JOB DESCRIPTION UPDATE PROJECT
# Timeline for Job Description Project and How It Fits Into Broader Compensation Next Steps

<table>
<thead>
<tr>
<th>November</th>
<th>January</th>
<th>March</th>
<th>May</th>
<th>July</th>
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<tbody>
<tr>
<td>Kick off job description update project</td>
<td>Complete job description update project</td>
<td>Updated market data available</td>
<td>Market adjustments determined</td>
<td>New compensation details communicated to individual employees in June and effective July 1</td>
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<tr>
<td>Review and analyze options related to market parameters</td>
<td>New job description library available</td>
<td>Decisions on market parameter adjustments</td>
<td>Budget finalized</td>
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<tr>
<td>Share details on compensation process and approach</td>
<td>Outreach and training with leaders on skill matrix placement</td>
<td>Prep for launch of skill matrix and discretion input process in mid-April</td>
<td>By end of May, all input gathered from leaders for skill matrix placement and discretion</td>
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We’ll share updates every other month aligned to this timeline
There is significant backlog / expressed need to update job descriptions

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

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

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

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
Why do we need job descriptions?
What is this approach? Why this approach?
Why do we need job descriptions?

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

- 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.

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

✗ Framed within 2 sentences.
✗ The position purpose summarizes the most important aspects of the position.
✗ This summary is used to find comparable positions in the market for benchmarking purposes.
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:

- Materials
- Finances
- People
- Resources
Core responsibilities

✗ Summarized in up to 8 bullets.
✗ Helps to determine the knowledge, skills, abilities and physical demands required for success.
✗ Outlines how the position supports the mission of the institution.
✗ Can be used to assess reasonable accommodations under the Americans with Disabilities Act (ADA).
✗ Helps to identify comparable job families and roles when we are unable to benchmark a position.
Position Prerequisites

✗ Bulleted list outlining up to 8 requirements for success.
✗ The essential skills, abilities, education and/or experience needed to be successful in a position.
✗ Particularly important for successful recruitment, position prerequisites should strive for minimum requirements, not ideal.
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.
This template is limiting! Where to put other details?

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

✗ 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.

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

✗ The current system is focused on highlighting the primary purpose of each position for market comparison.
Job level vs. Specific person—one JD or more?

✗ Take every opportunity to consolidate.

✗ 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.

✗ If you have positions you want to consolidate, reach out to HR to help support this shift.
**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)
Process

How do job descriptions get updated?
What does the process look like now and going forward?
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 companalist@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.

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...

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

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

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

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

✗ Submitted updates that impact market and compensation must be reviewed by HR and approved by Ways & Means.
A job description should...

- Be clear and concise
- Be written in straight-forward language that is easily understood.
- Broadly define the primary purpose of the role and the core responsibilities or essential tasks.
- A job function is considered “essential” when performance of the function is the reason that the job exists.
- 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.
A job description should NOT...

✗ Be a list of tasks.
✗ Include everything that is done as part of the job at a specific or comprehensive level.
✗ Use grandiose or complex language to describe details of the job.
✗ Deviate from the core, actual primary purpose of the role as it exists today.
✗ Include personal characteristics such as age, gender, race, or religion.
✗ Include specific personal attributes that would not be required if another individual stepped into the role.
# 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...”).
Visit [Job Descriptions | Middlebury Offices and Services](Contact Us | 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](Contact Us | Middlebury Offices and Services)