



# DEFINING YOUR HIRING NEED

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We all agree that employees are arguably the most important asset of most organizations. Despite this, hiring continues to be a process that is often done in a hurry. As outlined in the 7 most common mistakes, it is important to spend time defining what you are looking for.

As we saw in the hiring ecosystem, the need must be clear not only for you but for the candidate, HR and whomever is supporting you in the hiring process. In this module, we will walk through two concepts:

- 1) the team competency gap analysis
- 2) defining your need

This will help you articulate what you are looking for and also differentiate your must-haves from the nice-to-haves.

## TEAM COMPETENCY GAP ANALYSIS

Almost all tasks within an organization are tackled not by individuals but by a team. We do very little on our own, whether we are talking about programming, marketing, innovating, project managing.

As a hiring manager, it is part of your role to recruit candidates based on the needs of the team. Rather than recruiting the best person for the job we should be hiring the best right person for the team! You need to move away from hiring individuals one by one, to an approach specifically designed to build high-performance teams. This is why you must first examine the team and, from there, define your needs in order to properly complete your team.

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## TEAM COMPETENCY GAP ANALYSIS

Team skills required	Name #1	Name #2	Name #3	Name #4	Name #5	Name #6	Name #7

Rating scale

1 Not competent

2 Beginner

3 Intermediate

4 Advanced

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For this section, use the tool "Defining your hiring need". To be clear, this tool is not a substitute for a job description, we assume you already have one or are working with your HR to create one. It's important to take a moment to step back and think about why your role exists.

Developing job requirements is not complicated as such, but defining and prioritizing them can become a more difficult. For this, you need to be able to distinguish between your must-haves and your nice-to-haves.

We've prepared a list of questions to help you make this distinction. You should have at most 4-5 must-haves on your list.

Use this time to also consider what transferable skills you might consider. Transferable skills are a core set of skills and abilities, which can be applied to a wide range of different jobs and industries.

As you can see, to truly find the right person for the job, you must have a clear definition of what you are looking for. Do not skip this step! The upfront analysis ensures the right end result.

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Position Title:

Reporting to:

Questions:

- What is the overall purpose of the role?
- How does this role contribute to the goals of the department/team/organization?
- What are the top 3 to 5 goals the new hire should accomplish within their 1st year?
- What will the person need to do in the first 90 days to build the foundation for success?
- How will the performance for this person be measured?

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This section establishes an understanding between you and the hiring team around what you expect of the new hire.

Setting out deliverables or outcomes means that key responsibilities are realistically achievable, and accomplishments can be measured. Ensure these are linked to your team/department/strategic goals.

NOTE: If you have a detailed job description, no need to recreate this information. Simply validate the job description is up to date

Key Responsibilities	Deliverables/Outcomes

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In this section, you will gather key information to help you hone in on what are the key candidate requirements and distinguish between “must-haves” and “nice-to-haves”. Here are some questions to help in your reflection:

Must-Haves	Nice-to-Haves
<ul style="list-style-type: none"><li>• What are the biggest challenges the person is expected to encounter?</li><li>• What knowledge, skills and abilities are required to make this happen?</li><li>• What criteria will be used to evaluate this individual's performance?</li><li>• Are there any skill gaps in your current team? See the Team Competency Gap Analysis tool.</li></ul>	<ul style="list-style-type: none"><li>• What would accelerate this person's learning curve?</li><li>• What are you able to teach them with on the job training?</li><li>• Are there any responsibilities that you could potentially reorganize within the team?</li></ul>