

## Section Two: Determining the Requirements for the Position

When you are determining hiring criteria, you will need to examine experience, education, intelligence, and personality requirements. By establishing these requirements objectively through the use of job descriptions and job specifications, you will eliminate bias that might exist because of personal values and you will be able to look objectively at traits tied directly to the performance of the job.

As you define selection criteria, you will need to look at the recent job performance of the former employee and isolate two or three characteristics that have had the most impact on his or her successful job performance. Before you begin your search for qualified applicants, consider the following:

- Education: What level of education is necessary to perform effectively in the position? High school? College? Special training? Will job performance require any type of special certificate or license? Be careful here. What you need to do is identify the minimum qualifications required, not what the ideal candidate would have. While you may think it would be great to hire someone with a master's degree to head your bookkeeping staff, requiring a bachelor's degree—perhaps even an associate's degree—might be most appropriate.
- Experience. How much previous, related experience should a new employee have? Will training be offered on the job? Experience and education requirements are often tied together: i.e. "Bachelor's degree plus minimum of three years' experience in the field."
  - a. Where to look for help?

The job market has become increasingly competitive in recent years, with qualified candidates being in high demand and, consequently, less available. Because of this, many companies are looking to new and more creative ways of staffing.

There are several options available to you—each offering unique advantages and disadvantages, and each requiring slightly different approaches.

### 1. In house.

The most qualified applicant for a position may well be a person you already have on staff. Most companies have procedures established for hiring from within. It is important for a company considering an internal job-posting system to establish a formal process for using the system and to communicate that process to all employees.

### 2. Recruiting Services

"Recruiting services" is a broad term that refers to personnel agencies, executive recruiters, head-hunters, and any other agencies that perform the functions of finding,

screening and recommending candidates for a position. Newspapers and trade journal ads.

Advertising in the newspaper or trade journal is a common recruiting method for many positions, one that is familiar to most job seekers. Advertising for candidates follows the same principles as any other type of advertising—you need to identify the target audience, write an ad that will attract attention, and provide information that will help audience members determine whether they are qualified for, and interested in, the position you have available.

### 3. Campus Recruiting

On-campus recruiting is provided to students by colleges, universities, and technical schools. Many companies are taking advantage of these opportunities to interview pre-screened, qualified individuals. To find out more about campus recruiting, call the placement offices of the colleges, universities, and technical schools near you.

### 4. Recommendations and referrals

At any company there is a proliferation of recommendations and referrals from existing employees. This is certainly a way of adding applicants to your files, particularly in today's competitive environment, can be an excellent way of obtaining qualified leads.

### 5. Walk-ins and unsolicited resumes

Walk-in applications should not be dismissed out of hand. It's not all unlikely for a qualified person to make the rounds in person rather than submitting an application

### 6. The internet

The growing popularity of the internet is changing the way we communicate both inside and outside our organizations. Review the various services that are available online, keeping in mind that you want to find one that is most advantageous for you. This may not necessarily mean one of the major commercial sites. Smaller, more specialized services may be more appropriate for your needs depending on the type of position you are attempting to fill.