Building The Right Job Description Framework
To create a foundation for success

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HALOGEN SOFTWARE
Strategic Talent Management
Creating a Foundation for Success
Building your Job Description Framework

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Building a framework

1. Are your job descriptions doing *their* job?
2. Essential elements of a Job Description
3. Best practices for building a job description framework
4. Managing and connecting job descriptions with Halogen
Poll: The use of job descriptions

Does your organization use formal job descriptions today?

☐ Yes
☐ No
☐ Not sure
Poll: Where’s Waldo?

Do all of your employees have easy access to their job description?

☐ Yes
☐ No
☐ Not sure
Are your job descriptions doing *their* job?
Are your job descriptions doing *their* job?

Job descriptions help define the **requirements and criteria** that should be used to:

- attract
- onboard
- assess
- develop
- promote
- reward
- engage
- and retain your talent.
Are your job descriptions doing *their* job?

Job descriptions should play a **strategic and foundational** role in all your talent management programs.

...but are they?
Why aren’t they working?

- Paper-based, typically in Microsoft Word
- Multiple versions/not centrally stored
- Forgotten in the filing cabinet
- Outdated
- No established revision process
Why aren’t they working?

Employees and managers don’t see the value

Update process can feel overwhelming

Quality Concerns

Task-based, not focused on outcomes

Job description does not accurately reflect the job

Not leveraged across all talent management programs

Job Description

≠

Strategic Talent Management

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Essential Elements of a job description
Essential Elements

Less is more!

Section 1: Job Information

- Job title
- Job family
- Exemption status
- FLSA status
- Pay grade
- Effective date
- Reporting to
- Shift
- Department
- Location

Section 2: Job summary

- What is the job’s purpose?
- Why is the job important?
- What processes does the job support?
- What are the main challenges facing this role?
- Where does this job fit in the hierarchy and structure of the organization?
Essential Elements

Section 3: Qualifications

- Education
- Certification
- Experience
- General skills

Section 4: Working Conditions

- Hours worked
- Start time
- Requirements for overtime
- Specifications for breaks/lunch
- Pace of work

- Demands for thoroughness or accuracy
- Physical requirements
- Health or safety hazards
- Working in unusual conditions (e.g. underground)
- Travel requirements
Section 5: Job responsibilities and competencies

• Lists the essential duties and responsibilities of the role
• **Note:** This should not be an exhaustive list of every task the employee will perform.
• 5-10 competencies the person will be accountable for and will be assessed on as part of their performance appraisal
The important role of competencies on the job description

<table>
<thead>
<tr>
<th>Competencies</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Competencies (1-3)</td>
<td>Customer Focus</td>
</tr>
<tr>
<td>Leadership Competencies (1-3)</td>
<td>Empowering employees</td>
</tr>
<tr>
<td>Job Specific Competencies (3-5)</td>
<td>Writing skills</td>
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</table>

Appraisal / Assessment

Job Description

Competencies

Skills
Best Practices for building a job description framework
Objectives of Job Descriptions

1. Ensure employees know what is expected of them
2. Ensure consistency to control risk
3. Ensure stakeholders have input to review and update job descriptions
4. Ensure you can easily identify and deal with any exceptions
5. Ensure the employee experience is consistent throughout the talent management lifecycle
Before you begin...

- What is the main reason to revise or write new job descriptions? Why now?
- How will the new job descriptions be used?
  - Link with Performance?
  - Talent Acquisition?
  - Displayed to all employees?
Budget and Resource Considerations

- What are the projected costs?
- Who will be involved in this project?
- How much time can they dedicate?
- Who will manage the project?
How Many Variations?

Ask yourself:

Will different job groups require different elements or sections in their job descriptions?

- Individual Contributor vs. Leadership
- Clinical vs. Administrative
- Unionized
Setting yourself up for Success

- Make it a priority project with executive approval
- Provide supervisor training
- Conduct thorough job analysis
- Communicate
Communication

• What to focus on:
  1. Main objectives of new or revised job descriptions
     ▪ Don’t focus on best practices, give relevant examples
  2. Communicate there is executive buy-in
  3. Emphasize that the objective is to determine specifications for the job, and not evaluate performance
  4. Provide expectations and timelines
  5. Ask for feedback and suggestions
Job Description Creation Process

- Demonstrate Value
- Job List & Job Owner
- Job Analysis
- Content Development
- Approval & Launch
Job List

• Create a master job list
• The Master List is every unique job within your organization
  – Ask yourself- do these jobs have different requirements to be successful?
  – Some jobs have slightly different titles but are fundamentally the same job
Job Owner

• Who will provide the details to HR?
• The Job Owner should have a detailed understanding of what is required for success
  – Detailed understanding of the job
  – Objectivity
  – Other motives are not present

• Usually the supervisor of the role
Job Analysis

• Set expectations from the beginning
  – Pre-meetings with job owners to explain what is required
  – Provide examples
• Analyze each job
  – Questionnaires, interviews, observation
• Leverage the capabilities of Halogen Performance to automate the collection of data
  – Reduces the time it takes for you to consolidate and analyze the data
1. Accuracy and simplicity
2. Avoid abbreviations or technical words
3. Use action verbs
4. Focus on desired outcomes
5. Refer to job titles, not names
6. Differentiate between “essential” and “non essential”
7. Stick to facts
8. Avoid future content
9. Create a draft
Approval & Launch

• Build a catalog for Essential Duties or Competencies
  – Organize by Job Family
  – Common requirements should be stored in their own section and not be duplicated across multiple families

• Use pick-lists for consistency

• Use a review process for final approval and employee acknowledgement
Keeping JDs Up-to-date

- Reviewing all job descriptions every year is generally not realistic
  - Make a goal to review 25% of your JDs annually
- Other events should also trigger a review:
  - Shift in marketplace
  - Organizational restructuring
  - Continuous problems within a department
  - Employee or supervisor requests a review
- Not making regular updates will result in a much larger project down the road
Part 3: Product Overview
Up-to-date job descriptions at your fingertips

- Automates the process of creating and maintaining job descriptions.
- Provides employees a consistent definition of their job responsibilities throughout the employee lifecycle.
- Store, manage and provide organizational central location.
Halogen Job Description Builder Benefits

**HR Professionals:**
- Get a faster more effective way to centrally manage job descriptions and keep them up-to-date.
- Job descriptions can be used to automatically generate employee appraisal forms and job postings for recruitment.

