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 work. Therefore, you create a job, which is a grouping of responsibilities, duties and tasks (= work) that accomplish an outcome. The written description of the job, to be effective as a tool, should answer these questions:

1. **Why**, or for what purpose, has this job been created?

work

1. **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?
2. **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 specify the qualifications needed by a worker in order to perform this job successfully. The qualifications should contain the following specifications:

1. **Experience** needed

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1. **Knowledge** needed
2. **Skills** and **abilities** needed
3. **Behaviors** (competencies) needed

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**Q. What else are job descriptions good for?**

Job descriptions are a foundational tool for hiring the best person for the job, managing the performance of the person performing the job, and pricing the job 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

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

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

## [Identifiers](#identifier)

## [Summary](#summary)

## [Essential Job Functions](#essentialjobfunction)

1. [Job Specifications](#jobspecification)

## [Physical Demands and Working Environment](#physicalenvironmental)

1. [Disclaimer](#disclaimer)

The **Checklist** below describes each element in more detail:

## 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)

## Summary

* + Is it a short description (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?

## Essential Job Functions

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

* 1. Are they written so that the greatest …
		+ Percentage of time spent on task
		+ Frequency of task
		+ Importance of task

… are listed before the least?

* 1. 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.)
		+ 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)
1. **Job Specifications (Qualifications, including Knowledge, Skills/Abilities s and core Competencies)**
	* + Education (degrees, certificates, licenses, registrations) and Experience
		+ Other Professional (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

## Physical Demands and Working Environment

* + Lifting of weight, prolonged positions, etc.
	+ Add “see attached physical job analysis”.
	+ Environmental conditions, odors, noise levels, etc.
1. **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.