

APPENDIX F

# **Guide To Writing a Job Description**

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## Introduction

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Before hiring an employee, it is critical to identify what role he or she will perform. Putting this information down in writing in the form of a Job Description forces the writer to think through the responsibilities of the job and the type of employee needed to perform the job. The job description is a critical first step before placing an employee in the job for the following reasons:

- Assists the Supervisor/Manager in identifying the duties incumbents will perform, the decisions incumbents will be allowed to make, and the skills and experience incumbents need. It should also assist in identifying how the job will fit within the job family, department structure, and what the job will contribute to the department.
- It informs potential applicants and incumbent employees of the job's duties, decision-making parameters, and the level of performance required to be successful.
- Provides the compensation department with basic information needed to determine base pay levels, bonus eligibility, and Fair Labor Standards Act (FLSA) exemption status.
- Provides the H.R. Representative with information to post the job, both internally and externally, and interview candidates.
- Provides the supervisor with information needed to complete a performance appraisal for the employee.
- Is used by disabled candidates to determine if they can perform the job, and used by physicians when determining if an injured or disabled employee can perform the job.

Although a well thought out job description may require a lot of up-front work, it will eventually save the manager and the employee from: 1) unnecessary or conflicting jobs, 2) inappropriate staffing decisions, 3) miscommunication of work expectations, 4) performance management conflicts; and 5) under the worst conditions, legal actions. With so much riding on the job description, it is important to invest the time in a well thought out job description.

## Procedure

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1. Using the following guide, complete an initial "draft" job description. It is recommended that the supervisor with the most knowledge regarding the position be responsible for completion. However, in some cases it may be appropriate for an incumbent to complete the draft job description and forward to his or her supervisor for review/modification. A job description form/template should be sent with this guide. To assist, incumbents in the position may complete a "Position Questionnaire". The questionnaire asks questions pertinent to the job that may then be used to draft the job description. Ask your H.R. Rep. for the questionnaire if desired.
2. Write the job description as the job currently exists unless otherwise instructed by the H.R. Representative. **DO NOT** write the description based upon what the job may be next month or six months from now, etc.
3. When possible, have incumbent(s) read the description to ensure no important facets of the position are left out. It may be necessary to explain we are only looking to incorporate the primary duties.

4. Upon completion of the draft, forward the job description to the department's H.R. Representative for review. The H.R. Representative and Compensation staff will work with the supervisor to ensure the draft description is clear.
5. Once the draft is finalized, forward to immediate supervisor for review and final approval. Note that there should be two levels of review/approval. The first is the direct supervisor for the job, the second is the indirect supervisor for the job (the supervisor's supervisor).
6. Upon supervisory review and approval, based on job content and market pay data, the Compensation Department will conduct an FLSA and salary analysis to establish exempt/non-exempt status, confirm an appropriate pay grade and range and gain approval from the functional Vice President.
7. If the evaluation of the job results in it being graded at or above a grade E8, the Vice President, Employee Services approval is also required. If the job is being evaluated at the Director level or above, the President's approval or his designee, is required.
8. Upon establishment of a salary grade and range, the H.R. Representative may begin the search for a new employee if applicable and the supervisor may review the description with incumbents.

## **Template Instructions**

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### **General Information**

Provide all job information except HRIS Job Code, Position Code, Salary Grade, EEO and Workers' Comp codes. Functional Area represents the department name your V.P. resides in. When determining a title, please reference the list of non-exempt and exempt title descriptors on page 9 of this guide.

### **Job Summary**

In two or three brief sentences, state the purpose or objective of this position. This section answers the question "Why does the job exist?" Highly recommend completion of the Essential Duties and Responsibilities section before completing the Job Summary section.

#### **Example for Machine Operator II**

Sets up, operates, monitors, adjusts and breaks down automatic and semi-automatic equipment used in the process for constructing golf balls. Participates in team activities to reduce waste, improve productivity and quality, troubleshoot problems and provides leadership and direction to less experienced employees.

### **Job Dimensions**

Measurable statistics. Complete the measurable statistics that are applicable to this position. This section usually pertains to supervisory/management positions. In some cases, the measurable statistics may apply to exempt employees who have direct control over budgeted dollars and

exempt or non-exempt employees responsible for generating sales dollars. Direct control meaning the ability to spend budget dollars without supervisory review or approval. Or, the job has a direct impact on sales. You may use a range for budget or sales dollars if it varies among incumbents in the job. (E.g., Sales Representatives in general may be responsible for individually generating \$500,000 to \$5,000,000 annually.)

