

HR Mastery Toolkit

Building a High-Performance Organization

Launch Your Organization to a New Level of Performance Today!

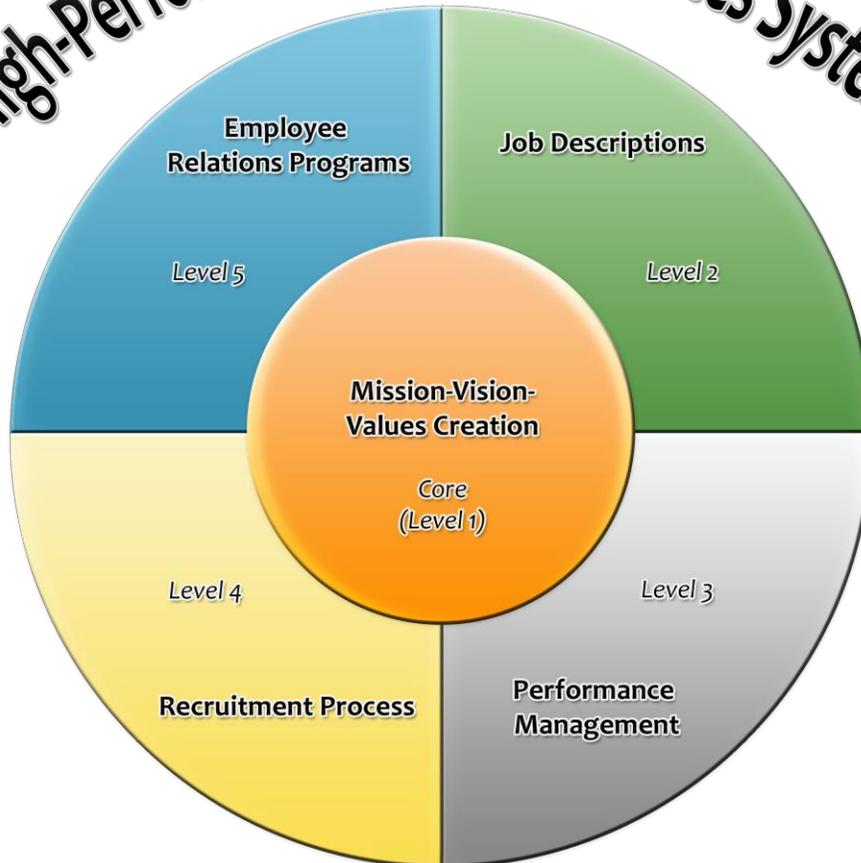
Level 2 Workplace Efficiency



Your All-in-One Human Resources Solution

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High-Performance Human Resources System



You are working on:

LEVEL 2

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Introduction

Now that you have completed the Core Level work of crafting your organization's Mission, Vision and Values (MVV), it's time to learn how to build upon them.

You are completing the Level 2 work to get your organization one step closer to becoming a "High-Performance Organization."

As your organization's facilitator, you will learn how to create a High-Performance Organization through the process of creating High-Performance Job Descriptions (JDs).

I recently heard a performance-crippling myth:

Creating job descriptions is antiquated.

This is false. Don't believe it!

Technology has changed Human Resources, but the core premise of **clarity** is still vital for any high-performing organization. It always will be.

High-Performance organizations go even a step further. They often share JDs on a Local Area **Network** and **visually link** all employees together in an electronic organizational chart. This way, everyone understands who is responsible to do what, and who reports to whom and why.

Learning more about job descriptions

Job descriptions are vital for High-Performance Organizations.

Eight important reasons why you need effective JDs

- 1. Recruitment** – As you grow and expand, it is almost impossible to hire legally or competently without a solid, well-written job description for each position.
- 2. Team building** – It is difficult for Teams to form and support each other when job duties are obscure and tasks conflict or interrupt each other. It is crucial to know what each Team Member is responsible to accomplish.
- 3. Performance management** – Setting measurable performance goals is important and should be based on duties listed in the corresponding JD. Having the goals listed, in writing, solidifies their importance.
- 4. Training and employee development** – JDs, along with descriptions of possible job *promotions*, are a helpful tool to determine future classes, seminars, and other career development activities. Proper training and development close any efficiency and capability gaps in your workforce.
- 5. Compensation** – JDs help develop a standardized compensation program with minimums, maximums, and target pay for each position. They help decision makers know the internal equity issues and make wise and fair decisions.
- 6. Recognition and rewards** – JDs serve as a baseline for performance, and as a tool to encourage performance “above and beyond” the job description, in order to distribute recognition, rewards, or other encouragement. Even simple statements of praise for jobs well done propagate higher

performance. JDs make good performance more obvious, which makes for a happier and more emotionally satisfying organizational culture.

