

## DETERMINING DUTIES AND RESPONSIBILITIES

**Scripted Dialogue:** *What I've found is that what a (title) does at one organization may be vastly different than what a (title) does at yours. It would be valuable, and time-saving, if you could send me a job description that highlights the duties and responsibilities of the position. However, no matter how thorough though that description, there is a lot that isn't typically covered - which is what I'd like to go through with you.*

- I have reviewed the job description that you sent over. Have all of the individuals involved in the interview process recently read the same document and agreed on what this individual will do once hired?
- Can you describe for me a 'day in the life' of this individual?
- Are there any duties and responsibilities that aren't typically held by someone within this role, but are unique to this role within your firm? (could be either junior level or senior responsibilities)
- How much travel is involved in this role? During an average month, how many overnights should be expected?
- How many nights out each week? Is it fairly common for there to be networking events or client meetings during the weekend evenings?
- What is the first project or assignment this person will be responsible for?
- Once hired, how do you define and measure successful performance in this role?
  - **OR** What is the difference between superior and average performance in this role?
- What outcomes, or specific tasks/achievements, must be achieved through this position and within what time frame? (specific and measurable outcomes)
  - Against what specific performance standards will these be measured?
- Which of these functions are critical or essential and which are supportive?
- As the manager, how do you measure whether or not these critical functions are being properly performed?
  - How does the manager communicate performance measurement to the employee?
  - How will they know whether or not they are properly performing the critical functions?
- What will this hire accomplish in three months, six months, and one year from now in order for you to know you made a **great** hire?
- If I surface a candidate within a larger organization who has the background, experience, and track record that indicates they are ready to take on additional responsibilities, should I pursue that individual?



**Red Flag:** *The client does not have a clearly defined job description or expectation for this role.*

- Can you send me the resumes of the last two individuals that you hired for this role? This might be a great place to help me start identifying how to measure what you are looking for versus what you have hired.
- Would you consider the person who last held this role to have performed the job in an average, below average, or superior manner? Elaborate.
- The last few people who left this department or division – what were their primary reasons for leaving? How can we help avoid this in the future?
- We certainly like people to be entrepreneurial and creative, and it's important not to give someone such a rigid job description that they find themselves limited by their own position. However, I've found that this tool is incredibly valuable in not only streamlining our hiring process, but my clients who **do** invest the time in creating a defined job description actually have much less turnover down the road. There is a great quote that states *"if you don't know where you are going, any road will get you there"* – and I would hate that we just leave it up to 'any candidate' to get your department where you want to go. Are you open to working with me to structure a clear job description and performance expectation for this role?