

ARCHDIOCESE OF MIAMI

Office of Human Resources

MANAGER TOOL

The Job Description: Purpose, Applications, and How to Develop a Good One

Q. Where does it all begin?

You are the director or manager of an office or ministry. To accomplish your mission or objectives, you need help with the <u>work</u>. Therefore, you create a <u>job</u>, which is a grouping of responsibilities, duties and tasks (= work) that accomplish an outcome. The written <u>description</u> of the job, to be effective as a tool, should answer these questions:

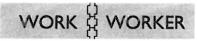
WORK

- 1. Why, or for what purpose, has this job been created?
- 2. **What** is the nature of the work to be done? What does the breakdown of the work look like in terms of list of duties?
- 3. **How** should the work be done (what kind of standards, behaviors)?

Now that you have a description of the work to be done, you need to <u>specify</u> the <u>qualifications</u> needed by a worker in order to perform this job successfully. The qualifications should contain the following specifications:

WORKER

- 1. Experience needed
- 2. Knowledge needed
- 3. Skills and abilities needed
- 4. Behaviors (competencies) needed



Q. What else are job descriptions good for?

Job descriptions are a foundational tool for <u>hiring the best person</u> for the job, <u>managing the performance</u> of the person performing the job, and <u>pricing the job</u> for compensation. Well-written job descriptions:

- → Serve as the source for writing the posting of the open position and the assessment of applicants' qualifications
- → Contain the information necessary for building good interview questions and conducting fair, objective selection process
- → Serve as a source for calculating compensation that is fair and competitive
- → Set clear expectations for the employee performing the job
- → Serve as a guide for the employee to monitor her/his progress
- → Serve as a key tool in performance management conversations and appraisals
- → Are legally defensible
- → Need to be updated each time there is a change



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Q. What elements should I include when writing a job description?

Job descriptions should follow the following outline, with the <u>Essential Job Functions</u> and the <u>Job Specifications</u> composing the bulk of the copy:

- I. Identifiers
- II. Summary
- III. Essential Job Functions
- IV. Job Specifications
- V. Physical Demands and Working Environment
- VI. Disclaimer

The Checklist below describes each element in more detail:

I. Identifiers

- √ Job Title
- ✓ Reporting Relationship ("Reports to: __" position, not name of supervisor)
- ✓ Office / Location (i.e., Respect Life Office; St. Rita's Church)
- ✓ FLSA status (exempt or non-exempt; HR will determine this)
- ✓ Date of preparation/update
- ✓ Signatures (leave blank for two signatures: Office Director and incumbent/newly hired employee)

II. Summary

- ✓ Is it a <u>short description</u> (a sentence to a small paragraph) of the responsibilities and components (in verbs) that distinguish this job from other jobs?
- ✓ Is it written so that it makes sense to someone who does not perform the job?

III. Essential Job Functions

[List of Responsibilities (obligations), Duties (groupings of tasks), Tasks (activities)]

- a. Are they written so that the greatest ...
 - ✓ Percentage of time spent on task
 - √ Frequency of task
 - √ Importance of task
 - ... are listed before the least?
- b. Are they written in/with:
 - √ Simple language
 - ✓ Action verb, as precise as possible; active voice
 - ✓ Including object of the verb
 - ✓ Results or expected outcome
 - ✓ Job aids, equipment, methods/processes (i.e., A/V equipment, calculator, computer, worksheet, tools, carts, vehicles, controls, etc.)



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- Quantifying as much as possible (i.e., parish of 2,500 families; school of over 2,000 students)
- ✓ Specific language. (With specific tasks, avoid vague terms such as "handles, oversees," etc.)
- √ "Other duties as assigned"
- ✓ "SUPERVISORY RESPONSIBILITIES" after the list of essential functions
 ("None"; or, in the case of management, name job titles of direct reports
 and indirect reports)

IV. <u>Job Specifications</u> (Qualifications, including Knowledge, Skills/Abilities s and core Competencies)

- √ Education (degrees, certificates, licenses, registrations) and Experience
- ✓ <u>Other Professional</u> (i.e., mastery of Spanish language)/ Technical proficiencies (i.e., computers, video cameras), licenses and equipment (valid FL driver license and dependable, insured vehicle)
- ✓ Knowledge, Skills, Abilities
- ✓ Archdiocesan / Ministry Office Core Competencies, additional competencies

V. Physical Demands and Working Environment

- ✓ Lifting of weight, prolonged positions, etc.
- ✓ Add "see attached physical job analysis".
- ✓ Environmental conditions, odors, noise levels, etc.
- VI. **Disclaimer** of any implication that the job description is a contract and/or binding.

Summaries of specific jobs can be found on the Department Of Labor's job analysis tool: http://www.onetonline.org/ Enter the job title into the "Occupation Search" field.