Direct subordinates are those that report directly to the incumbent(s) in this position. The incumbent completes performance reviews and recommends pay changes for a direct subordinate. Indirect subordinates are those employees who *do not* report directly to the incumbent, but report to the incumbent through a direct subordinate. (E.g., employees who report to a department supervisor are indirect reports to the department manager.)

Write N/A (Not Applicable) after each item that is not applicable to the position.

## Essential Duties and Responsibilities

- In order of importance and percent of time spent, list the primary duties and responsibilities of this position. Do not include occasional duties that require less than 5% of their time unless the responsibility is critical to the success of the position/department. In each statement, consider why the function is performed and what impact it has upon the performance of the department and the organization. Try to begin each statement with an action verb, e.g., collects, analyzes, directs, prepares, evaluates, etc. Refer to the Examples of Action Verbs found on page 10 of this guide. **Keep in mind that the essential duties and responsibilities inform the reader (employee, workers' comp physician, Compensation Specialist, H.R. Rep., etc.) of the position's duties.** The Essential Duties should be detailed enough to gain an understanding of the job and how it differs from the jobs below and/or above it in the job family.

### Example 1 (Machine Operator II)

75% of employee's responsibility is in performing this duty.

#### Machine Operation & Maintenance (75%)

Within published time frames, accuracy and productivity levels:

- Sets up and breaks down complex automatic and semi-automatic production equipment.
- Operates and monitors equipment and makes necessary adjustments.
- Troubleshoots equipment problems.
- Performs preventative maintenance as necessary.
- Applies advanced skills to analyze equipment problems and interpret data from machinery.
- Makes complex adjustments and repairs to equipment as necessary.
- Reads Production Work Orders either from a computer or in hardcopy format.
- Uses analytical and measurement instruments such as calipers, to measure  $\pm 0.001$ ", and scales, to measure  $\pm 0.01$  lb.

#### Leadership and Teamwork (25%)

On a continuous basis:

- Provides leadership and direction to others.
- Participates in team based activities that focus on reducing waste, adding value and improving the process used to construct golf balls.

- Identifies and troubleshoots problems in the manufacturing process, individually or as a part of a team, and participates in problem analysis and solution implementation.
- Adheres to Institution's Core Operating Principles to ensure success.
- Conveys relevant information to the next shift regarding safety, quality, quantities, etc.

### Example 2 (Benefits Coordinator)

45% of employee's responsibility is in performing this duty.

### *Benefits Administration (45%)*

Within published time frames, accuracy and productivity levels:

- ✓ On a continuous basis, verifies and accurately processes benefits enrollment forms. This includes employee enrollment in the plan with the provider, filing of the forms, entering data in the HRIS, and informing Payroll of the correct deductions.
- ✓ On a monthly basis, reviews reports from plan providers to verify accuracy and resolve differences related to billing, enrollment, and claims.
- ✓ On a quarterly basis, audits payroll deductions, produces reports of benefit enrollment, benefit deductions, and plan participation for supervisory review and analysis.
- ✓ As needed, notifies the Benefits Supervisor of any benefit plan discrepancies, potential problem areas, or suggested improvements.

### Authority to Act

Identify the types of decisions and actions the incumbent may make without supervisory review/approval. The list is not intended to be all-inclusive but rather provide the incumbent with an idea as to the scope of his/her decision making and action authority. Provide information or examples that give the reader a concept of what the incumbent can **and cannot do**.

Examples:

- Interviews and makes recommendations for new hires or transfers but is not authorized to extend an offer without higher authority approval.
- Checks work for acceptability or reviews and approves work.
- Directs day-to-day dept. activities; assigns/delegates work assignments.
- Writes and conducts employee corrective actions and performance reviews.
- May expense up to \$100 per request and \$500 annually for department office supplies. Anything over the \$100 and \$500 limit requires higher authority approval.
- Participates in recruiting process and provides recommendation for new hire candidate.
- Recommends department specific policy and procedure changes for higher authority approval prior to implementation.
- Based on workload, has the authority to extend production time up to one hour beyond standard without having to obtain higher authority approval. Anything above one hour requires supervisory review and approval.

