Wisconsin Human Resources Handbook

Chapter 310

Completion and Use of the Position Description

Sec. 310.010 Introduction

This chapter will provide Human Resources (HR) staff with information to ensure that accurate and appropriate positions descriptions (PDs) are written for the agency, including directions for completing the PD form. Agencies are encouraged to share this chapter and work with their supervisory and managerial staff in PD writing.

Sec. 310.020 Statutory Authority

Under s. 230.09(1), Wis. Stats., "The administrator shall ascertain and record the duties, responsibilities, and authorities of, and establish grade levels and classifications for, all positions in the classified service. Each classification so established shall include all positions which are comparable with respect to authority, responsibility and nature of work required. Each classification shall be established to include as many positions as are reasonable and practicable."

Sec. 310.030 Definitions

1. **Close Supervision**: Implies that the work is performed according to detailed instructions and that the supervision is available on short notice.

2. **General Supervision**: Implies that the work is performed independently. The incumbent seldom refers matters to the supervisor except for clarification of policy.

3. **Limited Supervision**: Implies that the incumbent proceeds on his/her own initiative while complying with policies, practices and procedures prescribed by the supervisor. The supervisor generally answers questions only on the more complex phases of the work.

4. **Position**: "A group of duties and responsibilities in either the classified or the unclassified divisions of the civil service, which require the services of an employee on a part-time or full-time basis." s. 230.03(11), Wis. Stats.

Sec. 310.040 Agency Responsibilities

The agency responsibilities include:

- "Appoint persons to or remove persons from the classified service, discipline employees, designate their titles, *assign their duties* and fix their compensation, all subject to this subchapter and the rules prescribed thereunder." s. 230.06(1)(b), Wis. Stats. (Emphasis added.)

- "Provide the [administrator] with current information relative to the assignment of duties to permanent classified positions in his or her agency." s. 230.06(1)(c), Wis. Stats.

> **Note:** s. 230.06(1)(c), Wis. Stats. was not updated by 2015 Wisconsin Act 55 and continues to include the term "director." The responsibility of this section lies with the DPM Administrator and the above quote has been modified to reflect this.

- "After an appointing authority has received budgetary approval for a new position and desires to fill the position, a written description of the position's duties and responsibilities and any other pertinent information as required shall be submitted to the administrator. s. ER 3.02(1), Wis. Adm. Code.

- Appointing authorities shall notify the administrator of any changes in the duties or responsibilities of individual positions which may affect the classification level of the position. Notification shall be in accordance with the procedures established by the director. s. ER 3.03(1), Wis. Adm. Code.

Sec. 310.050 Completion of Items 1-13 and 16 of the Position Description Form

The first-line supervisor of the position is responsible and accountable for assigning the work on behalf of the appointing authority. The supervisor is most knowledgeable about the work that needs to be completed to meet management needs and is responsible for developing and updating the PD to ensure its continued accuracy. The PD is a critical tool for managing the state's business, and it is important that the PD is accurate. The agency is responsible for accurate PDs.

The PD is a structured and multi-purpose document used to describe the primary duties and responsibilities assigned to a position and for:

1. Recruitment and selection of employees.
2. Assignment of work to a classified position.
3. Employee orientation.
4. Determination of the classification.
5. Development of performance evaluation goals and standards.
6. Identification of training and development needs.
7. Identification of physical job duty requirements.

Because the PD is a multi-purpose document, it is important to use the structure and format described in this chapter, or a Division of Personnel Management (DPM) approved structure, if different.

Responsibility # (Number on PD Form)

First Line Supervisor

PD Form, No. 1 Enter the budgeted position number.

PD Form, No. 3 Enter the agency number.

Responsibility # (Number on PD Form)

First Line Supervisor

PD Form, No. 4 Enter the employee's name after the position is filled.

PD Form, No. 5 Enter the department, division, bureau, section name (as applicable), and mailing address.

PD Form, No. 6 Enter the official classification, if known, from the Alphabetical Listing of Classifications.

