
The HIRING SMART™ Job/Person Analyzer

Position Title _____ Job Code _____
Location _____ Department _____
This Analysis By _____ Date _____

This job/person analyzer contains worksheets to help you define the key selection criteria (KSCs) for your job – the technical specifications, skills and abilities, personal characteristics, and motivational factors that most contribute to positive job performance. Follow these three steps:

Step #1: Develop the Initial List

- On the first worksheet, write a draft definition of the technical requirements for the job.
- Review the KSCs on the skill and ability worksheets. If you feel a specific skill or ability is a characteristic of people who perform the job well, check the box in column 1. If the description of a KSC can be modified to better fit the job, write the changes on the lines provided. Also add any new KSCs for the job on the last skill and ability worksheet.
- Select KSCs from the personal characteristic worksheets, using the above process.
- Complete the final worksheet – “Will” Criteria.

Step #2: Analyze and Refine the List

- Review your draft definitions of the technical KSCs. Separate “must have” from “nice to have” (but not essential) skills, and check the appropriate boxes in column 2. Also consolidate similar skills into a single KSC.
- Answer these two questions for each of the skill and ability KSCs that you selected in Step #1 and check the appropriate boxes in column 2:
 - Is this a “must have” skill – is it essential – or is it “nice to have,” but not essential?
 - Must applicants bring this skill to the job or can they acquire it via training after they are hired?
- Repeat the above procedure (without the second question) for personal characteristics and for the “will” criteria.

Step #3: Make Selections for the Final List

- Select the eight or fewer KSCs, not including extrinsic motivation and dissatisfiers, that you believe are the most important, that best define the characteristics of people who fit the job well. Copy these KSCs on a person specification and add your justification for each.

Technical Requirements

Technical Skills: List below the specific skills that are required, e.g. at operating machines/equipment, at accomplishing technical tasks, etc.		2		3
KSC	Description	M	N	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical Preparation: List below the formal education (trade school, college, etc. and/or on-the job training required to develop the above skills and abilities.				

M = Must Have N = Nice to Have

Skills and Abilities

		1	2				3
			M	N	B	L	
Analytical	Objectively evaluates the pros and cons of an issue or approach. Studies it from different perspectives, develops and evaluates alternatives. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communications, Oral	Is easily understood. Makes points clearly and succinctly. Organizes communications; does not ramble. Uses words and language correctly. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communications, Written	Written communications are clear, well organized, succinct, and grammatically correct. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conflict Resolution	Skilled at resolving conflicts with others, at negotiating an acceptable resolution. Effective in dealing with people who are angry and upset and at mediating conflicts between others. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Confrontation, Constructive	Skilled at confronting constructively, in addressing the issues while maintaining the pride, dignity, and feelings of self-worth of all involved. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consultative	Strives to understand and meet the client's needs. Communicates effectively with clients, listens, seeks to understand the client's problems, is understood when explaining technical problems to clients, and minimizes use of technical terms and jargon. Negotiates effectively with clients when setting specifications and solving problems. A team player. Works well in a collaborative environment. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

M=Must have

N = Nice to have

B = Bring to the job

L = an Learn on the job

Skills and Abilities (cont.)

		1	2				3
			M	N	B	L	
Decision-Making	Generates sufficient facts, analyzes them, makes a decision in a reasonable amount of time. Compensates, as necessary, for personal bias and emotionality. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Delegating	Uses staff members appropriately to accomplish tasks. Is effective in selecting the right people for the job or task and in communicating both the assignment and the performance expectations. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Group Facilitation	Skilled at leading brainstorming and/or problem-solving meetings, at managing the dynamics of a participatory environment. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership	Can elicit strong cooperation and action from people toward the accomplishment of goals and objectives. Provides support, guides and directs, takes decisive action, as appropriate to the people and the situation. Receives trust, confidence, positive regard from others. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listening	Concentrates on understanding the person who is speaking. Does not interrupt when others are making a point. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Negotiating	Skilled in the give-and-take of successful negotiations. Exercises sound business judgment. Knows "willing to lose" position and appropriate opening position. Skilled in packaging and presenting positions, in use of timing, in reading others. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Skills and Abilities (cont.)

