

COURSE: REWARD MANAGEMENT

LECTURE 11: JOB DESCRIPTION

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Lecture learning outcomes:

At the end of the lecture, you will be able to:

1. Understand the terms job description
2. Outline the objectives of job description
- 3.. Discuss uses for job description

JOB DESCRIPTION

Job Description is an important document, which is basically descriptive in nature and contains a statement of job Analysis. It provides both organizational information's (like location in structure, authority etc) and functional information (what the work is). It gives information about the scope of job activities, major responsibilities and positioning of the job in the organization. This information gives the worker, analyst, and supervisor with a clear idea of what the worker must do to meet the demand of the job.

More so, job description is a written record of the duties, responsibilities and requirements of a particular job. It is concerned with the job itself and not with the job holders. It is a statement describing the job in such terms as its title, location, duties, working conditions and hazards.

Flippo has Defined Job Description as, "A job description is an organized, factual statement of duties and responsibilities of a specific job. In brief, it should tell what is to be done. How it is done why. It is a standard of function, in that defines the appropriate and authorized content of a job.

According to Pigors and Myres, "Job description is a pertinent picture (in writing) of the organizational relationships, responsibilities and specific duties that constitutes a given job or position. It defines a scope of responsibility and continuing work assignments that are sufficiently different form that of other jobs to warrant a specific title."

Job description is a broad statement of the purpose, duties and responsibilities of a job or position. A job description is based on a detailed job analysis and usually

summarises the essential information gathered through job analysis. It describes the main tasks and responsibilities of the job clearly and concisely in order to facilitate the systematic comparison of jobs for evaluation purposes. The kind of information and amount of details contained in the job descriptions depend on the job evaluation plan to be used. However, in all cases they must be standardised and uniform phraseology should be used. If job characteristics are set out differently from one job to another, systematic comparisons are likely to be hampered and one of the main advantages of job evaluation will be lost right from the beginning.

Essential Elements of Job Descriptions

Job descriptions generally include:

- General statement describing the concept and specific duties of the position
 - Classification title, position number, geographic location, division and work unit of the position, name and title of supervisor, and effective date of duties.
- If supervisor position, list classifications supervised.
- General statement describing the nature of the unit in context with the department/program
- Description of the positions supervisory reporting relationship (this information can be found in the class specification, usually under the definition of the class)
- Description of each range of supervision for “deep class” classifications
- List of typical essential and marginal functions/duties, grouped in related categories
- Duties broken down by percentage of time spent on each task or group of similar tasks
 - Signature and date of employee and supervisor. You may want to include a disclaimer that the employee and supervisor acknowledges by signing the duty statement that they have discussed the expectations of the position.

A Job description is a written statement of what the job holder actually does, how he or she does it, and under what conditions the job is performed. This information is in turn used to write a job specification. This lists the knowledge, abilities, and skills needed to perform the job satisfactorily. While there is no standard format you must use in writing a job description, most descriptions contain at least sections on

1. **Job Identification:** It includes the job title, alternative title, department, division, and plant and code number of the job. The job title identifies and designates the job properly, the department, division, etc., indicate the name of the department where it is situated – whether it is the maintenance department, mechanical shop etc. Location gives the name of the place. This portion of job description gives answer to two important questions: to what higher level job is this job accountable. And who is supervised directly?

2. **Job Summary:** Job summary describes the contents of the jobs in terms of activities or tasks performed. Job summary should clear the nature of the job. Primary, secondary and other duties to be performed on the job should clearly be indicated separately.

3. **Supervision:** Under it is given number of persons to be supervised along with their job titles, and the extent of supervision involved –general, intermediate or close supervision. Example of a Job Description Job Title: Record Clerk Job No. 011 Supervisor: Record Supervisor Job Grand –III Supervises: None Date: 2/21/12 .

4. Job Duties and Responsibilities :

- Review a variety of documents, listings, summarizes, etc, for completeness and accuracy.

- Check records against other current sources such as reports or summaries; investigate differences and take required action to ensure that records are accurate and up to date; compile and summarize data report format as required.

- Implement controls or obtaining, preserving, and supplying a variety of information. Prepare simple requisitions, forms, and other routine memoranda.

- Provide functional guidance to lower-level personnel as required. Working Conditions: Normal working conditions. But visits sites on average twice a week. Eight hours per day Relationships:

- With equivalent officers in other departments.

- Maintains formal and social contacts with local officials.

