



 CATHOLIC RELIEF SERVICES

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WRITING A JOB DESCRIPTION



Job Descriptions are essential to the success and efficiency of an organization.

They form the foundation for many processes in Human Resource Management



Before writing a Job
Description you need to
do a Job Analysis.



JOB ANALYSIS



What is a Job?

“A job consists of a group of activities and tasks that an organization must perform in order for it to accomplish its goals”.

(www.study.com)



What is a Job Analysis?

“The process of studying and collecting information relating to the operations and responsibilities of a specific job.”

(www.hrware.com)



The immediate products of this analysis are:

Job Description

The details regarding the job

Ex. Job title, name, duties, working conditions, salary...

Job Specification

The qualities required by people performing the job

Ex. Knowledge, skills, abilities ...

Purpose of Job Analysis

RECRUITMENT AND SELECTION:

to determine what type of person is required for a particular job

PERFORMANCE ANALYSIS:

to decide the performance standards and the evaluation criteria

TRAINING AND DEVELOPMENT:

to assess the training and development needs of employees

COMPENSATION MANAGEMENT:

to decide the pay packages and benefits of employees

JOB DESIGNING AND REDESIGNING:

to design, redesign, evaluate, ...and add the extra responsibilities in a particular job



Methods to conduct a Job Analysis

Observation

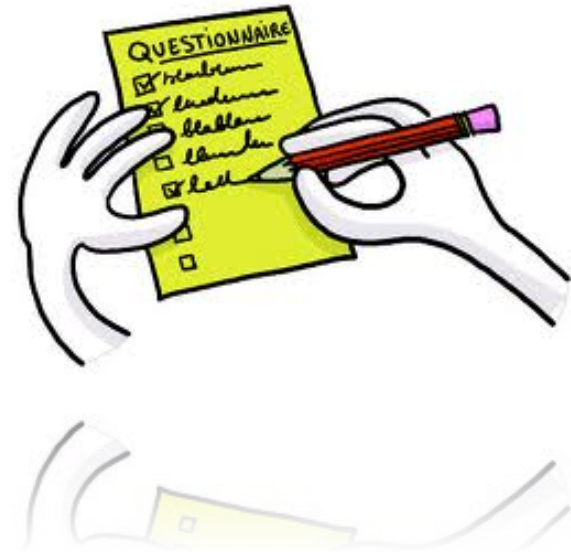
Observing current employees performing the job and taking notes.



Methods to conduct a Job Analysis

Questionnaire

To get information from the current employees, supervisors and managers. Includes task statements in the form of worker behaviors.



Methods to conduct a Job Analysis

Interview

To get understanding from three different levels (the incumbent, supervisors, managers) about the work that is being done.



Methods to conduct a Job Analysis

Employee work diaries/ records

About their activities in their job (work-log...)



Methods to conduct a Job Analysis

Checklists

From a list of task statements describing the job, the incumbent checks the tasks he performs.



Job Analysis Questionnaire

- **Job duties:**

- What is the general purpose of your job?
- What are the major outputs of your job?
- Can you describe accurately what duties and tasks you do perform daily, weekly, monthly, irregularly?
- What tools, equipment, materials do you use in your job?
- What reports do you prepare within your job? And when?
- From where you get instructions for performing your job?
- What are the nature and frequency of supervision that you receive?

Job Analysis Questionnaire

- **Reporting relationship:**

- Number of employees directly under your supervision and their job titles.

- Your level of authority to hire, terminate, evaluate employees under your supervision?

- Describe the nature and extent of your contacts with other departments or persons.



Job Analysis Questionnaire

- **Working Conditions:**

- Describe the working conditions present in the location of your work and frequency and degree of exposure

- List of dangers and hazards present in your job



Job Analysis Questionnaire

- **Job Qualifications:**

- What kind and amount of previous work experience is necessary to perform successfully this job?

- What type of KSAs are essential to perform this job?

- What minimal level of education is required?

- What special certifications, licenses or training are required to perform this job?



JOB DESCRIPTION



What is a Job Description?

Is a written statement of a specific job describing its duties, responsibilities, scope and working conditions along with the required qualifications and reporting relationship.

A job description is the product of the job analysis.



Uses for Job Description

- **Recruiting and Screening:**
 - Job vacancy posting
 - Test design
 - Job Interview design
- **Hiring and Placement**



Uses for Job Description

- **Job Orientation**
- **Training and Development:**
 - Assessing training and development needs
- **Performance management:**
 - Performance standards
 - Career development

Uses for Job Description

- **Compensation Management:**
 - Measuring the value of a job
 - Structuring pay and grading systems
- **Reference tool for:**
 - Discipline issues
 - Litigious situations : employee/employer
- **Job Classification**



Job Description Components

1. Job Identification
2. Job Summary
3. Job Definition
4. Job Specification
5. Special conditions of employment



1. Job Identification

- Job title
- Department/ Division
- Candidate (name)
- Classification
- Status: full-time/part-time, exempt/non-exempt
- Date
- Job location
- Title of supervisor
- Pay range

2. Job Summary

- The general purpose of the job
- 2 or 3 sentences describing the major functions of the position in relation to supporting the activities of the department/ unit
- The reporting relationship
- Level of direction or supervision received.