		1	2 M N B L	3
Performance Management	Accepts responsibility for the productivity of assigned staff. Establishes performance standards (with staff concurrence, as appropriate), monitors performance, gives feedback, addresses problems in an effective and timely manner. _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Persuasive	Successful in selling opinions and point of view to others. Skilled in selecting and presenting arguments, in overcoming objections. _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Planning and Organizing	Plans and organizes complex tasks or work load adequately to accomplish them in a reasonable time and with reasonable results. _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Preparation	Is prepared for meetings, presentations, encounters, etc. Anticipates questions, issues, objections, and is prepared to handle them. _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Presentation	Is impressive when addressing a meeting or large group. _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Problem-Solving	Accepts the challenge of problem-solving and does not give up easily without an acceptable solution. Uses resources and methods appropriately. _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Selection	Selects the right person for the job. Hires smart! _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>

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Skills and Abilities (cont.)

		1	2 M N B L	3
Time Management	Uses time effectively. Understands priorities in daily work and manages time to accomplish more important tasks. <hr/> <hr/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
	Add New Skill and Ability KSCs Below	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>

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Personal Characteristics

		1	2 M N	3
Adaptability: Comfort with change	Works effectively in a changing environment. Accepts new directions, new organizations and people. Does not cling to previous concepts, approaches, etc. Does not need a highly structured, reliable, predictable work environment _____ _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Assertiveness	Can be counted upon to express opinions, contribute ideas, challenge other people's ideas. Will assume a leadership role in a meeting or activity when it is appropriate. Knows when to back away, however, and is neither hostile nor abrasive. _____ _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Commitment/ Dedication	Generates and maintains loyalty to people, organizations, shared values and goals. _____ _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Customer Service Orientation	Is both committed to and skillful at providing a high level of service to customers. Listens actively and questions as necessary to gain understanding of the customer's interests and needs. Accepts the goal of satisfying these interests and needs, consistent with company policy. Either accomplishes that goal or, when conflict exists with company policy, negotiates an acceptable compromise. _____ _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Detail-Orientation	Likes and is competent at working with details, with following structured approach. Produces accurate and complete work. _____ _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Emotional Self- Control	Controls expression of anger or hostility. Handles conflict in a calm, unemotional manner. Recognizes and avoids emotional arguments. _____ _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>

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Personal Characteristics (cont.)

		1	2 M N	3
Enthusiasm	Develops and radiates enthusiasm for appropriate goals or activities. _____ _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Flexible	Knows when and how to deviate from policy or practice, consistent with sound business judgment. Is comfortable with the responsibility of being flexible in the interpretation of policy or regulations. . _____ _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Frustration, High Tolerance For	Is not easily frustrated by situations outside of his/her control. Continues working toward goals despite setbacks and barriers. _____ _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Goal/Results-Oriented	Defines pragmatic goals and action plans to meet them. Is motivated to accomplish goals. Does not deviate from goals and plans without strong justification. _____ _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Honesty and Integrity	Can be trusted with valuable company property, including confidential information. Does not falsify or withhold information from management. _____ _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Interpersonal Skills	Relates well to superiors, peers, subordinates, customers, etc. Is tolerant and understanding of others. Accepts others, is not highly opinionated on the behavior of others, is rarely critical of others. Deals productively with people who are "difficult," who have poor interpersonal skills. _____ _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>

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Personal Characteristics (cont.)

