**Figuring Out the Role [Sample]**

**State Health Care Now: State Policy Director**

**Core responsibilities**

* Build and maintain relationships with key actors in state—policy makers, NGOs, industry execs, leading experts on the issue, and constituents
* Lead implementation of state advocacy agenda—current activities include three major programs and one annual conference
* Supervise 3 state-based project staff, 2-4 consultants and volunteers
* Monitor legislative proposals and trends
* Serve as a member of the organization’s leadership team

**Specific things this person would be doing now**

* Call Joan at Citizens United and convince her ED should speak at their state conference
* Manage development of c4 voter guide—get input from national team members and from allies, oversee communications team process to make sure on track
* Let lobbyist know we’re not renewing contract, without burning bridges
* Sit in on health care caucus retreat and give input on legislative strategy

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| **Must-haves** | **Nice-to-haves** | **Not-haves** |
| * Relationship-building: able to connect with individuals and build alliances among wide range of players in the state. Works well with diverse or marginalized populations; can bring in allies across diverse communities * Results-orientation: has a track record of achievement and a bias for producing results (rather than getting immersed in process), perseveres despite obstacles * Project management skills: stays on top of multiple projects without dropping any balls, plans backwards and anticipates obstacles, identifies and involves stakeholders appropriately, uses resources wisely | * Background: prior knowledge of or experience in healthcare policy * Legislative experience: this would be good to have, but we’ve seen that we can teach the general approach * Writing: should be good enough to send emails on our behalf, but doesn’t need to be stellar—policy papers and testimony will be drafted by national team, will work with communications department on reports and media/outreach products * Strategic thinking: will be an important helper in spotting opportunities and thinking of smart ways to move our issue forward, but ED will drive Policy Director’s work in setting strategic direction * Belief in promoting social justice issues (obviously important, but won’t differentiate the best) | * Public speaking/charisma: we will use ED and/or allies for most major public appearances * Research skills: should become able to monitor trends and be fluent in healthcare policy and related issues, but can rely on research and reports from our analysts and outside sources |

**One-sentence profile**

Relentless, results-oriented person who excels at building relationships and at managing complicated projects.

*This person is like:* Joe from NGA.

**Figuring Out the Role [Worksheet]**

Getting top talent into the right roles is key to getting great results. Use this worksheet to develop a clear idea of who you are looking for. This list can also be translated into a job description.

1. **Define the role**

I am hiring for the following position: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The core responsibilities of this role include:

Specific things this person would be doing now:

1. **List your must-haves, nice-to-haves, and not-haves**

Think about what skills, knowledge, and general qualities this person needs to have. Keeping in mind the distinction between “underlying” or “inherent” traits (such as critical thinking or work ethic) and “teachable traits” (such as how to use a particular software program or write a specific type of article), separate your list into must-haves, nice-to-haves, and not-haves. Note that not-haves aren’t negative qualities or “deal-breakers,” but rather skills that aren’t essential to this role and that you don’t need to test for.

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| **Must-haves**  *Skills and qualities you will not compromise on and must test for* | **Nice-to-haves**  *Skills and qualities that are a plus but not a requirement* | **Not-haves**  *Skills and qualities that you will not actively screen for* |
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1. **Draft a one sentence profile of your ideal candidate.**

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(Optional) My ideal candidate is someone like: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_