Job description update project

Timeline for job description project and how it fits into broader compensation next steps

November	January	March	May	July
Kick off job description update project	**Complete job description update project**	Updated market data available	Market adjustments determined	New compensation details communicated to individual employees in June and effective July 1
Review and analyze options related to market parameters	New job description library available	Decisions on market parameter adjustments	Budget finalized	
Share details on compensation process and approach	Outreach and training with leaders on skill matrix placement	Prep for launch of skill matrix and discretion input process in mid-April	By end of May, all input gathered from leaders for skill matrix placement and discretion	

We'll share updates every other month aligned to this timeline

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Job descriptions—context on project

X There is significant backlog / expressed need to update job descriptions

X Historical process in People Admin was ongoing, hard to predict, not aligned to budget or consistent review—creating lots of churn and unknown next steps

X We will move to twice/year review process to align to rest of compensation/budget processes—and to build consistent call and review process with transparent outcomes

X Old compensation system relied on specificity, current market approach is focused on primary purpose and broader strokes

X New one-page format (using salary.com tool) will remove burden of creating and keeping updated, aimed to highlight primary purpose and core responsibilities, not task list

Position Summary (Limited to 1 page)

Position Title: Click or tap here to enter text.
Position # (or New): Click or tap here to enter text.
Grade: Choose an item.
Date Prepared: Click or tap to enter a date.

Position Purpose: Provide 2 sentences or less summarizing the *primary* purpose of this position.

Core Responsibilities: Provide a bulleted list of no more than 8 core responsibilities of the role; starting with a verb. Focus on those that provide an indication of the scope and impact of the role. Include information that demonstrates the level of responsibility for material, financial, human and information resources.

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Position Prerequisites: Provide a bulleted list of 8 essential skills, abilities, education, or experience needed to be successful in this position. Include any certificates and licenses here.

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Physical Demands & Working Conditions:

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Philosophy

Why do we need job descriptions?

What is this approach? Why this approach?

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Why do we need job descriptions?

X Job descriptions help employees understand what is expected of them and how their work contributes to the department and Middlebury as a whole.

X Job descriptions are intended to highlight the primary purpose of a position; identify the core responsibilities or essential functions of a position; provide an overview of the skills, abilities, education, or experience needed to be successful in the position; and to note any physical demands or working conditions.

X Job descriptions are used for benchmarking and placement in our market-based staff compensation structure.

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Why this approach?

Short & sweet

Highlights primary purpose and core responsibilities

Removes burden of writing and updating

Not a task list (those can be helpful, but don't need to be centrally managed)

Consistent

Every role in our staff compensation system will use same format

Easily understandable by staff and leaders

Usable tool

Can be applied directly to market benchmarking in staff compensation approach

Updated through regular twice/year process

Available to all staff in public library

Position purpose

X Framed within 2 sentences.

X The position purpose summarizes the most important aspects of the position.

X This summary is used to find comparable positions in the market for benchmarking purposes.

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Core responsibilities

X Core responsibilities are the essential functions of a position and should focus on important duties of the role and the impact that they have on:

    X Materials

    X Finances

    X People

    X Resources

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Core responsibilities

X   Summarized in up to 8 bullets.

X   Helps to determine the knowledge, skills, abilities and physical demands required for success.

X   Outlines how the position supports the mission of the institution.

X   Can be used to assess reasonable accommodations under the Americans with Disabilities Act (ADA).

X   Helps to identify comparable job families and roles when we are unable to benchmark a position.

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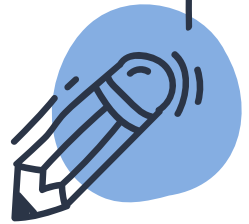
Position prerequisites

X Bulleted list outlining up to 8 requirements for success.

X The essential skills, abilities, education and/or experience needed to be successful in a position.

X Particularly important for successful recruitment, position prerequisites should strive for minimum requirements, not ideal.

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Physical demands and working conditions

- Duration of, and scope of, physical demands required to perform the primary and core responsibilities of a role.

- Working conditions include the environment in which the work is performed.

- Important when assessing reasonable accommodations under the ADA or one's ability to safely return to work following an injury or illness that might impact one's ability to perform the job.

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This template is limiting! Where to put other details?

X We've designed the new one-page format to remove the burden of creating and keeping job descriptions updated.

X Managers may choose, but are not required, to keep additional documentation that specifies business processes or task lists in support of clear priorities and expectations.

X Our previous compensation system relied upon specificity in a job description for placement within the wage structure.

X The current system is focused on highlighting the primary purpose of each position for market comparison.

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Job level vs. Specific person—one JD or more?

X Take every opportunity to consolidate.