### Education and Experience

Select the minimum level of education and/or experience needed to successfully accomplish the essential duties of this job. If the following levels do not accurately represent the level of education or experience, please write in the necessary requirements. Please add any certifications or licenses required. **(Cut & paste into job description and fill in the number of months or**

**years of experience required.)**

- No prior experience or training.
- Less than high school education; or up to \_\_\_\_ month(s) related experience or training; or equivalent combination of education and experience preferred.
- High school diploma or general education degree (GED); or \_\_\_ to \_\_\_\_ months related experience and/or training; or equivalent combination of education and experience preferred.
- One-year certificate from college or technical school; or \_\_\_ to \_\_\_ months related experience and/or training; or equivalent combination of education and experience preferred.
- Associates degree (A. A.) or equivalent from two-year college or technical school; or \_\_\_\_ months to \_\_\_ year(s) related experience and/or training; or equivalent combination of education and experience preferred.
- Bachelor's degree (B. A.) from four-year college or university; or \_\_\_ to \_\_\_ years related experience and/or training; or equivalent combination of education and experience preferred.
- Fifth Year College or university program certificate; or \_\_\_ to \_\_\_ years related experience and/or training; or equivalent combination of education and experience preferred.
- Master's degree (M. A.) or equivalent; or \_\_\_\_ to \_\_\_\_ years related experience and/or training; or equivalent combination of education and experience preferred.
- Doctoral degree (Ph. D.) or equivalent; or more than 10 years related experience and/or training; or equivalent combination of education and experience preferred.

**Knowledge, Skills, and Abilities (KSA's)**

List the minimum knowledge, skills, and abilities required to successfully perform the essential duties and responsibilities of this position. Additionally, identify why that knowledge, skill or ability is needed to perform the essential duties. Use "preferred" to identify knowledge, skills or abilities that are desirable, but not absolutely necessary for success in the job. **Note: While the KSA's are separated below to help you better differentiate each, when writing the job description there's no need to separate, just list them.**

**Examples of Knowledge:**

Defines cerebral aspects of the job that are learned either on the job or in school.

Examples:

- ✓ Thorough understanding of GAAP (Generally accepted accounting principles)
- ✓ Thorough knowledge of Fair Labor Standards Act, affirmative action programs and fair employment laws
- ✓ Has horticultural knowledge with regard to maintaining healthy greens on the driving range.
- ✓ Thorough knowledge of electrical, plumbing and other codes related to building/construction within San Diego county
- ✓ Knowledge of and ability to program in C++ required, Visual Basic preferred
- ✓ Advanced knowledge of Microsoft Word, Access, Excel and Powerpoint
- ✓ Thorough understanding of change management techniques
- ✓ Thorough understanding of training and development techniques preferred
- ✓ Highly knowledgeable in effective customer service techniques

**Examples of Skills:**

Defines manual aspects of the job.

Examples:

- ✓ Able and certified to drive a forklift
- ✓ Able to accurately and efficiently weld various metals
- ✓ Experienced at using a multi-line switchboard
- ✓ Able to type a minimum of 45 words per minute
- ✓ Skilled at reading a packing list
- ✓ Able to perform electrical wiring to code
- ✓ Able to effectively communicate in both written and oral form
- ✓ Skilled at packing customer orders within predetermined department standards

**Examples of Abilities:**

Defines natural or developed competencies.

Examples:

- ✓ Able to effectively lead and manage direct subordinate employees
- ✓ Ability to analyze complex or diverse information and make recommendations based on analysis
- ✓ Skilled at thinking creatively or “outside the box”
- ✓ Self starter that takes the initiative to start and complete assignments without direct supervision
- ✓ Skilled at motivating staff to meet department objectives
- ✓ Able to effectively work as a part of a team toward meeting department goals.
- ✓ Adept at delegating work assignments to subordinate staff
- ✓ Highly adept at using persuasion skills to sell product.
- ✓ Skilled at solving complex problems and implementing solutions
- ✓ Ability to think strategically and provide visionary leadership
- ✓ Considers and understands implications a change in policy/procedure may have in other departments or across the Institution
- ✓ Considers and understands financial impact of decisions
- ✓ Able to evaluate risk vs. reward when making decisions affecting department or Institution policy/procedure

**Physical Demands**

Select the minimum level of physical demands needed to successfully accomplish the essential duties of this job. If the following levels do not accurately represent the level of physical demands, please write in the necessary requirements. These are required to ensure compliance with the Americans with Disabilities Act. **(Copy & paste into job description.)**

While performing the duties of this job, the employee is:

- ✓ (Occasionally Frequently Regularly) required to sit
- ✓ (Occasionally Frequently Regularly) required to stand.
- ✓ (Occasionally Frequently Regularly) required to bend at the neck.