7. Corrective Discipline – Sometimes Team members fail each other. JDs help define when employees are not performing up to known and agreed upon standards.

8. Essential job function analysis – Making reasonable accommodations doesn't just help workers do better work—making accommodations is also **the law**. As of July 1992, the Americans with Disabilities Act (ADA) mandates that an organization assist an employee when a request is made for a reasonable accommodation under the ADA. JDs make compliance to the law simpler.

LEVEL 2 Objectives

As the facilitator for your organization, you need to learn:

- How to become wise to the pitfalls and benefits of Job Descriptions (JDs)
- The methods and details for creating JDs for a High-Performing Organization
- How to create a coherent and straightforward statement of purpose for the position of each and every employee, which defines the specific duties expected of them

You will also learn to use JDs to:

- Reiterate your **Mission, Vision, and Values** (MVV) statements
- Align employees to **shared goals**
- Use as an effective **hiring tool**
- **Reinforce** what is required from your employees and why

Important documents

The following is a list of documents included in the Level 2 section for your use to help facilitate and create your organization's JDs:

- HR Mastery Toolkit Document (Level 2)
- Job Description Template
- Two Sample Job Descriptions
- PowerPoint Job Description Training Document

Let's Begin!

Now that you know the reasons why you need effective JDs, it is critical to incorporate your organization's MVV statements as you design your job descriptions.

High-Performance Job Descriptions Feature a Synthesis with Your MVV statements.

Potential pitfalls

Creating a High-Performance Organization involves understanding the pitfalls that may result from utilizing JDs. JDs solve many problems and ignite higher performance, but ignoring the importance of having them can prove costly to your organization.

How to avoid these potential pitfalls:

- 1. Job descriptions sometimes encourage a "that's not my job" mentality.** Establish with your employees what their JD is from the start. Note: **A Job Description is a *guide*, not merely a list of things an employee does on the job.**

Employees need flexibility to think "outside the cubicle." While it's not necessary (or even feasible) to list every task expected of an individual, the core duties must be included.

JDs should always include a caveat statement. (Please see page 11 for an example of such a caveat.)

- 2. Poorly written job descriptions may be used against you.** We live in a litigious world. At some point in time, your organization may receive charges filed through the Human Relations Commission, the EEOC, or directly from an employee or employee's attorney.

Writing JDs using extremes can hurt you. Strike a balance. Don't be too specific (such as including details of every single

task that might possibly occur), but avoid being too general either. A JD is too broad if it is lacking enough specificity to accurately portray the duties. Included in Level 2 are Two **Sample Job Descriptions** for your reference.

3. Remember, Job Descriptions become outdated very quickly! We all know things change fast. Technological advances and shifting economics make outdated Job Descriptions the norm, not the exception. Don't get caught on your heels.

- Make sure employees update what is in their Job Description on a regular basis.
- Review Job Description's at annual review time.
- When someone resigns, it is time to have the supervisor sit down and update that description with the exiting employee.
- **Always have the most up-to-date description when recruiting a new hire.**

Instructions to Begin

In the role of facilitator, you will:

1. Champion the process
2. Provide the means to activate it
3. Keep track of the Job Descriptions themselves.

How to Create a Job Description

Creating Job Descriptions means aligning and including employees.

As employees are involved in the development of their job descriptions, they gain ownership in the process. Plus, they more fully understand how their position relates to other positions within the organization. Then, efficiency escalates as they gain insight into how each position depends on the other for optimal performance.

Remember that the employee and employee's manager should cooperatively create the Job Description.

A Smooth Creation Process

Here are some key tips to making the creation of Job Descriptions a smoother process.

Have the employees own their job descriptions by making contributions in crafting, or improving their own JD. This way, they will accept it as their own and become more vested in the organization.

- Remember that no one knows the job better than the employee who is doing it. Use their working knowledge to improve organizational clarity.
- Have employees complete their job description and have the facilitator review it.
- After dialogue with the employee, the manager has the final say on the JD and the authority to make changes to the ultimate document.
- **Make the process enjoyable as well as educational, not a chore. A well-crafted JD is a gift.**
- Be joyful and helpful with the process, and your staff will appreciate it!

Caveat Statement

JDs should always include the following caveat: “This description is not designed to cover, or contain a comprehensive listing of the activities, duties, or responsibilities required of an employee; an incumbent employee may be asked to perform other duties, as required.”

