

November HR Webinar:

From Job Analysis to Job Description

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Introduction

From Job Analysis to Job Description

*The importance of a job
description...*



Introduction

From Job Analysis to Job Description

- ◆ Do you revise your job descriptions to make sure they are accurate and up to date?
- ◆ If so, how?



Introduction

From Job Analysis to Job Description

◆ Job Analysis

- Systematic study of a job to identify the work performed and the qualities needed to perform the work successfully





From Job Analysis to Job Description

- ◆ Job Analysis
 - We typically identify tasks and knowledge, skills, and abilities (KSAs)



Introduction

But how do we take job analysis results and translate them to the language of a job description?



CITY OF ANYTOWN
 Class Title: POLICE SERGEANT
 Salary: \$7,570.33 - \$11,184.82 Monthly (281)

Class specifications are only intended to present a descriptive summary of the range of duties and responsibilities associated with specified positions. Therefore, specifications may not include all duties performed by individuals within a classification. In addition, specifications are intended to outline the minimum qualifications necessary for entry into the class and do not necessarily convey the qualifications of incumbents within the position.

DEFINITION:

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DISTINGUISHING CHARACTERISTICS:

The **Police Sergeant** is the supervisory level class responsible for administrative, supervisory, and technical duties in leading program level functions within the department. Employees in this class supervise line-level employees or program unit, and provide leadership for ongoing law enforcement, crime prevention and investigative and administrative activities. This classification is distinguished from the next higher classification of Police Lieutenant in that the latter is a mid-level manager responsible for the performance of multiple teams and complex department management duties.

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Introduction

Elements of a Job Description

- Definition or Purpose
- Distinguishing Characteristics
- Supervision Received/Exercised
- Duties/Functions/Essential Functions
- Marginal/Other Duties
- Minimum Qualifications
- Desirable or Preferred Qualifications

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Introduction

- What makes a function “essential”?
 - What makes a duty “marginal”?
 - What is a “minimum” qualification vs one that is just “desirable” or “preferred”?
- Duties/Functions/Essential Functions
 - Marginal/Other Duties
 - Minimum Qualifications
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Introduction

◆ We can translate our job analysis results into the job description elements

Tasks →

- Duties/Functions/Essential Functions
- Marginal/Other Duties

KSAs →

- Minimum Qualifications
- Desirable or Preferred Qualifications



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” Typical Job Description Elements

- **Definition or Purpose** ←
- Distinguishing Characteristics
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- Working Conditions
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- Marginal Duties
- Minimum Qualifications
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- ◆ How would you describe the job in 30 words or less?
- ◆ The overall responsibilities
 - Responsibilities are not functions, duties, or tasks
 1. Responsibilities (highest level; describes the job in broadest terms)
 2. Functions or duties (describes main areas of the job)
 3. Job tasks (individual components of a duty)



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Typical Job Description Elements

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- Minimum Qualifications
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- ◆ What distinguishes this job from other jobs in a hierarchy
 - Entry level
 - Journey level
 - First level supervisor

” Typical Job Description Elements

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- ◆ Works under:
 - Close supervision
 - General supervision
 - Direction
 - General Direction
- ◆ Supervises others

” Typical Job Description Elements

- Definition or Purpose
- Distinguishing Characteristics
- Supervision Received/Exercised
- **Working Conditions** ←
- Physical Demands
- Essential Functions/Duties
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- ◆ Physical environment
 - Typical office environment
 - Outdoors in all weather conditions
- ◆ Other conditions that may affect an individual's ability to perform the job
 - Exposure to noise, chemicals, dust, risk of electric shock, etc.