X Finding like positions to put into one job description will help to streamline our operations and create shared understanding of similar roles, even if there are some specific expertise, projects, or tasks that are unique.

X If you have positions you want to consolidate, reach out to HR to help support this shift.

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Who does what?

SLG/DESIGNEE

Accountable for submitting final job descriptions and requesting changes going forward

Responsible for completing or delegating job description writing and updates

SUPERVISOR

Responsible for updating or providing input on specific job descriptions on your team

Consulted on details of job description to ensure accuracy and consistency

EMPLOYEE

Consulted in some cases, to understand details and ensure alignment

Informed of process, details and potential changes to specific job description

Informed of all job descriptions via public library (available Feb '23)

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PROCESS

How do job descriptions get updated?

What does the process look like now and going forward?

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# Job description update project November 2022–January 2023

Nov 28—Jan 27

Update all JDs for staff

STEP 1
< Prior to launch>

Socialize approach
Verify group of designees by area

STEP 2: Nov 28
Launch templates to SLG/Designee for all existing jobs

STEP 3
HR support with area or general working sessions
SLG/Designee review/discuss with team

STEP 4
Submit by Jan 27

HR review for clarity and consistency
Edits/discussion as needed as needed

STEP 5
Review path

For any potential promotion, feed into spring cycle for approval

Promotion,
(clarify budget impact)

No comp/grade change
(clarify no budget)

Note that **THIS IS A ONE-TIME UPDATE PROJECT** to get all job descriptions up to date! Going forward, we'll fold maintenance and updates into our twice/year Ways & Means and compensation processes so that they stay updated.

Step 1: receive links to JD templates in salary.com

1. Using email from companalyst@salary.com, login to CompAnalyst.
- Login ID = Middlebury email address
- Password = set up by user upon initial login. Choose the 'Forgot Your Password' option to reset this.
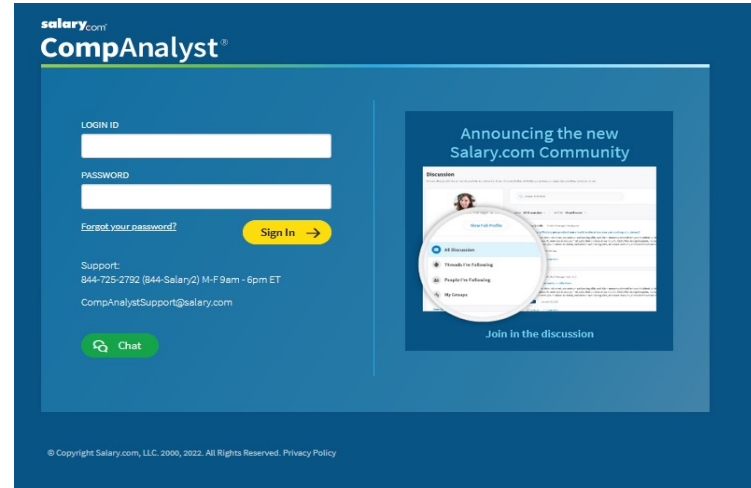
2. Under *Our Company*, select *JobArchitect*.
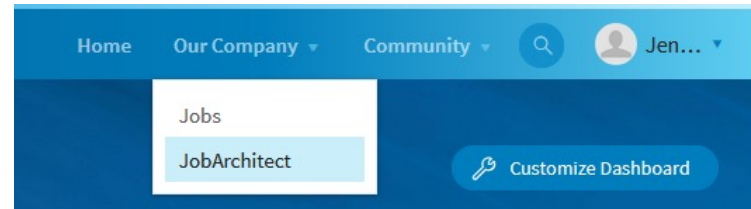
Step 2: in template, make/edit, add content and save

1. Select the hyperlinked title for the job description you'd like to review.

2. Select the option to *Edit Job Description*, type or copy in the position's purpose, core responsibilities, prerequisites, and physical demands and working conditions. Use the *Search Content Library* to copy in portions from existing descriptions.

3. Select *Save* to save your work or *Save and Leave* to work on the description over multiple sessions.

Step 3: share with collaborators for input/feedback

Export the *job description* as a pdf or Word document and share with others for input/feedback.