Level of direction/supervision

- Describes how the work is assigned and when and how it is reviewed.
- Ex: Under the **general direction** of the Director, the incumbent...



Level of direction/supervision

- **Close Supervision:**

- Duties assigned accordingly to specified procedures
- Detailed instructions
- Work checked frequently

- **Supervision:**

- Performing work within established policies and procedures
- Detailed instructions on new projects and assignments

- **General Supervision:**

- Little instruction received on day-to-day work
- General instructions on new projects and assignments

- **Direction:**

- The employee sets procedures and methods to achieve specific objectives
- Receives guidance in terms of broad goals
- Only final results of work reviewed

- **General Direction:**

- Wide latitude in determining objectives



3. Job Definition

- **Major Functions and Duties:**
 - List of what people have to do to perform a job
 - Product of the job analysis
 - Focus on results
 - Timeless
 - Specific to the job
 - Commonly, a list of (7) duties per job
 - Ranked in order of importance
- **For Senior Job Description, responsibilities into:**
 - Functional
 - Managerial
 - Organizational

Functions and Duties

- A **Function** is a group of duties constituting one of the major activities involved in the position.
- “A **Duty** is a distinct activity that is a logical, essential step in the performance of a function and a detailed description of:
 - what* work is done (action)
 - how* the work is done (procedures, materials, tools or equipment)
 - why* the work is done (purpose)”

(www.ucsc.edu)



Format for writing duties

- Duties sentences structure:
Action verb/ object/ explanatory phrase

Ex.

- Provides (action verb)
- Technical assistance (object)
- To students to complete researches in a timely manner (explanatory)

Examples of job function and duty statements

Position

Administrative
Specialist

Function

Web Site
Maintenance

Duties for specified function

-Update, revise, edit and publish content for department website that promotes unit's identity, mission and goals.

-Proofread and edit submitted materials for style, content, readability and suitability." (www.ucsc.edu)

4. Job Specification

JOB SPECIFICATION



What is a Job Specification?

Is a statement of employee characteristics and qualifications, such as, knowledge, skills, education, experience and abilities, required to perform a particular job.



Job Specification components

- Experience: number of years of work experience required for the incumbent
- Education: Licenses, Degrees, Certificates required for the position
- Knowledge, skills and abilities (KSA)s: required of an employee to successfully perform the functions and duties of a job.



(KSA) categories

- Vocational (mastery of a particular vocabulary, procedure .. Necessary to perform a job in a particular field.)
- Analytical (ex. classifying, analyzing, ...)
- Interpersonal (ex. Coaching, negotiating, public relations, teamwork, ...)
- Communication (ex. Reading technical, business writing, public speaking, bilingual speaking, phone reception...)
- Self Management (ex. Concentration, fluctuating workload, prioritizing, ...)
- Financial (ex. Accounting, budget management, statistics, financial analysis, ...)



5. Special conditions of employment

- Environmental and physical requirements (environmental conditions, travel, safety..)
- Required special Licenses (driving), Certificates
- Successful completion of background check.



Guidelines for writing a Job Description

As a legal document, the Job Description must be accurate, clear, concise, understandable and defensible.



Guidelines

Job Title

- Should reflect accurately the nature of the job
- Should reflect the ranking order/
Organization
- Should be free of gender or age implications
- Should appropriately describe both the level of responsibility and role of the job

Guidelines

Functions

- Use word or phrase, not a sentence
- Should be listed in descending order of importance
- Should be listed with an accurate % of time expected to be spent on each function over the course of a year by the incumbent

Guidelines

Duties

- Begin with action verb
- List should be as short as possible (7-15 duties)
- Each duty should be no more than 2 or 3 sentences
- Should be written in terms of what the position requires, not based upon the incumbent competencies
- Should not include minor or occasional duties
- Avoid abbreviations or define them
- “Performs other duties as assigned” should never be on any job description.

Guidelines

Reporting lines

- Describe who the incumbent reports to
- Describe who reports to him



Guidelines

Qualifications section (KSA's)

- This section should be divided into “required” and “preferred” skills
- Each KSA should be related to some function/duty
- “Extensive experience”, “Greater knowledge”, “Advanced knowledge”, for senior level positions

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THANK

you!