- ✓ (Occasionally Frequently Regularly) required to bend at the waist.
- ✓ (Occasionally Frequently Regularly) required to squat, climb, kneel, or crawl
- ✓ (Occasionally Frequently Regularly) to twist at the neck.
- ✓ (Occasionally Frequently Regularly) to twist at the waist.
- ✓ (Occasionally Frequently Regularly) required to use hands to finger to perform simple grasping.
- ✓ (Occasionally Frequently Regularly) required to use hands to perform power grasping.
- ✓ (Occasionally Frequently Regularly) required to use hands for fine manipulation.
- ✓ (Occasionally Frequently Regularly) required to push or pull.
- ✓ (Occasionally Frequently Regularly) required to reach above shoulder level.
- ✓ (Occasionally Frequently Regularly) required to reach below shoulder level.
- ✓ Frequently required to lift and/or carry up to \_\_\_ pounds, regularly lift and/or carry up to \_\_\_ pounds, and occasionally lift and/or carry up to \_\_\_ pounds.
- ✓ Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception, and ability to adjust focus.

### **Example**

While performing the duties of this job, the employee:

- ✓ Is frequently required to sit, stand and use hands to perform typing.
- ✓ Is occasionally required to perform simple grasping, use hands for fine manipulation, and to reach above shoulder level.
- ✓ Is regularly required to lift and/or carry up to 5 pounds and occasionally lift and/or carry up to 25 pounds.
- ✓ Needs close vision and ability to adjust focus.

### **Work Environment**

Select the appropriate work environment that most closely matches the environment incumbents in the position will encounter. If the following levels do not accurately represent the level of work environment, please delete and/or write in the necessary information. (**Copy & paste into job description.**)

While performing the duties of this job, the employee:

- ✓ Is typically in a climate controlled office environment where the sound level is quiet.
- ✓ (Occasionally Frequently Regularly) drives cars, trucks, forklifts and other equipment.
- ✓ (Occasionally Frequently Regularly) is exposed to excessive noise.
- ✓ (Occasionally Frequently Regularly) works at heights.
- ✓ (Occasionally Frequently Regularly) is exposed to dust, fumes or chemicals.
- ✓ (Occasionally Frequently Regularly) is exposed to outside weather conditions.
- ✓ (Occasionally Frequently Regularly) is exposed to extremes in temperature, humidity, or wetness.
- ✓ (Occasionally Frequently Regularly) is exposed to risk of electrical shock.
- ✓ (Occasionally Frequently Regularly) exposed to risk of vibration.
- ✓ (Occasionally Frequently Regularly) is required to use special visual or auditory protective equipment.

### **Example**

While performing the duties of this job, the employee:

- ✓ Is regularly in a climate controlled office environment where the sound level is quiet.
- ✓ Is occasionally required to drive a car, exposed to excessive noise, dust, fumes or chemicals.

## **Disclaimer**

The following disclaimer will appear in all job descriptions.

This job description indicates in general terms, the type and level of work performed as well as the typical responsibilities of employees in this classification. The duties described are not to be interpreted as being all-inclusive to any specific employee. Management reserves the rights to add, modify, change or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job. Nothing in this position description changes the at-will employment relationship existing between the Institution and its employees.

## **Employee Signature Box**

Upon final review and approval of the job description, each employee should be provided two copies. One for personal use/review and the other to be signed and placed in the Managers office file for that employee.

## **Updating the Job Description**

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The job description must be updated:

- If there is a material change in any aspect of the job. (E.g., the essential duties change, the decision making authority changes, the level of skills, knowledge or experience, etc.)
- At a minimum, every other year, the H.R. Representative will forward descriptions to the department managers for updating.

Each time the description is updated, a revised version must be distributed to the employees within the position. Again, one of the primary reasons for having a description is to inform the employees of their duties, decision-making parameters, and the level of performance required to be successful.

## **Drafting Career Ladder Job Descriptions (the Job Family)**

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A career ladder is a series of jobs with similar functions that form a progression of natural career steps. Each career step represents a significant increase in the level of knowledge, skill and responsibility required by the job. Career levels range from the entry level (Associate Level) to the seasoned expert level (Consultant or Investigator Level). Ladders may be composed of from 3 to 6 levels depending upon the depth and breadth of knowledge, and the complexity of responsibilities required within the job function.

