.

### Rating:

- 5) Excellent: The candidate/person meets all aspects of the characteristic.
- 4) Good: The candidate/person gave suitable responses – meets the standard well.
- 3) Satisfactory: The candidate/person gave suitable responses – meets the standard.
- 2) Poor / some doubts: Not an area of strength – responses lack substance.
- 1) Unacceptable: Evident weakness – responses did not meet the standard.

### Critical areas of assessment:

Weighting	Dimension (competency, experience, track record....)	Rating	Comments:
	Functional, job type experience		
	Industry experience		
	Specialist knowledge or expertise.		
	Past or present performance relating to KPIs		
	Competency area 1		
	Competency area 2		
	Competency area 3		

## Assessing people (Desirable skills)

Whilst essential skills are likely to be the most important ones a candidate needs to possess in order to be capable of being successful in a role, desirable/non-essential skills are ones that you still need to pay attention to.

Firstly, because they may offer up a potential red flag.

Secondly, because gaps in these desirable skill areas are likely represent developmental needs and opportunities, for you and the candidate/employee to further develop their ability to do the job well, to raise their performance in the job and to further develop their potential.

When interviewing if the candidate is someone you believe you're likely to offer, and who is likely to accept, then you may wish to make a note of any such gaps.

You need to connect gaps in desirable skill areas with onboarding and developmental needs.

### Desirable skills and other areas of assessment

Weighting	Dimension (competency, experience, behaviours, track record....)	Rating	Comments:

**Other notes:**


Whether hiring a Chef or CEO, its essential be able to say "yes" to these three questions.

Can they do the job?	Do they want the job?	Will they fit in?
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And of course, the same applies when assessing existing team members... can they do the job, do they want to do the job, and do they fit in?

When hiring people qualify the following as appropriate.

Background checks / soundings.	References	Verify / seek proof of candidates' salary package.	When will the candidate resign?
Qualifications/certifications.		Discuss counteroffer?	When can the candidate start?

A final note. You do need to review job specs on a regular basis because what is required of the job holder is likely to change over time.