**Managers and employees:**
- Get quick access to up-to-date, consistent job descriptions to better understand roles, responsibilities, expectations, and career opportunities.

**C-level executives:**
- Greater accountability by ensuring all employees are aware of job responsibilities that are aligned with organizational goals and priorities.
A rich library of job descriptions

Comes with pre-defined templates and sections for easy start-up.

Modify them to suit your needs.

Job Description

Job Title: Administrator
Department: Emergency
Salary Grade: C
Version: 1.0

Job Number: 000917 20926000
Employer: Dunrite
Division: Healthcare
FLSA Classification: Non-Exempt

Primary Responsibilities

Responsible for the various rehabilitative areas (e.g., Physical Therapy, Occupational Therapy, Speech Therapy, Recreational Therapy, etc.). Develops and implements plans, policies, and procedures regarding staffing and the purchasing of supplies for the department. This position includes, but is not limited to the following essential functions.

Essential Functions:

Directs, plans and manages Rehabilitation Services in alignment with the department and hospital goals.
Organizes and coordinates services provided, oversees operations, and manages staff and budget in accordance with hospital’s policies and procedures.
Responsible for strategic development: develops staff and facilities to meet new and existing needs.
Works on interdisciplinary teams and projects to further the overall goals of the organization.
Interacts with co-workers, visitors, and other staff consistent with the core values of the Hospital.
Create job-specific appraisal forms based on the job description.
Centrally manage all job descriptions

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Legend: ⚠ Awaiting publication

Track and manage job descriptions from one central location.

Check status at a glance. Know when each was published and last modified.

Automate the process for creating or updating job descriptions, including any reviews or approvals.
Align job descriptions with performance appraisal forms and competency assessments

Marketing Manager
NM1238

Job Description Navigator

Job Description
Position Summary
Essential Duties and Responsibilities
Education Requirements
Experience Requirements
Core Competencies
Skills and Abilities
Skills and Abilities - Additional Information
Employee Statement of Understanding
Halogen Software Disclaimer

Core Competencies

Title and Definition

Customer Focus
Personally demonstrates that external (or internal) customers are a high priority. Identifies customer needs and expectations and responds to them in a timely and effective manner. Anticipates and prevents delays or other things that can adversely affect the customer. Keeps customers informed about the status of pending actions and inquires about customer satisfaction with products or services. This is in sharp contrast to behavior patterns that tend to disappoint customers, leave them feeling forgotten and unimportant or that otherwise result in unmet needs or expectations.

Communication
Communicates effectively and appropriately. Uses good judgment as to what to communicate to whom as well as the best way to get that accomplished. Speaks in a clear and credible manner, selecting the right tone for the situation and audience. Listens to others and allows them to make their point. This is quite different than those who tend to select the wrong means of communicating or who communicate information to inappropriate people. It also contrasts with those whose messages are not clear or lack credibility, as well as those who demonstrate poor listening skills and are unresponsive to feedback.

Teamwork
Is an effective team player who adds complementary skills and contributes valuable ideas, opinions and feedback. Communicates in an open and candid manner and can be counted upon to fulfill any commitments made to others on the team. This is distinctly different from those who withhold ideas and opinions, offer ideas or opinions that rarely add value to team discussions, have established a track record with many unmet commitments, and/or have not contributed skills that complement the skills of others on the team.

Innovative Thinking
Looks for new and innovative approaches that will improve efficiency. Embraces and champions new ideas and encourages others to do likewise. Recognizes and rewards people and teams who are creative and innovative. This is in sharp contrast to those who tend to embrace the status quo, struggle with new approaches and discourage others when they are creative and innovative in the pursuit of increased efficiency or effectiveness.

Link sections in the job description to your employee performance appraisal and competency assessment forms.
Easily track job description sign-off

<table>
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<tr>
<th>Last Name</th>
<th>First Name</th>
<th>Department</th>
<th>Manager Name</th>
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Track and document employee job description review and sign off to meet regulatory requirements.
Having up-to-date job descriptions enables us to make certain that employees are meeting competency and performance expectations, which in our case is critical in supporting Joint Commission requirements. Halogen Job Description Builder will help us both improve the process of creating and managing job descriptions, and ensure employees are aware of job responsibilities by automating review and sign off. We will be able to save valuable time in managing this as part of our talent management processes, and in demonstrating Joint Commission compliance.

Teri Manning, Director of Nursing, Office Operations, and the Recruitment Center
Our Professional Services Team Can Help

Job Description Services

Fully integrated, best practice job descriptions created for you
Poll Question

Want to learn more about how Halogen can help you build and connect your job description framework to your talent management programs?

- Yes, I would like to know more!
- No, thanks
Looking for best-practice job description templates?

http://www.halogensoftware.com/learn
Q & A

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Evelyn Watts
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Learn More

Learning resources
www.halogensoftware.com/learn

Learn about our services
www.HalogenSoftware.com/service

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