This statement ensures that employees won’t underperform, or make excuses like, “That’s not in my job description!”

What Goes into a Job Description

Use the following components for the *foundation* of every job description that is created:

Date:

Prepared by:

Exempt/Non-Exempt (Hourly/Salary):

Approved by:

Title:

Reports to:

Supervises:

Purpose:

Essential Duties:

Position Requirements:

Language Skills:

Mathematical Skills:

Physical Requirements / Environmental Conditions:

Now, let's take each section and discuss it further so that you can generate a successful job description for each position in your

organization. You will also find JD templates attached that will supplement the information provided here.

Date: The date should be the date that the individual's job description is completed. Thereafter, the date should be changed every time the job description has been updated, or altered, and should ideally be reviewed annually.

Prepared by: This is the employee's name, and should be updated if and when a change of employee occurs.

Approved by: This is typically the CEO/owner of the organization's name; this is the person who has final approval over the hiring of any person for the particular job description.

Title: The manager and employee should work together to come up with the best title for the position, based on the essential duties. Using the organizational chart can help to make sure that the position is in line with the organization and with the direct report.

Reports to: This should be the direct report of the position. If this changes, the job description should be updated when a change occurs.

Supervises: This should state how many employees this person is responsible for and what positions they occupy. If this position does not entail supervisory responsibilities, type "none". If the organization uses an organizational chart, you do not need to be specific. It is advisable to use titles when referring to whom this person supervises, not employee names.

Purpose: The specific details outlining the role this position plays and how it serves the organization. (As this is a particularly critical component of any JD, we will explore this in greater depth momentarily.)

Essential Duties: The direct report and employee should work together to define the essential (core) duties of the job. (Please see the Job Description template attached for more information.)

Position Requirements: A statement directing the employee to align and support the organization's Mission, Vision, and Values statement.

This is a very important component to any JD, to ensure adherence to what the organization stands for and intends to deliver. For example, *"It is critical that the employee support the attainment of our organization's Mission, as well as align their performance, goal setting, and focus on realizing our organization's Vision. This should be accomplished within the published Values of our organization."* (Please see the Job Description template attached for more information.)

Language Skills: Any particular language skills a position may require, whether foreign, or enhanced native language skills. (Please see the Job Description template attached for more information.)

Mathematical Skills: Any particular mathematical proficiency required to execute the essential responsibilities of the position. (Please see the Job Description template attached for more information.)

Physical Requirements/Environmental Conditions: This identifies the physical and environmental conditions of the position, and also helps worker's compensation physicians to identify work restrictions of the job. This section meets the ADA requirements of an organization for each position and is important for a job description. (Please see the Job Description template attached for more information.)

Let's revisit the Purpose segment of a Job Description in greater detail, and take a look at some examples.

Do your employees know exactly what their purpose is and what role they have? For many employees, the details are fuzzy. If you actually ask them, you might be in for a surprise!

As simple as it sounds, **a clear objective statement of Purpose in a job position is crucial.** It solidifies the whole reason for being there and helps workers do well. New and current employees must know specifically why they are there and what they are suppose to do.

Good leadership and clear parameters guide employees and

organizations to excellence. **Remember, performance suffers when Job Descriptions are unclear!**

Five examples of a Purpose of Position Statement in a JD:

Sales and Marketing Director

Purpose of Position:

To accomplish [organization name]'s brand development activities by researching, developing marketing opportunities and plans, strategic planning of sales department, implementing sales plans, managing branding of organization, and managing sales staff.

Plant Shipping and Receiving Coordinator

Purpose of Position:

Primary responsibility for ensuring that orders are pulled correctly and helping with the shipping process, including properly loading and unloading trucks.

Customer Service Representative (CSR)

Purpose of Position:

Responsible for establishing and maintaining profitable relationships with customers on behalf of the organization by taking personal and complete responsibility for each customer contact and ensuring that all customer contact requirements are completely met. The CSR has primary responsibility for ensuring that customer needs are met. (*i.e., the CSR owns the process*).

Sales Development Manager

Purpose of Position:

Responsible for establishing and maintaining profitable relationships

with customers. The primary responsibility is to ensure that the products meet the customer's needs and to help grow [organization name]'s customer base nationally.

Manufacturing Production Lead

Purpose of Position:

Responsible for establishing and maintaining profitable relationships with customers by managing bulk and smaller orders, and ensuring that these orders meet the customer's needs.

