

## DETERMINE YOUR PEOPLE NEEDS

### Writing Job Description: The First Step

Well-written job descriptions are an absolute necessity for obtaining peak performance from employees in any organization. They are also effective when used as part of the recruiting process for the serious, goal-oriented employee whom everyone wants to hire.

Unfortunately, however, most job descriptions are nothing more than lists that enumerate generic tasks and responsibilities, but say nothing about desired results. Often they are long and boring, and were probably written years ago in a different economic and competitive environment. Predictably, they are not particularly effective in managing, motivating, or evaluating existing employees, and certainly cannot be used as an effective aid in convincing a new employee to join your company.



Most organizations are now devoting time to developing meaningful, goal-oriented job descriptions. These job descriptions are dynamic documents, which are updated annually. They contain specific goals the employee is expected to accomplish, as well as performance standards by which he/she will be evaluated. These performance standards must be specific, measurable, results-oriented, and time sensitive.

This job description will vividly highlight the challenges and opportunities available in your organization. Many companies give job candidates only a vague idea of what they are expected to do once they join the company. By providing accurate job descriptions, you will have the distinct competitive advantage in attracting the right candidate to your company.

---

*“The most important part of every business is to know what ought to be done.” — Harry F. Banks*

---

## The Person Description

Using your most recent job description as a guide, you are now ready to write a description of the person required to fulfill your expectations.

### Absolutes and Desirables

First, determine the education, experience, appearance and personality traits that are absolutely necessary to perform the job. Don't fall into the trap of over specifying the absolutes. For instance, if a technical position requires the use of a specific computer system, you don't want to eliminate your best candidates only because they lack that specific experience. A few days of training can make up the deficiency.

After the absolutes have been listed, decide what additional attributes would be **desirable** for this position, or possibly for future positions this employee may hold in your company. The absolutes are used to totally eliminate candidates from consideration, while the desirables are used to differentiate among generally qualified candidates. It is often helpful to look at the people who have held the job previously, to pinpoint the specific attributes which have positively or negatively impacted job performance.

## Realistic Job Specifications

Now go back and confirm that the job, as specified, is indeed fill-able, particularly at the salary your company is willing to pay. Realistically, that salary will have to be compatible with both your company's internal salary structure and the competitive external job market. To be able to interview and hire the best people available, your salary should be slightly higher than the current market value for the job. If this is not possible, it is usually in the company's best interest to change the job specifications, rather than try to hire new employees below competitive job market salaries. I can be a source of information concerning the salary range you should consider.

It is absolutely necessary to confirm you have not set criteria that excludes anyone on the basis of race, religion, national origin, age, sex, marital status or disability not directly related to job performance.

Before going outside to hire a new person, it also makes good business and legal sense to review your own organization to see if a current employee should be offered the position.

---

## Contact DWA Executive Search

Here are some additional intangible factors which may be extremely important:

- What is your management style?
- What is the work environment at your company?
- What is the dress code?
- Do you have flex-times?

Intangibles such as these are often as important in determining how well a future employee will perform with your company as the more technical aspects of the job description.

Take an adequate amount of time to totally review the job description, person description and intangible considerations with me. Complete information is essential for us to be able to attract the best person available to fill your open position. **Nothing is more important** to you and the future of your company.

Following is an outline of the minimum information required to conduct an effective recruiting effort:

### Job Description

- Title
- Reports to
- 3 major duties
- Other responsibilities
- Number people supervised
- Where can job lead

- Why is job open
- Job location
- Travel required

### Qualifications

- Ideal experience
- Ideal product knowledge
- Comparable acceptable experience

- Comparable product knowledge
- Key qualities
- Knockouts
- Education
- Background of others hired

### Hiring Procedure

- What recruiting efforts have already been made
- How long has job been open
- Time required for interview
- Steps in hiring
- Any testing required
- Final decision made by whom

### Salary/Relocation

- Starting salary

- Bonus/commissions
- First year projected earnings
- Sign-on-bonus
- When is first salary review
- Second year projected
- Company paid relocation
- Real estate assistance

### Benefits

- Health insurance
- Life insurance
- Disability insurance
- Retirement program
- Profit sharing/401 (K)
- Vacation policy
- Company car
- Other

---

*“I won’t send you anyone I wouldn’t hire myself.”*

**Dick Williams** - Founded in 1988 by Dick Williams - semiconductor executive bringing firsthand experience to the search process - is well versed in the areas of capital equipment, instrumentation, materials and chemicals. As a president, sales and marketing vice-president and an operations director and one-time job seeker, Dick understands recruitment from the candidate’s point of view.



(925) 980-4991 | 7901 Stoneridge Drive, Suite 320 Pleasanton, CA 94588  
[www.dwasearch.com](http://www.dwasearch.com) | [dick@dwasearch.com](mailto:dick@dwasearch.com)