5. **Relation to Other Jobs:** It describes the vertical and horizontal relationships of work flow. It also indicates to whom the jobholder will report and who will report to him. It gives an idea of channels of promotion.

6. **Machine, tools and equipment:** define each major type or trade name of the machines and tools and the raw materials used.

7. **Working Conditions:** The working environment in terms of heat, light, noise, dust and fumes etc, the job hazards and possibility of their occurrence and working conditions should also be described. It will be helpful in job evaluation.

8. **Social Environment:** It specifies the social conditions under which the work will be performed. In this part the size of work group, interpersonal interactions required to perform the job and development facilities are mentioned

9. **Hazards:** It gives us the nature of risks of life and limb, their possibilities of occurrence

Benefits of Job description

1. It helps in grading and classification of job
2. It helps in placement and orientation of new employees
3. It helps in promotion and transfer of new employees
4. It helps in developing work standards and counseling of employees
5. It helps in defining and outlining career path
6. It helps in work measurement and work improvement
7. It helps in health and fatigue study
8. It helps in vocational guidance of employees
9. It helps in avoiding accidents
10. It helps in the grievances procedure of employees.

Uses of job description

a) Supervisor - Employee Communication - The information contained in the Job Description outlines the work which the incumbent is expected to perform. Hence, it is an extremely useful document for both the supervisor and the subordinate for purposes of communication. Furthermore, it helps employees to understand just

what work their associates are expected to perform, thus, facilitating integration of efforts at the worksite by the employees themselves.

b) **Recruitment, Selection, Promotion, Transfer Information** pertaining to the knowledge, skills and abilities required to perform the work to an acceptable standard, can be used as a sound basis on which to base standards and procedures for recruitment, selection, promotion and transfer.

c) **Work Performance Appraisal.** To be sound and objective, a performance appraisal system must be rooted in the work performed by the employees, such work is indicated by the duties in the job description. In such an approach, using each duty as the basis for discussion, the employee and the supervisor agree on work performance goals for the period to be covered by the subsequent evaluation report, they also agree on the criteria to be used to determine the extent to which the goals have been attained.

d) **Industrial Relations:** Job Analysis and Job Description Frequently issues arise in the industrial relations field which have their origin in the work to be undertaken. In these instances the job description may be used to form a factual basis for discussion and problem resolution.

e) **Organisation and Procedure Analysis:** The duties and responsibilities outlined in the job description may be used to great advantage by management in analysing organisation and procedures, because they reveal how the work is organised, how the procedures operate and how authority and responsibility are apportioned.

Advantages of Job Description

- It helps the supervisors in assigning work to the subordinates so that he can guide and monitor their performances.
- It helps in recruitment and selection procedures.
- It assists in manpower planning.
- It is also helpful in performance appraisal.
- It is helpful in job evaluation in order to decide about rate of remuneration for a specific job.
- It also helps in chalking out training and development programs.
- It helps in the development of job specification.
- It acts as a tool during the orientation of new employees, to learn duties and responsibilities. It can act as a basic document used in developing performance standards.

- Identifies duties of positions
- Organizes work efficiently enabling supervisors to better control workload
- Assists in identifying employee training needs
- Assists in evaluating and defining employee performance and expectations
- Serves as recruitment tool
- Avoids potential out-of- class situations
- Provides a defensible tool when documenting employee performance issues
- Provides a reliable foundation for position evaluation when faced with issues such as reasonable accommodation, limited duty, workers compensation, fitness for duty and disability retirement.

Characteristic of a good job description

1. Proper title – The job title should be apt and so framed as to make the qualities expected in the job holder quite clear. If the job title is appropriate, then it can be easily separated and compared with other job titles.

2. Comprehensive job summary – The job summary should give a bird’s-eye view of primary responsibilities, indicating and distinguishing principal and primary duties. The relationship with other jobs and for coordinating with other people should be clear and comprehensive.

3. Completeness – A detailed description of a job should be as concise as is compatible with completeness. Every detail should be very precise.

4. Elasticity – Job descriptions should be elastic so as to have scope for making them up to date from time to time. We know it well that most jobs tend to be dynamic, not static. Therefore, a job description can quickly go out of date. Hence, jobs have to be constantly revised and kept up to date. That is, there should be scope for elasticity in the job description.

Other characteristics – Job descriptions should clearly specify the qualities required by the job holder. The limitation of the job activities and the time taken in different operations of the job should be clearly stated.

A job description having these characteristic features will prove effective and present the description of the job in a very realistic manner.

References

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