PD Form, No. 8 Enter the name and classification of the person who previously held the position.

Note: For vacant positions, if the former incumbent performed similar duties, determine if this is a "replace same duties" or "replace changed duties" to indicate on the certification request form. (https://dpm.wi.gov/PublishingImages/Pages/Forms/DOA-15302%20Position%20Description.pdf)

PD Form, No. 9 Enter a working title for ease in position identification if the position is generally referred to differently from the official classification.

Example: The official classification is Program and Policy Analyst, but the position is frequently referred to as "X Project Team Leader" or the "XYZ Coordinator," etc.

PD Form, No. 10 Include the names and classification of employees in the same or different work unit who perform similar duties under the same classification title and level, if known, which can be used for comparison purposes in determining the appropriate classification.

PD Form, No. 11 Enter the name and classification of the first-line supervisor. If that position is vacant, enter the classification of the first-line supervisor position.

PD Form, No. 12 At the time a vacant position is filled, enter the date the employee began in the position. For a filled position when the PD is written as an update, or for a survey, a reclassification request, or a reallocation request, it is very important to document when the specific duties "as described below" begin, in order to help track changes to the position.

Example: Goal A – 1/1/96, Goal B – 9/30/95, Goal C, 5/15/97, etc.

PD Form, No. 13 Yes or No must be marked. If Yes is marked, a Supervisory Exclusion Analysis Form **must be attached**. (See Chapter 324 of the *Wisconsin Human Resources Handbook (WHRH)* or https://dpm.wi.gov/Documents/DPM%20FORMS/DOA-15316%20Supv%20Exclusion%20Analysis.docx)

PD Form, No. 14 See section 310.050 of this handbook chapter.

PD Form, No. 15 See section 310.060 of this handbook chapter.

PD Form, No. 16a Level of Supervision; review the definitions of Close, Limited and General supervision. The level of supervision will impact the classification level of the position.

PD Form, No. 16b The supervisor's signature indicates that the duties described on the form are assigned the position by agency management and that the PD is accurate.

Responsibility # (Number on PD Form)

Employee

PD Form, No. 17 The employee should sign the PD form. The signature indicates that the employee has read and understands the job duties assigned to the position. (It does not mean that the employee agrees with the job assignments.) An employee is not required to sign the PD for the PD to be in force. If the employee refuses to sign the PD for any reason, the supervisor should provide an explanatory note.

Agency HR Office

PD Form, No. 2 Enter the agency's certification, reclassification or reallocation number, or "Update," or "Survey," as applicable.

PD Form, No. 6 Review the job duties for the most appropriate official classification title.

PD Form, No. 9 Enter the official subtitle approved by DPM, if applicable.

PD Form, No. 18 The HR Manager or appropriate HR Staff signature indicates that the PD and related documents are complete in accordance with established procedures and that the classification of the position is correct. If the position is not classified correctly, the appropriate transaction must be initiated to correct it.

Note: If an agency maintains a PD library electronically, the PDs contained within do not need to be signed.

However, a current signed and dated copy of the PD must be included in the employee's p-file and included as part of the required documentation for transactions (e.g., transaction appeals, delegated transactions, non-delegated transactions submitted to DPM)

A hand-signed and dated copy of the PD must be maintained by the agency and must be produced in the event of a classification transaction appeal, even if electronic signatures are used.

***Required* Components of a Position Description:**

1. The PD Form, DOA-15302 (Attachment; located on the DPM web site at: https://dpm.wi.gov/Documents/DPM%20FORMS/DOA-15302%20Position%20Description.pdf
2. The supervisor's signature
3. An accurate description of the position's responsibilities.
4. A Supervisory Exclusion Analysis Form for supervisory positions. (See WHRH Chapter 324 and view the form on the DPM web site at: https://dpm.wi.gov/Documents/DPM%20FORMS/DOA-15316%20Supv%20Exclusion%20Analysis.docx.
5. A Management Exclusion Analysis Form for managerial positions for management positions. (See WHRH Chapter 324 and view the form on the DPM web site at: https://dpm.wi.gov/Documents/DPM%20FORMS/DOA-15317%20Mgmt%20Exclusion%20Analysis.docx
6. A Confidential Exclusion Analysis Form for confidential when appropriate. (See WHRH Chapter 324 and view the form on the DPM web site at: https://dpm.wi.gov/Documents/DPM%20FORMS/DOA-15318%20Conf%20Exclusion%20Analysis.pdf
7. An organization chart of the work unit of the position. (See WHRH Chapter 330 for information on what should be included in an org chart.)
8. Part B for positions that require a Factor Evaluation System (FES).