” Typical Job Description Elements

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- **Working Conditions** ←
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- ◆ This information is gathered through job observation
- ◆ Be sure that employees must perform the essential functions under these conditions



” Typical Job Description Elements

- Definition or Purpose
- Distinguishing Characteristics
- Supervision Received/Exercised
- Working Conditions
- **Physical Demands** ←
- Essential Functions/Duties
- Marginal Duties
- Minimum Qualifications
- Preferred or Desirable Qualifications

- ◆ Describes physical and sensory abilities needed
 - Standing
 - Sitting
 - Lifting
 - Climbing
 - Reaching with the arms
 - Seeing at close range
 - Differentiating colors



” Typical Job Description Elements

- Definition or Purpose
- Distinguishing Characteristics
- Supervision Received/Exercised
- Working Conditions
- **Physical Demands** ←
- Essential Functions/Duties
- Marginal Duties
- Minimum Qualifications
- Preferred or Desirable Qualifications

- ◆ This information is best gathered through job observation as well
- ◆ Be sure that these abilities are absolutely needed for performing the essential functions



” Functions/Duties

- Definition or Purpose
- Distinguishing Characteristics
- Supervision Received/Exercised
- Working Conditions
- Physical Demands
- **Essential Functions/Duties** ←
- Marginal Duties
- Minimum Qualifications
- Preferred or Desirable Qualifications

- ◆ A segment of work consisting of multiple tasks. Known as a function, duty, or work behavior.

“Supervise employees performing daily accounts payable and receivable duties.”

- ◆ Usually 4 to 6
- ◆ Derived from the most important tasks identified in our job analysis



Job Tasks

- ◆ A task is a component in the performance of a duty or function
- ◆ Duties/functions usually consist of multiple tasks





Functions/Duties vs Tasks

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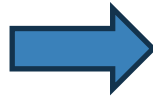
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Functions/Duties vs Tasks

ESSENTIAL FUNCTIONS: *(include but are not limited to the following)*

Composed of supervisory-related tasks.



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Composed of management-related tasks.



- Establishes or revises priorities, work methods and activities, and the allocation of assigned personnel and equipment in response to calls for service and changes in resources or department needs; evaluates situations and determines if specialized personnel or other resources are needed and how they should be utilized; analyzes crime and accident statistics and reports to identify crime and accident patterns and develop strategies to maintain a state of readiness.

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Essential Functions –What makes them essential?

- Definition or Purpose
- Distinguishing Characteristics
- Supervision Received/Exercised
- Working Conditions
- Physical Demands
- **Essential Functions/Duties** ←
- Marginal Duties
- Minimum Qualifications
- Preferred or Desirable Qualifications

- ◆ Fundamental duties
- ◆ The work performed is why the job exists
- ◆ Consequences of error to other aspects of the job, or to other jobs
- ◆ Performed with some regularity (Daily, Weekly, Monthly)
- ◆ Significant time spent on these duties



Which tasks will make up our essential functions?

	Task	Frequency	Importance
1	Research policies, state laws, and local ordinances using various written and electronic sources to gather information needed to plan work, solve problems, or provide guidance to others.	Daily to Weekly	Critical
2	Review forms, applications, correspondence, and various printed or electronic documents to obtain the specific information needed to conduct analyses or make decisions.	Daily	Very Important
3	Review forms, applications, and filings to determine if all required information and supporting documentation has been provided.	Weekly to monthly	Critical
4	Review maps to locate and gather information regarding the locations of properties, comparable properties, or business operations.	Monthly to every few Months	Somewhat Important
5	Review property statements to obtain the information necessary to perform or verify an assessment.	Daily	Critical
6	Conduct physical inspection of assessee facilities, equipment, and other property, when records are not available or are incomplete.	Every few months to yearly	Important
7	Research transactions related to a property such as sales, leases, and assessments using department and public records.	Weekly to Monthly	Somewhat Important

” Marginal Duties

- Definition or Purpose
- Distinguishing Characteristics
- Supervision Received/Exercised
- Working Conditions
- Physical Demands
- Essential Functions/Duties
- **Marginal Duties** ←
- Minimum Qualifications
- Preferred or Desirable Qualifications

- ◆ Not fundamental to the job
- ◆ May be performed rarely
- ◆ May be performed regularly but with low consequences of error
- ◆ Could be assigned to employees in another job
- ◆ Also derived from the tasks identified in our job analysis

” Marginal Duties

- Definition or Purpose
- Distinguishing Characteristics
- Supervision Received/Exercised
- Working Conditions
- Physical Demands
- Essential Functions/Duties
- **Marginal Duties** ←
- Minimum Qualifications
- Preferred or Desirable Qualifications

- ◆ Tasks that are lower in importance
- ◆ Tasks that are important but not frequently performed

” Which tasks will make up our marginal duties?

