

## BEST PRACTICE GUIDE: Job descriptions

What information should a job description have?

**A clear list of the priorities of the role.** List the top 3-5 priorities of the role and no more. This tells the candidates exactly what the role is and manages expectations. A common misstep is not acknowledging or monitoring the expectations of the role remit or its priorities. Everything starts with this priority list.

**Information about the greater team.** You can do this without revealing the org chart. You can share facts and context about where the role sits within the greater team, reporting in's and out's, geographical locations and key influencers.

**Write with personality.** While JDs are more formal documents, they do not have to be dry. They can refer to team culture, leadership structure, firm values, and longer-term career prospects. Many JDs don't include this greater context and miss the opportunity to give themselves a unique angle.



**Want to be bold?** A bold JD will now state the salary range. Three things have fundamentally changed in marketing recruitment in recent times: our current economic conditions, the competition between firms for quality marketers, and the salary history ban laws (<http://www.khspeople.com/blog/category/salary>). Given this, the salary range should be available.

Try to avoid ...

**Putting everything in.** It seems intuitive to include everything. In fact, the message the candidate most often receives from this is confusion about the priorities of the role. Only include the key priorities and duties, or, deemphasize certain elements so the document is still concise and sharply worded.

**Churning out the previous JD.** Firms, teams, and individual responsibilities change constantly and JDs should be revised or rewritten for each role. Consider any outdated phrasing, references to team structures of the past, or any duties that now fall under a newer team member's remit.

**Being too specific about qualifications.** If you are too specific on level of experience or the type of qualifications required, you will turn off candidates who will still be qualified for the role but who fall just short of the bar you have set (and therefore won't apply). If you're flexible, include ranges, not specifics.

**An unbranded or word version of the JD.** A JD is a marketing document. Ensure it looks and feels like any other document your firm produces.

**"Innovation distinguishes between a leader and a follower."**  
Steve Jobs