Sec. 310.060 Completion of the Position Summary

PD Form, No. 14 **Assigning job duties is a management right and responsibility**. While the employee may assist in writing his/her own PD, that does not limit or modify the power of the appointing authority to assign work to employees.

The position summary summarizes the primary purpose of the position and provides additional significant information not normally contained in the goal or worker activity statements.

Some preliminary questions to consider are why the position exists, the position's expected accomplishments, the types of contacts made, the types of decisions made, the independence required/allowed, and/or the types of conflicts the position will have.

Note: Additional significant information can include such things as the relationship of the position to other positions, the type of contacts made outside the work unit, the size and/or type of budget, the type of clientele/customer, the "dynamics" of the office, the mission of the work unit, seasonal or unusual aspects of the work, etc.

To begin writing a PD, there are many different things the supervisor or HR staff may do:

1. Write out a "laundry list" of everything known about the duties, tasks, and responsibilities.
2. Seek additional ideas from the next-line supervisor and management staff.
3. Reference the previous PD when appropriate.
4. Review PDs from similar work units within the agency or outside the agency.
5. Talk to the employees doing the work, enlist their assistance.
6. Review technical manuals.
7. Review the agency mission statement—determine how the work can be divided logically to reach the work unit goals.
8. Observe the work.
9. Talk to other supervisors within state service for additional ideas or suggestions.
10. Supervisors may ask their HR Office for assistance.

Sec. 310.070 Completion of the Goal Statements

PD Form, No. 15 The goal statements describe the purpose/output of the employee's work. Each goal describes why the position exists, what the expectation is from the employee, and identifies each area of the employee's responsibility.

1. Begin each goal statement with a noun and then a prepositional phrase (or two) that reflects the work outcome.

Examples:
A. Supervision of professional health care staff assigned to the Alzheimer's Unit.
B. Development of the operational budget for the Bureau.
C. Maintenance of the filing system for income and sales tax returns and correspondence.
D. Calibration of the breathalyzer equipment.

2. The goal statements are identified by capital letters, A, B, C, etc. Time percentages are the supervisor's best estimate of how much time the employee is expected to spend in each area of responsibility (each goal) over the course of a year. Positions contain duties that are both a higher and lower level than the classification level, so time percentages are very important in determining the correct classification and/or level within a classification series. Classification decisions are based upon the majority (51% or more) of duties performed and the resulting "best fit" within the existing class structure. The percentages of the goal statements must always add up to 100% even if the position is not full time because the PD identifies the duties performed 100% of the time the employee is on the job.

3. PDs typically contain five to seven goal statements, comprising 100% of a position's time. If more than seven goals are emerging, consider combining similar goals because the amount of time allocated to the goal is so small. Goals with time allocations of less than 5% can tend to be meaningless from a classification perspective, but could be used if identifying an important function of the position.

4. Use an order that makes sense for the responsibilities of the position. The order can be the sequence in which the work is performed. The order can be based on importance, for example, the primary purpose of the position is to be a supervisor, but may not be the highest percentage or most complex part of the position. Or, the order can be in percentage order, the largest percentage first, the next largest second, etc.

> **Note:** The term "supervisor"/supervise or "management"/manage should not be used in the PD of a represented position that does not meet the statutory definition is s. 111.81, Wis. Stats., for supervisor and manager. Rather, a position can be designated as a lead worker, project manager, project leader, etc., when responsible for overseeing the work or responsible for a function, etc. "Manage" may be used for a represented position responsible for oversight of a function, as long as there is no confusion about the position requiring a management exclusion, for example, "Receive, manage and distribute inventory orders."

