

Job Analysis and Specification Sheet

Talent is useless if it doesn't fit the job

The Job Title may be the same, but every time you hire, the challenge is different. Before embarking on your search or selection process, perform a *Job Analysis* by considering what's particularly unique about this specific opening at this particular time; jot yourself some notes. Think in terms of **Talents** (innate abilities and ways of experiencing the world—things that cannot be taught), **Skills** (both existing skills and skills that can be taught), and **Experience** (experience necessary for consideration).

Consider the innate abilities required for that job in general, as well as the functions listed in your Job Description for the position. Now you're ready to prepare a **Specification Sheet** for the current opening, modifying the "laundry list" of abilities and specific functions in light of the Job Analysis. Place your wishes under the three broad headings of *Talents* (innate capacities), *Skills* (acquired proficiencies), and *Experience*. You'll never find Mr. or Ms. Perfection, so within each of those three broad categories, determine what's essential and what is not. Otherwise, you'll drive yourself crazy.



Use the **Specification Sheet** to...

- ♦ structure your search
- ♦ review the names in your Talent Bank
- ♦ determine screening procedures
- ♦ write interview questions
- ♦ develop a reference-checking outline
- ♦ compare the candidates.

Share the **Spec Sheet** with everyone who will assist you.

These are the kinds of questions you might ask yourself if you were hiring an Account Manager:

Job Analysis

Job Title

Date

What are the accounts I am assigning?

How many of them are there?

How large and/or sophisticated are they?

How much new business development do I expect?

From what types of accounts?

What specific types of expertise is the staff short on right now?

How much sales skill must be already developed vs. how much am I willing to develop in the individual?

How much experience do I expect the individual to have?

How much are we willing to pay as an initial guarantee?

For how long are we willing to guarantee that level?

What are our revenue expectations?

What sort of personal qualities should this individual possess in order to fit well with the rest of the sales team?

Etc., etc.

Specification Sheet

Job Title	Date
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REQUIRED TALENTS

DESIRED TALENTS

DEVELOPED SKILLS

TRAINABLE SKILLS

MANDATORY EXPERIENCE

PREFERRED EXPERIENCE