Create Your Job Descriptions

- Utilize the **Job Description Template** as a guide.
- Refer to the two Sample Job Descriptions provided.
- Use the PowerPoint Job Description training document to start the process with managers and employees.
- Begin by having your current employees understand and absorb the MVV of your organization. That's the foundation you will build on, and it's the most important aspect.
- Then, have employees define why they are there and what they do for the organization.
- Allow for manager's input and guidance as the process moves back and forth from employees to managers, culminating in a finished document.
- Keep the JDs on hand and easily available to everyone in your organization.
- Use JDs during your hiring processes.

Job Descriptions (JDs) Reiterate Your Mission, Vision, and Values

Job descriptions should remind employees what the **overall objective** is for their position. Why? Because the objective is **rooted** to your organization's core: Mission, Vision, and Values.

Reinforce *what* is required and *why*

Repetition is a good thing. When Job Descriptions repeat important information that is reflected in other areas of the organization, it reinforces the importance of that information.

When employees see the same messages over and over from a variety of sources and tied to several processes, it leaves a lasting impression and improves clarity.

Use language designed for strength and cohesion

- Build in language that reiterates your organization's Mission, strives for your Vision, and keeps your Values at the core. This helps all your employees go in the right direction collectively.
- Capture in the Job Description the **behaviors** that are required and that relate to the Values of your organization.

JDs as a hiring tool

- High-Performing organizations have recruitment processes that include the latest revision of the Job Description. Then, **they develop relevant interview questions centered on the Job Description.**

- When interviewing candidates, furnish them with formal a Job Description up front. There is no way to assess a candidate fairly without this basic and vital tool. Please refer to Level 4 – Recruitment Process for further details.

What inspires interest in a qualified candidate? You guessed it! A well-crafted Job Description. Too few organizations offer this. When people know what it is they are required to do before they even accept the position, it creates initial interest and a sense of security and comprehension, and, later, once they are hired, a potential sense of ownership in a shared Vision.

JDs in performance management

Job descriptions are used as a tool for performance reviews. Please refer to Level 3 – Performance Management for further details.

Let's Review

What did we learn here in Level 2 – Job Descriptions?

- What the common pitfalls are and how to avoid them
- Creating Job Descriptions is not antiquated; it is a vital part of any High-Performance Organization's HR system
- The basic information comprising job descriptions, why they provide a solid basis for adding to the framework for High Performance, and why they are critical to current and future success
- Eight important reasons to have effective JDs:
 1. Recruitment
 2. Teambuilding
 3. Performance management
 4. Training and employee development
 5. Compensation
 6. Recognition and rewards
 7. Corrective discipline
 8. Essential job function analysis
- How to use job descriptions to: Reiterate your Mission, Vision, and Values (MVV), align employees to shared goals, create an effective hiring tool, and reinforce what is required from your employees, and why
- The entire process, from start to finish, on how to create job descriptions, with an emphasis on ownership that must always lead back to the employee and manager
- A framework to create a smooth and effective process, including the tools provided to help you instruct and educate employees on how to create effective job descriptions
- How to make the process enjoyable and educational, one that is not a chore but a joyful process

- How High-Performing Organizations have recruitment processes that include the latest revision of the Job Description, and how High-Performance Organizations develop relevant interview questions for the hiring process based upon the Job Description.

Now, Take Your Action Steps:

It's Time to Get Started!

- Once you absorb the concepts presented, start a dialogue with your owners or upper level management.
- Convey and define the key concepts of the Job Descriptions for mutual understanding.
- Together, begin to agree on the process and how it will be rolled out within your particular organization.
- Enlist the help and input of line supervision after an initial process draft is formed. Please use the PowerPoint Job Description Training documents provided to train them on the reasons why Job Descriptions are important.
- When your process is completed and you have the buy-in of all stakeholders, engage with employees and educate them on the process and how you will lead them through it.
- Work with employees, from baseline to managers, and help them as they create final drafts of the Job Descriptions.
- The facilitator is responsible for driving, leading, and finishing this process. That is *you!*
- Celebrate and be proud of having completed the Job Description project for your organization!

Congratulations!

**You are on your way to becoming
a High-Performance Organization**

What's Next?

In the next section, **Level 3 – Performance Management**, you will discover ways to develop Performance Goals and Objectives and, most important, how to create the necessary cooperation to achieve Goals and Objectives *together*.

We will teach you to develop an **Annual Review Process** in which the *employees* take responsibility. The vital and formal review process optimizes performance, helping to cultivate a High-Performance culture at your organization.