



# Vacant Position Development Worksheet

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Vacant Position Title: \_\_\_\_\_

- 1 With your organization's overall vision/goal in mind, imagine that the person you *have* hired to fill this position is exceeding your *wildest* expectations for the position.

What specific profoundly positive outcomes have resulted from this employee's extraordinary level of performance? (*Examples: the delighted customers keep coming back; our "returns" have been reduced to almost nothing; our organization receives glowing letters from customers about our product or service; etc.*)

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- 2 What specific actions/decisions has this ideal employee performed that enabled these outcomes to be realized? (*Examples: takes immediate action to solve a problem; offers to help a customer before the customer asks for help; makes a post-sale phone follow-up to see if the product or service met the customer's expectations; etc.*)

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- ③ What are the essential job functions for this position? The essential job functions are the *broad* core areas in which the person doing this job creates valued outcomes for the customer, co-workers, and the organization. A typical job will have from four to seven essential job functions. (*Examples:* develops a positive relationship with the customer, prepares an annual operating budget for the organization, manages the organization's payroll, etc.)

Essential Job Function #1: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Essential Job Function #2: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Essential Job Function #3: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Essential Job Function #4: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Essential Job Function #5: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Essential Job Function #6: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

- ④ In the space below, for each (a) *essential* job function, (b) identify the critical knowledge, skill, ability, or other attribute that the person filling the position should have or will need to learn in order to achieve the profoundly positive *performance outcomes* and perform the *specific duties/tasks*. **Note:** An essential job function is likely to have a number of different KSAOs. For each KSAO, (c) identify whether you expect this person to have the KSAO at the point of hire or if you expect this person to learn/acquire this after being hired for the position. Finally, (d) indicate how you will either *discover* this KSAO during the employee selection process or *develop* this KSAO *after* selection.

(a) <i>Essential Job Function</i>	(b) <i>Knowledge/Skill/Ability or Other Attribute</i>	(c) <i>Must have at Hire?</i> [Yes/No]	(d) <i>If YES, how will I discover this KSAO in candidates?</i> (d) <i>If NO, how will I develop this KSAO in candidates?</i>

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<p>(a) <i>Essential Job Function</i></p>	<p>(b) <i>Knowledge/Skill/Ability or Other Attribute</i></p>	<p>(c) <i>Must have at Hire?</i> [Yes/No]</p>	<p>(d) <i>If <u>YES</u>, how will I <u>discover</u> this KSAO in candidates?</i> (d) <i>If <u>NO</u>, how will I <u>develop</u> this KSAO in candidates?</i></p>

- 5 **In-Basket/Pre-Interview Assignment:** Possible in-basket/pre-interview assignments for candidates for this position include:

In-Basket/Pre-Interview Assignment	Which KSAO Does the In-Basket/Assignment Assess?

- 6 **Behavior-based Questions:** List possible behavior-based questions you can use during an interview (and the KSAO that each measures) and your expectations for what *Extraordinary*, *Good*, *Acceptable*, and *Unacceptable* responses might be. Remember: Develop the response evaluation expectations in *advance* of the interviews.

Question and KSAO It Measures	Extraordinary	Good	Acceptable	Unacceptable

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