		1	2 M N	3
Learning Potential	Can rapidly learn the job; will not have difficulty gaining the knowledge and skills necessary to be productive in the job after a short learning period. _____ _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Perseverance	Is not easily detracted from a goal. Overcomes obstacles. Is not easily defeated in the accomplishment of a goal. _____ _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Pressure, Comfort With	Deals effectively with pressure and stress on the job. Is productive in a pressured environment. _____ _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Rebounds Rapidly from Rejection or Defeat	Continues in the pursuit of goals despite rejection and defeat. Intensifies quality and quantity of effort to overcome weak sales results, whether selling goods, services, or ideas (provided it is intelligent to do so.) _____ _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Reliability and Dependability	Can be counted upon to complete assignments in the agreed-upon time and manner. Makes realistic commitments to others and delivers on them. Adheres to work rules. Maintains a good attendance record, with minimum absenteeism and tardiness. _____ _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Risk-Taking	Does not avoid decisions that involve a prudent, calculated element of risk. _____ _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>

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Personal Characteristics (cont.)

		1	2 M N	3
Sales Orientation	Likes and is competent at selling, at convincing others to buy. Is persuasive, skilled at selecting and presenting arguments, at overcoming objections, at closing the sale. Is perceptive, reads the customer and adapts an approach that suits the customer's style and needs _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Self-Confidence	Strong self-presentation. Accepts challenges. Comfortable with conflict. Will take reasonable risks. Admits failures. Not afraid of competition. _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Sensitive to Cultural and Political Environment	Accurately reads the organization, its culture, politics, and style. Adapts own style, as necessary, to become and remain productive within the organization. _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Social Situations, Effectiveness In	Is effective in business-related social situations. Has adequate manners, poise; meets strangers easily; is a good conversationalist; is likeable. _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Supervision, Requires Little	Can be trusted to perform tasks and/or complete assignments without close supervision. Learns new tasks rapidly. Makes independent decisions when appropriate, but knows when to seek direction. _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Team Player	Works well in a group. Cooperates with others and contributes to reaching group goals. Can subordinate self interests to group interests. _____	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>

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Personal Characteristics (cont.)

		1	2 M N	3
Vision	Develops and articulates strategies based upon an integration of past, present, and future factors that may affect the organization. <hr/> <hr/>	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
	Add New Personal Characteristic KSCs Below	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>

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“Will” Criteria

Intrinsic Motivation	These are motivational factors that applicants bring to the job. They are part of the applicant’s work ethic, drive, energy level, desire to produce quality work.	1	2 M N	3
Fast-Paced	Works rapidly. Has a high energy level.	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Hard-Working	Needs and wants to be busy. Takes pride in putting in “a good day’s work,” in working hard.	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
High Initiative	A self-starter. Recognizes what should be done and does it. Initiates action. Proactive instead of reactive.	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
High Standards of Performance	Takes pride in the quality of goods or services produced. Is uncomfortable doing less than a high-quality job. Wants to excel.	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/>
Extrinsic Motivation	Some people have a strong need for one or more of the following factors. If they can not meet that need in the work environment (i.e., the job, working conditions, boss, company culture, etc.), their performance may suffer. Check the box if the need probably can not be met by the work environment.			
Financial Rewards	Has a strong drive to acquire money and/or what it will buy.			<input type="checkbox"/>
Advancement	Is ambitious, career-oriented, wants opportunity for promotion(s).			<input type="checkbox"/>
Achievement	Needs to accomplish goals, to be able to get things done			<input type="checkbox"/>
Challenge	Needs new tasks/assignments that present a test of skills and abilities; wants to learn, to develop new skills			<input type="checkbox"/>
Power/Control	Has a strong drive to control people and situations			<input type="checkbox"/>
Recognition	Needs to know that efforts and/or accomplishments are recognized and appreciated.			<input type="checkbox"/>
Responsibility	Wants to be held accountable for results of an assignment, and to have reasonable freedom in determining how to achieve the results.			<input type="checkbox"/>
Dissatisfiers	List below any job requirements or conditions in the work environment that could be so dissatisfying to some people that either their performance suffers or they quit. Examples are excessive travel; frequent, involuntary overtime; dull, boring, monotonous work; unstable work environment, frequent restructuring, layoffs. _____ _____ _____ _____			