When drafting job descriptions for a job family, it is recommended you begin with an intermediate level job. Using that description, you can then create an entry level position as well

as more advanced levels by reducing, or adding to the responsibilities, knowledge, skills, abilities, experience and authority to act.

### **Title Descriptors**

Certain titles such as Receptionist or Assembler don't use a common descriptor while others do. Training Coordinator or Machine Operator are two examples of titles with common descriptors (Coordinator and Operator). In an effort to more easily identify non-exempt/hourly titles from exempt titles, when it makes sense to have a descriptor, please use one of the following based on the jobs hourly/non-exempt or exempt status.

<b>HOURLY OR NON-EXEMPT</b>	<b>EXEMPT</b>
Representative	Representative (Found in both)
Specialist	Analyst
Handler	Engineer
Clerk	Designer
Technician	Administrator
Assistant	Planner
Coordinator	Scientist
Mechanic	Counsel
Lead, Leader or Team Leader	Developer
Inspector	Instructor
Machinist	
Trainer	
Operator	
Support	
Tester	
Illustrator	
<b>EXEMPT SUPERVISORY / MANAGEMENT</b>	
Supervisor	Sr. Director
Manager	Vice President
Sr. Manager	Sr. Vice President
Director	Executive Vice President
<p>If the position will have direct reports, the descriptor should be placed at the front of the title. If the position will manage a function with no direct reports, the descriptor should be placed at the end of the title. For example:</p> <ul style="list-style-type: none"> <li>• Mgr., Compensation (Has direct reports)</li> <li>• Compensation Manager (No direct reports)</li> </ul>	

## **Common Action Verbs**

- A** account act activate administer adjust acquire approve analyze authorize arrange assist assign allocate accept adhere appraise anticipate answer apply allow agree adopt advise assemble assume audit attend
- B** budget brief
- C** conduct confer consolidate consult correlate correspond change consider control counsel create coordinate coach compile cooperate contract contribute communicate classify calibrate choose calculate circulate clear collaborate collect concur commit check compute catalogue construct count compare complete
- D** develop determine direct disburse design discharge describe demonstrate delegate distribute discipline discriminate defend decide derive devise discuss dispose disseminate draft detail devise
- E** ensure evaluate establish execute extend express estimate exercise expedite endorse examine experiment exchange explain edit
- F** formulate forecast furnish facilitate fabricate file figure
- G** give guide generate gather
- H** handle hold hire
- I** interpret issue implement identify interview instruct inspect initiate inform investigate improve inventory install itemize
- J** justify
- K** keep
- L** layout lecture lead
- M** meet maintain manufacture measure motivate manipulate manage make monitor modify
- N** negotiate notify
- O** organize operate orient observe originate oversee
- P** proceed prepare perform provide process plan produce promote propose publicize program practice purchase protect prove participate place procure prescribe proofread present
- Q** question query
- R** repair review research revise recommend release remove requisition request recruit reject report represent relate recognize recount reinforce resolve regulate receive record refer
- S** supply sell select schedule service screen serve set solve state secure sign specify stimulate submit supervise score search study survey stock store send staff suggest signify

## Common Action Verbs (Continued)

<b>T</b>	terminate train transfer test tell transfer test tell transcribe translate transmit tutor teach transport total type
<b>U</b>	upgrade utilize use
<b>V</b>	volunteer verify validate
<b>W</b>	write

## Glossary of Terms

**Americans with Disabilities Act (ADA)** - The Americans with Disabilities Act (1992) ensures equal opportunity for persons with disabilities in employment, State and local government services, businesses that are public accommodations or commercial facilities, and in transportation.

**Career Ladder** – All of the jobs within a Job Family. The logical sequence an individual might follow when moving through a Job Family.

**Compensation** – Typically refers to the money employees receive in exchange for their services. Includes base pay, differentials, bonuses, stock awards, profit sharing, etc.

**Compensation Department** – A group within Employee Services that is responsible for: establishing an orderly, rational structure of jobs based on their worth to the organization; setting pay rates that are competitive with competitors; and providing the ability to attract, motivate and retain the best employees.

**Department Structure** – The overall make-up of jobs within the department and how they interrelate with one another.

**Exempt Status** – Employees who are paid a bi-weekly salary. These employees are not eligible to receive overtime pay. All employees and/or jobs are considered non-exempt unless proven to be exempt using guidelines set forth by the Fair Labor Standards Act, various State laws and the Judiciary.