	Task	Frequency	Importance
1	Research policies, state laws, and local ordinances using various written and electronic sources to gather information needed to plan work, solve problems, or provide guidance to others.	Daily to Weekly	Critical
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” Minimum Qualifications

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- Marginal Duties
- **Minimum Qualifications** ←
- Preferred or Desirable Qualifications

- ◆ Sometimes referred to as “job specifications”
 - KSAs (may be listed separately)
 - Education
 - Experience
 - Licenses & certifications
- ◆ “Minimum” because they represent the qualities of a minimally-acceptable applicant/candidate

” Which KSAs will be minimum qualifications?

	KSA	Importance	Needed upon Hire
1	Knowledge of general accounting principles and procedures.	Critical	Yes
2	Knowledge of basic statistics (e.g., mean, median, standard deviation, percentiles) to analyze and interpret business financial, market, or other numerical data.	Critical	Yes
3	Knowledge of methods of estimating depreciation.	Important	No
4	Skill to identify the specific information needed to plan work, conduct an analysis, solve a problem, or make a decision or recommendation.	Very Important	No
5	Skill to compile numerical data and other information from multiple sources as needed for analysis and to identify issues, draw conclusions, or solve problems.	Critical	Yes
6	Skill to review data and information gathered to assess quality, accuracy, completeness, and reliability to determine if it is sufficient for conducting an analysis or making a particular decision or recommendation.	Very Important	Yes
7	Ability to interpret the intent, meaning, and scope of specific laws, rules, regulations, codes, or policies to determine their applicability to specific issues.	Important	No
8	Ability to apply policies, laws, rules, regulations, or standards to a specific situation or set of facts to solve problems and make decisions and recommendations.	Very Important	No

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- Marginal Duties
- **Minimum Qualifications** ←
- Preferred or Desirable Qualifications

- ◆ Using the KSAs identified in a job analysis helps us to avoid using ambiguous terms or buzzwords as qualifications:

“Must be a team-player”

“Must be a self-starter”

” Minimum Qualifications

- Definition or Purpose
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- Marginal Duties
- **Minimum Qualifications** ←
- Preferred or Desirable Qualifications

- ◆ Don't define the type of person you are looking for, but rather, the attributes someone should have:

“Ability to work cooperatively with others in a team environment”

“Must be able to take initiative in making decisions and solving problems”

” Education and Experience

- Definition or Purpose
- Distinguishing Characteristics
- Supervision Received/Exercised
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- Physical Demands
- Essential Functions/Duties
- Marginal Duties
- **Minimum Qualifications** ←
- Preferred or Desirable Qualifications

- ◆ Identify the types and amount of education and experience that would have enabled someone to gain the minimum KSAs



Education and Experience

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- **Minimum Qualifications** ←
- Preferred or Desirable Qualifications

- ◆ The task results can also help you identify appropriate types and amount of experience an applicant/candidate should possess



Which tasks could we use for education and experience requirements?

	Task	Frequency	Importance
1	Research policies, state laws, and local ordinances using various written and electronic sources to gather information needed to plan work, solve problems, or provide guidance to others.	Daily to Weekly	Critical
2	Review forms, applications, correspondence, and various printed or electronic documents to obtain the specific information needed to conduct analyses or make decisions.	Daily	Very Important
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Preferred or Desirable Qualifications

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- Marginal Duties
- Minimum Qualifications
- **Preferred or Desirable Qualifications** ←

- ◆ Not “nice to have” but must be directly job related –needed for job performance
- ◆ Qualifications that are not necessary upon hire but would lead to better job performance
 - KSAs
 - Education
 - Experience
 - Licenses & certifications



Preferred or Desirable Qualifications

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- Minimum Qualifications
- **Preferred or Desirable Qualifications** ←

- ◆ KSAs that are lower in importance
- ◆ KSAs that are important but not needed upon hire
- ◆ If using for any employment decisions, must be able to demonstrate that possession leads to better job performance

” Which KSAs could be preferred or desirable?

