

In this guide, we will walk you through the steps to 1) identify the capabilities you need in a role 2) create a rubric to evaluate those capabilities and 3) write a job description to help you find the right candidates.

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[We've created a worksheet](#) for you to use alongside this guide.

Click through to make a copy and get to work!

Step 1: Determine required capabilities

Every time you open a new role, you should spend some time considering the capabilities that will help a new hire succeed in this position. This step will be particularly important for your interviews with Tekalo candidates. Many of our candidates are switching industries, and they want to work for organizations that have a clear sense of who and what organizations are looking for in a role.

This work will be the foundation for your job description and your rubric, so take your time and ensure you're receiving input from other key stakeholders as you follow these steps.

Map out the work this person will take on

To generate an outline, ask 2-3 key stakeholders for this role to brainstorm projects and tasks your new hire will take on in their first month, first 3 months, and first year (or 6 months, if a year feels too broad). Combine these lists into a table so you can see them all at once:

First month...	First 3 months...	First year...
<i>Example:</i> <ul style="list-style-type: none">- Onboard- Build familiarity with tools and stakeholders- Ship one code change	<i>Example:</i> <ul style="list-style-type: none">- Complete interview training and shadow 2 interviews- Outline new product feature and begin implementation	<i>Example:</i> <ul style="list-style-type: none">- Hire 2 new team members- Ship 4 product features that improve in-app communication

Identify the skills and experience they will need

Then, zoom out and discuss with those stakeholders what skills or areas of expertise will help this person accomplish those tasks that you described in the table.

For example, if you expect this person to build and lead a team within the first 6 months, you might look for someone who has hiring and management skills. Or if you expect this person to create a new website for your volunteers to use, you might decide to evaluate for candidate's ability to create websites based on user experience.

You should identify 3-6 capabilities that are key for this role. You want to find the right balance between being specific (so you can identify the skill and experience when you see it, and you can describe it to the candidate) and not limiting yourself or your candidate pool (remember: new hires can acquire new skillsets within the role!)

Step 2: Create your rubric

Once you know the projects this person will take on, and you've identified the skills and experience they may need to do it successfully, you should create a rubric to ensure you're making your decisions consistently.

The 3-6 capabilities you identified above are the capabilities you'll continue to outline in your rubric example.

Rubric example

Capability <i>(aka the skill and/or experience they will need)</i>	Description <i>(aka how will you know when you see it)</i>	Interview questions <i>(aka what you can ask to help you know if they have the skill)</i>
<i>Example: Ability to communicate technical requirements to non-technical stakeholders</i>	<i>Example:</i> <ul style="list-style-type: none">- <i>Has experience communicating technical concepts to leadership teams and other non-technical teams such as Comms, Finance etc.</i>- <i>Communicates clearly and concisely</i>- <i>Does not rely on acronyms or jargon without clearly defining them</i>- <i>Open and eager to answer questions</i>	<i>Example:</i> <ul style="list-style-type: none">- <i>Describe the concept of an API to a non-technical stakeholder.</i>- <i>Tell me about a time you explained a tough technical topic to a non-technical stakeholder. What went well? What would you do differently?</i>

This step is crucial to confirm that the hiring team is all on the same page about what you are looking for and how you will know if a candidate has that skill. When it's clear to candidates that your team understands the expectations for this role, the candidates will also have a lot more confidence in your organization because they will see that they are being set up for success in the role. That way, they are a lot more likely to accept your offer, if you decide to hire them.

Step 3: Write your job description

Your job description needs 5 main sections:

1. Introduction to the organization
2. Short overview of the role
3. Describe what the person in this role will do
4. Describe the skills and experience needed
5. An equal opportunity employment statement

Introduction to the organization

This short paragraph is an opportunity to get the reader to be excited about the work your organization is doing. You should include a reference to your vision and mission, as well as an overview of how you will achieve those.

Short overview of the role

Once the reader is interested in the company, you need to connect what this role will be doing to the company's mission. In 1-2 sentences, describe how this role will help your organization achieve its goals.

Describe what the person in this role will do

In this section, you'll begin to list some of the tasks you outlined in your Mapping step above. Include examples from each column - first month, first 3 months, and first year. This will help the reader visualize themselves in the role so be descriptive! Including what they will be doing in addition to the impact that they will have on the organization can help with this.

Describe the skills and experience needed

In this section, you'll share a version of your rubric - specifically the capabilities you're looking for and a high level description of what that capability looks like. Clearly outlining these for your readers (who will hopefully become applicants!) helps because 1) your reader will know if they have those capabilities and could be a potential fit and 2) you're setting expectations for the interviews and the role that can help candidates prepare.

An equal opportunity statement

While there is a legal requirement for many organizations to include an equal opportunity statement, that's not the only reason you need it. These statements are something that candidates look for before applying because they want to work at inclusive and equitable organizations.

Some examples:

- [SHRM Equal Opportunity Employment Statement Template](#)
- [How to craft a sincere equal opportunity employer statement](#)

Additional resources

Resource	Description
<u>Figuring Out the Role Worksheet & Sample</u>	Another guide to walk you through creating a job description in case this one didn't resonate with you.
<u>How to Develop a Job Description</u>	A guide by SHRM for how to develop a job description
<u>O*NET OnLine</u>	A resource for job description examples
<u>Software Engineer Job Description Example</u>	A high level example of a software engineering job description