**Fair Labor Standards Act (FLSA)** – Enacted in 1938, it established most of our wage and hour laws and defines criteria for determining if a job is classified as exempt or non-exempt.

**Frequently (Physical Demands and Work Environment)** – The performance of an activity or working within the work environment for 3 to 6 hours per shift.

**HR Representative** – The person from Human Resources who is primarily responsible for providing HR related support to the management and individual contributors of a given work group, department, manager or VP.

**Incumbent** – The person who is currently in the job or position.

**Job Description** – A formalized document of factual and concise information descriptive of the identity, responsibility and work to be performed. It should include requirements to do the job.

**Job Family** – A series of jobs that make up a likely career path. For example, Operator I, Operator II & Operator III would all be in one Job Family.

**Market Pay** – The average of what all companies are paying employees who work a similar job.

**Non-exempt Status** – Employees who are paid by the hour and are eligible to receive overtime pay based on Federal and/or State regulations.

**Occasionally (Physical Demands and Work Environment)** – The performance of an activity or working within the work environment up to 3 hours per shift.

**Performance Management** – The process of providing ongoing feedback to an employee regarding their performance as it relates to the expectations of the manager and (hopefully) as the requirements of the job are reflected on the Job Description.

**Position Questionnaire** – A questionnaire that can be filled out by an incumbent. The information on the Position Questionnaire will help a manager develop a Job Description that is accurate.

**Post a Job** – Performed by the H.R. Representative, this action opens up a position for internal candidates to apply.

**Primary Duties** – Those duties and/or responsibilities that make 5% or more of the incumbents time or are critical to the success of the position/department.

**Recruiting Process** – The process of planning, attracting, interviewing and selecting the best employees so that the Institution can meet its objectives.

**Regularly (Physical Demands and Work Environment)** – The performance of an activity or working within the work environment for 6 or more hours per shift.

**Salary Analysis** – The process of matching a job's essential duties to the duties of positions found in salary surveys in order to establish the market pay for the position.

**Standards** – The level of performance expected by the manager and understood by the employee that will result in the employee receiving a "Meets Expectations" on their Performance Appraisal.

**Title Descriptors** – Titles that are used to help differentiate between Exempt and Non-Exempt positions.

## **Common Criteria for a “Sr” or “Team Leader”**

- Serves as a resource to others in the resolution of problems and issues
- Relies on experience and judgment to plan and accomplish assigned goals
- May orient, train, assign and check the work of lower level associates
- May provide performance input to the supervisor for drafting of performance reviews
- May be placed in charge of the department when all other management are absent
- Works under minimal supervision
- Does not have any subordinates reporting directly to him/her
- Does not have the authority to hire, fire, write performance reviews or complete corrective actions
- Does not have authority to make decisions which would alter department or Institution policies or procedures

## **Common Criteria for a Supervisor Position**

The supervisor is typically second in command having the authority and autonomy to make day to day decisions regarding the operation of the department. Decisions that would alter the strategic direction or operation of the department; that have an impact on other departments; or that could put the Institution in financial risk should be referred to the department Manager. Prior to adding a supervisor you might consider span of control issues. For example, on an assembly line, the Assemblers generally perform routine functions making it possible to supervise a large number of Assemblers. However, in Technology, associates perform high level, non-routine functions necessitating a lower number of direct reports per supervisor. Following are typical responsibilities of a supervisor.

- Spends less than 50% of the time performing responsibilities of his / her subordinates. (More than 50% of his / her work is spent supervising, or performing creative, analytical work designed to improve the performance of the department and Institution.)
- Acts as department manager in absence of Manager (If more than 1 supervisor within the department, this is assigned to the most qualified, or on a rotating basis).
- May or may not be designated as successor to department manager.
- Develops and writes department procedures for manager cursory review and approval.

- For managerial review and approval, develops department structure and writes position descriptions.
- Directs day-to-day department activities; assigns/delegates work assignments.
- On a regular basis, reviews and approves work of subordinates.
  - For managerial review and approval, writes performance appraisals and corrective actions.
- Interacts with Distribution Center and Logistics management on issues relating to their functional area - both verbally and in writing.
- Conducts performance appraisal and corrective action discussions with subordinates
- For Manager approval, Interviews and selects candidates for hire; recommends starting rate.
- Conducts termination discussions with subordinates
- For Manager approval, determines need for temporary help; recruits, hires and trains temporary personnel.
- Approves time sheets for non-exempt employees.
- Authorizes overtime and absences for subordinates.
- Counsels subordinates about work and behavior.
- Responsible for career development of subordinates.