- Select the cloud icon to export as a PDF
- Select the envelope icon to email the job description as a PDF or Word document
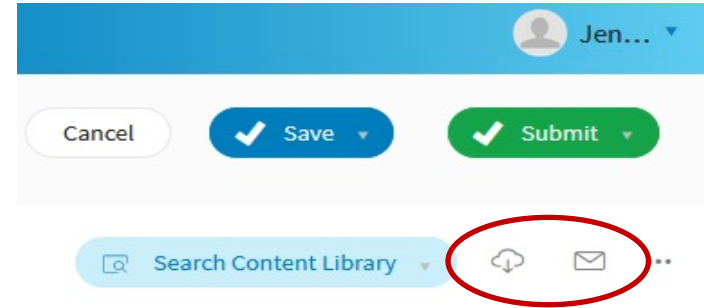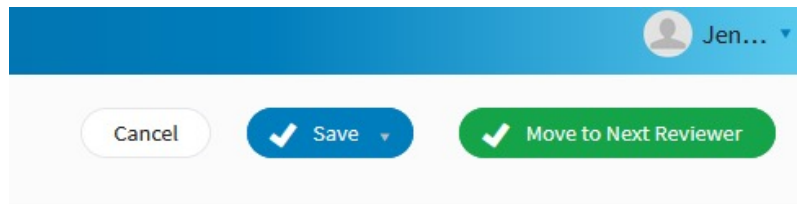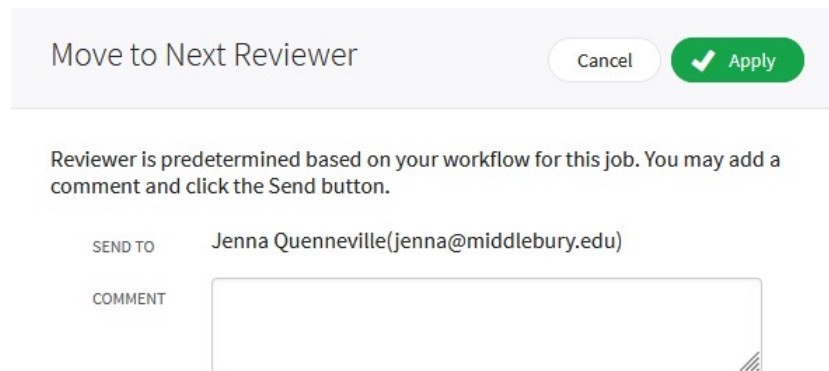
Step 4: Review, finalize and submit

1. Once the job description is complete, select *Move to Next Reviewer*

2. The next reviewer in HR will already be identified based upon the assigned workflow, select *Apply*.

Step 5: submitted, but want to make additional changes

Email Jenna@middlebury.edu to request that the description be reassigned back to you.

Step 6: check status of all job descriptions you are responsible for

Login to CompAnalyst and view the JobArchitect page to view any job descriptions that still need to be reviewed and/or their status:
- Not Started: a blank job description
- In Progress: a job description that has been saved
- In Review: a job description that has been sent for review or approval
- Approved: a job description that has been approved by an HR administrator

Going forward...

X After this process, all job descriptions will be updated and ready to use in our Spring 2023 annual compensation process!

X Updates to job descriptions will occur semi-annually in CompAnalyst, initiated by area leadership.

X Changes need to be reviewed and approved to ensure alignment of institutional impact and financial resources.

X Submitted updates that are routine/detail changes and don't impact market or compensation will be reviewed by HR.

X Submitted updates that impact market and compensation must be reviewed by HR and approved by Ways & Means.

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Writing Tips

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A job description should...

X Be clear and concise

X Be written in straight-forward language that is easily understood.

X Broadly define the primary purpose of the role and the core responsibilities or essential tasks.

X A job function is considered "essential" when performance of the function is the reason that the job exists.

X A function may be "essential" when: the number of employees available to perform the function is limited, the function requires specialized skills, the function occupies a large percentage of time, and failure to perform the function may have serious consequences

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A job description should NOT...

- X Be a list of tasks.
- X Include everything that is done as part of the job at a specific or comprehensive level.
- X Use grandiose or complex language to describe details of the job.
- X Deviate from the core, actual primary purpose of the role as it exists today.
- X Include personal characteristics such as age, gender, race, or religion.
- X Include specific personal attributes that would not be required if another individual stepped into the role.

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Keep in mind

Broad Language

Well-written job descriptions generally don't need frequent updating if the language is broad enough.

Minor changes in specific projects, tasks, budget amounts, and so on do not need to be noted.

Major changes would include adding or changing whole areas of responsibility, usually requiring new skills and knowledge to perform.

Short Titles

Result in more clicks when posted for recruiting.

Don't include location, company name, level of job, or whether position is full-time vs part-time.

1st or 2nd Person

Avoid using the third person (i.e., "the ideal candidate"). Instead, write using the first or second person (i.e.; "You are an ideal candidate if...." or "We are looking for....").

More info? Need help?

Visit [Job Descriptions | Middlebury Offices and Services](#) for more information and resources.

Questions? Reach out to your Human Resources Business Partner for assistance:
[Contact Us | Middlebury Offices and Services](#)

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