Demystifying the Position Description

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TOPICS

1. Purpose of the Position Description

2. Who Prepares the Position Description and Why

3. Factors to Consider in Preparing Position Descriptions
Purpose of the Position

1. Is considered a communication tool.

2. Describes overall primary duties and responsibilities, essential qualifications, and conditions of employment.

3. Used to set compensation, recruit, write performance evaluations, train and develop.
Who Prepares the Position Description and Why

The appropriate manager.

- Position descriptions are created for vacant positions (recruitments) and/or new positions, reassignment of an incumbent, and/or part of a reorganization or reclassification.

- For positions with incumbents; managers are encouraged to work closely with the incumbent.

- Responsibility for the final assignment of duties rests with management.
FACTORS TO CONSIDER IN PREPARING POSITION DESCRIPTIONS

Before Completing the Position Description:

Consult with the subject matter expert.
– Usually a person who directly oversees the position; may be individuals who have held or currently hold a similar position.

Refer to occupational information.
– Pre-existing occupational information such as, classification standards, organizational charts, and similar position descriptions that have been developed.

Conduct a job analysis.
– An analysis should be conducted when changes occur in the position due to a reorganization or reassignment.
– Analysis is a systematic review of the job to determine the major functions of the job.
– Analyze the information you have gathered.
FACTORS TO CONSIDER IN PREPARING POSITION DESCRIPTIONS

Nature and Variety of Work

• What is the purpose of the position?
• What are the major areas of responsibility and percentage of time spent in each?
• What tasks are performed in each area of responsibility?
• What work methods are used for each task?
• To what extent is work self-planned.

Nature of Supervisor Control Exercised Over the Position

▪ Who assigns work and sees that it gets done?
▪ How is work reviewed and by whom?
▪ What actions can be taken and what decisions can be made?
▪ What kind of problems are referred to the supervisor?; how does one decide what is to be referred?
FACTORS TO CONSIDER IN PREPARING POSITION DESCRIPTIONS

Availability and Nature of Guidelines
Controlling Decisions and Actions

- What regulations, procedures, manuals or other guidelines are used to complete work?
- If something comes up that is not covered by these guidelines, what actions are taken?

Nature and Scope of Authority

- What actions can be taken and decisions be made that are binding on the office or agency?
- Do actions taken affect only the particular case, or will these actions impact future cases or situations?
FACTORS TO CONSIDER IN PREPARING POSITION DESCRIPTIONS

Originality of Thinking Required

- What are the most difficult assignments?
- To what extent does the incumbent plan work projects or establish policies?
- What parts of the work performed are not covered by rules, established procedures, precedents or reference to others?

Nature and Purpose of Person-to-Person Work Relationships (excluding those with the supervisor or those supervised)

- What is the purpose and nature of the position’s person-to-person contacts?
- With whom are the contacts made?
FACTORS TO CONSIDER IN PREPARING POSITION DESCRIPTIONS

Nature and Extent of Supervisory Control Over the Work of Others

- Does the incumbent plan the work to be done by staff supervised or is the incumbent primarily concerned with the way in which work is accomplished?
- Does the incumbent determine the work methods and to whom work is to be assigned?
- Is the incumbent primarily concerned with making sure that directions issued by someone else are carried out, or is the incumbent responsible for originating and issuing directions?
FACTORS TO CONSIDER IN PREPARING POSITION DESCRIPTIONS

Knowledge, Skills and Abilities

- What skills, knowledge, abilities, and personal attributes are needed to perform the work?
FACTORS TO CONSIDER IN PREPARING POSITION DESCRIPTIONS

- **Knowledge**: An organized body of information, usually of a factual or procedural nature.
  
  **Example**: Knowledge of standard filing processes and practices.

- **Skill**: The proficient manual, verbal or mental manipulation of data, people or things.
  
  **Example**: Keyboarding skill sufficient to type at a corrected rate of 45 wpm.

- **Ability**: The competence to perform an observable behavior or activity at the present time.
  
  **Example**: Ability to lift over 40 pounds.

- What is the minimum education level and experience requirements of the position?

- Are any licenses or certificates required to do the work?
Skills, Knowledge, and Abilities

Examples for an ASA II:

- Proficiency with office software applications, including word processing, spreadsheets, databases, calendaring and email systems.

- Knowledge and ability to maintain records and files, including confidential files.

- Ability to appropriately handle confidential information and to exercise tact, sound judgment, diplomacy and discretion.
FACTORS TO CONSIDER IN PREPARING POSITION DESCRIPTIONS

Identify Education, Training, Certification and/or Experience Requirements

- Essential Qualifications
- Preferred Qualifications
- License/Certification
- Special working conditions and physical requirements
Accurately Describe the Position

- Write in the present tense.
- Write in a “matter of fact” tone.
- Write concise and comprehensive statements.
- Create linkages to mission and goals of organization.
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