Employees reporting to a supervisor would typically have minimal interaction with manager.

### **Common Criteria for Manager Position**

The Manager is typically in command of a department or functional area of the Institution. The decisions he/she makes may have a profound impact on the profitability or direction of the Institution, our customers, or our associates. Following are typical responsibilities of a manager.

- Manages 1 or 2 departments or functions requiring advanced experience and education. May / may not have direct reports (e.g., functional responsibility).
- For Director/VP approval provides detailed plans or advanced counsel regarding strategic direction of the department that may have a profound impact on the strategic direction of the Institution.

- Full budgetary responsibility for department
  1. Develops department budget for coming year.
  2. Reviews, analyzes and maintains budgetary guidelines set forth for the year.
  3. Makes appropriate adjustments to department in order to meet plan.
- Reports directly to a Director or Vice President.
- For Director/VP cursory review and approval, write performance appraisals and corrective actions for direct reports. Reviews and approves performance appraisals and corrective actions written by direct reports for indirect reports.
- Responsible for the development & training of direct reports.
- Conducts performance appraisal and corrective action discussions with direct reports. Assists in the discussions of performance appraisals or corrective actions for indirect reports when situation warrants.
- Has authority to hire and fire subordinates (vs. recommending). (H.R. consultation required.)
- Reviews and approves work of direct reports.
- Develops and implements policy and procedures relating to the department and/or Institution. Policies and procedures may or may not have an impact on other departments/operations.

**Note:** Due to business necessity, some positions have “manager” as a part of the title. This may typically occur in a position that has high customer visibility and using manager as a part of the title provides our employee(s) with the clout needed to perform his/her responsibilities. For compensation, benefits and all other related issues, the position is not considered to have a managerial role.

# JOB DESCRIPTION

## GENERAL INFORMATION

<b>TITLE:</b>	<b>DEPT. NAME:</b>
<b>FUNCTIONAL AREA</b>	<b>DEPT. NUMBER:</b>
<b>REPORTS TO (TITLE):</b>	<b>HRIS JOB CODE:</b> (To be completed by H. R.)
<b>PREPARED BY:</b>	<b>POSITION CODE:</b> (To be completed by H. R.)
<b>PREPARED DATE:</b>	<b>SALARY GRADE:</b> (To be completed by H. R.)
<b>LAST REVISED DATE:</b>	<b>EEO CODE:</b> (To be completed by H. R.)
<b>REVIEWED BY:</b>	<b>WRKRS COMP:</b> (To be completed by H. R.)

## JOB SUMMARY

JOB DIMENSIONS are measurable statistics upon which this position has a direct impact:

1. Two or more direct subordinates? Y / N
2. Indirect subordinates? Y / N
3. Annual operating budget:
4. Annual Sales Volume:

ESSENTIAL DUTIES AND RESPONSIBILITIES describe the incumbent's primary or critical responsibilities.

AUTHORITY TO ACT describes incumbent's general authority to make decisions, recommendations, or complete actions. The following are general guidelines designed to assist incumbents. They are not all inclusive.

EDUCATION AND/OR EXPERIENCE needed to successfully perform the essential duties and responsibilities of this position.

KNOWLEDGE, SKILLS AND ABILITIES needed to successfully perform the essential duties and responsibilities of this position.

**PHYSICAL DEMANDS** The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is:

✓ (Occasionally Frequently Regularly) required to

**WORK ENVIRONMENT** The work environment characteristics described here are representative of those an employee encounters while performing the essential duties of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential duties.

While performing the duties of this job, the employee is:

✓ (Occasionally Frequently Regularly)

**DISCLAIMER**

This job description indicates in general terms, the type and level of work performed as well as the typical responsibilities of employees in this classification. The duties described are not to be interpreted as being all-inclusive to any specific employee. Management reserves the rights to add, modify, change or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job. Nothing in this position description changes the at-will employment relationship existing between the Institution and its employees.

**EMPLOYEE SIGNATURE BOX**

_____	____/____/____	_____
Employee Signature	Date	Emp. Number
_____		
Employee Name (Please Print)		