	KSA	Importance	Needed upon Hire
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- Essential Functions/Duties
- Marginal Duties
- Minimum Qualifications
- Preferred or Desirable Qualifications

- ◆ Identify the types and amount of education and experience that would have enabled someone to gain the preferred KSAs



Which KSAs could be used for preferred or desirable education or experience?

	KSA	Importance	Needed upon Hire
1	Knowledge of general accounting principles and procedures.	Critical	Yes
2	Knowledge of basic statistics (e.g., mean, median, standard deviation, percentiles) to analyze and interpret business financial, market, or other numerical data.	Critical	Yes
3	Knowledge of methods of estimating depreciation.	Important	No
4	Skill to identify the specific information needed to plan work, conduct an analysis, solve a problem, or make a decision or recommendation.	Very Important	No
5	Skill to compile numerical data and other information from multiple sources as needed for analysis and to identify issues, draw conclusions, or solve problems.	Critical	Yes
6	Skill to review data and information gathered to assess quality, accuracy, completeness, and reliability to determine if it is sufficient for conducting an analysis or making a particular decision or recommendation.	Very Important	Yes
7	Ability to interpret the intent, meaning, and scope of specific laws, rules, regulations, codes, or policies to determine their applicability to specific issues.	Important	No
8	Ability to apply policies, laws, rules, regulations, or standards to a specific situation or set of facts to solve problems and make decisions and recommendations.	Very Important	No



Final Thoughts

- ◆ Job descriptions and the information they contain are critical to all areas of human resources.
- ◆ It is imperative that they be kept accurate and current.
- ◆ This should be done using job analysis data and the assistance of subject matter experts.

CITY OF ANYTOWN

Class Title: **POLICE SERGEANT**

Salary: \$7,570.33 - \$11,184.82 Monthly (281)

*Class specifications are only intended to present a descriptive summary of the range of duties and responsibilities associated with specified positions. Therefore, specifications may not include all duties performed by individuals within a classification. In addition, specifications are intended to outline the **minimum** qualifications necessary for entry into the class and do not necessarily convey the qualifications of incumbents within the position.*

DEFINITION:

Under direction, coordinates and supervises the activities and operations of a team of police employees, program, or function of the Police Department, to include patrol, traffic control, investigations, community improvement, and administrative or support services; implements departmental policies and procedures; coordinates activities with other divisions, units, City departments, outside agencies, and organizations; performs the more difficult and responsible law enforcement and crime prevention supervision and planning; performs other related duties as required.

DISTINGUISHING CHARACTERISTICS:

The **Police Sergeant** is the supervisory level class responsible for administrative, supervisory, and technical duties in leading program level functions within the department. Employees in this class supervise line-level employees or program unit, and provide leadership for ongoing law enforcement, crime prevention and investigative and administrative activities. This classification is distinguished from the next higher classification of Police Lieutenant in that the latter is a mid-level manager responsible for the performance of multiple teams and complex department management duties.

SUPERVISION RECEIVED/EXERCISED:

Receives direction from a Police Lieutenant. Exercises direct and indirect supervision over sworn and non-sworn personnel.

ESSENTIAL FUNCTIONS: *(include but are not limited to the following)*

- Accepts supervisory responsibility for activities, operations, and services of an assigned program area, including patrol, traffic control, investigations, code enforcement, and administrative or support services; supervises and participates in investigative and field patrol work, including responding to the scene of incidents to render assistance to Officers and oversee their activities, and coordinating activities with other agencies.
- Establishes or revises priorities, work methods and activities, and the allocation of assigned personnel and equipment in response to calls for service and changes in resources or department needs; evaluates situations and determines if specialized personnel or other resources are needed and how they should be utilized; analyzes crime and accident statistics and reports to identify crime and accident patterns and develop strategies to maintain a state of readiness.



Final Thoughts

- ◆ Using job analytic data helps ensure that employment decisions based on any component of a job description are valid.
 - Minimum qualifications
 - KSAs
 - Education
 - Experience
 - Working conditions
 - Physical requirements
 - Preferred qualifications





Thank you!

Feel free to contact me by email:

Questions?

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