Sec. 310.080 Completion of Worker Activity or Task Statements

PD Form, No. 15 The worker activity statements describe in specific terms what the employee is expected to do to meet the goal. The statements describe work that is observable or results in an observable product. The statements describe the activity completely enough to convey an understanding of not only the duties, but the complexity, level of responsibility, and authority, as well as the skills and abilities required.

Begin each worker activity statement with an action verb, then an object of the verb, and then a purpose. The subject is understood to be "I."

1. When developing the PD, be sure to describe what needs to be done, not a detailed list of how it is to be done. For example, a position might be responsible for the supply inventory. Do not describe the work activities as "call in telephone orders," "carry boxes into supply room," and "type receipts into a computer." For the purpose of PD writing it doesn't matter how the incumbent of the position accomplishes the task. Rather, describe these tasks as "order and stock supplies" and "keep records of supplies." Focus on the accomplishment or outcome, not on the individual activity. Also avoid references to gender, such as "he" or "she."

2. Use short, easy-to-read sentences. Avoid any jargon or acronyms that may confuse someone unfamiliar with the job. Always indicate the full name of an acronym the first time it is used.

3. Avoid or fully explain ambiguous words such as "handles" and "coordinates" because these terms can be interpreted in a number of ways. Answer these questions as applicable: "Who does what?" "When do they do it?" "Why do they do it?" "Where do they do it?"

> Examples:
> A1. Review materials submitted by the agency human resources office, request additional materials where necessary, hold discussions with incumbent(s) and supervisor(s) and other employees familiar with the position(s), and/or review the organization of the work unit to determine the objectives, tasks, and level of accountability of the position(s). [A1 could be broken down into 4 statements but are put together because they all have the same end purpose.]
>
> B4. Conduct team reviews with specialists in the five regions to provide training and to ensure statewide uniformity in application of background check statutes, rules and policies, background check investigation procedures, the relationship to existing licensing rules and law, and related enforcement or other activities.
>
> C6. Coordinate with other work units to schedule inmates for Parole Commission hearings.

> **Note**: Words such as "assist" are not descriptive. Describe the actual task—"Assist with budget preparation by projecting spending needs on capital budget items" or "Assist with budget preparation by typing the division administrator's proposal." Better wording would be "Project spending needs on capital budget items to assist with budget preparation" or "Type the division administrator's budget proposal."

4. Goals may contain as many worker activity statements as needed. Typically five to eight worker activities are used for each goal. The statements should be written in plain, clear language and contain sufficient information to make them understandable to a person who is not particularly familiar with the work to be performed at that agency, however, <u>general</u> statements made about a professional or technical activity that involves many detailed steps are usually clearly understood by those in the occupational area. The PD is not a substitute for a procedure manual. For example, the statement on an Architect's PD of "design buildings for the prison system" does not have to go into detail about <u>how</u> to design a building.

5. Use an order that is logical. This may be sequential order, but it could also be in order of importance or largest percentage. If the duties are an important on-going part of the position and they are permanently assigned they should be on the PD. Indicate the frequency or circumstances of when they occur if the duties are intermittent.

6. The PD is used to describe permanent job assignments. When there is a need for a temporary or acting assignment, the employee should receive a letter explaining what he or she will be doing, the anticipated length of time, and that additional compensation will not be received. (See ch. ER-MRS 32, Wis. Adm. Code - Acting Assignments) Represented employees may not perform the supervisory functions for either a temporary or acting assignment.

    a. Temporary assignments are used when additional staff is required to complete the state's business needs. Temporary assignments, of a very short duration such as two weeks or less, may be assigned verbally. However, it is very important to keep track of when temporary assignments are made. If a temporary assignment is permanently assigned, the PD should then be updated to reflect duties and the date the assignment is made permanent (see section 310.040 of this handbook chapter, PD Form, No. 12). Consideration should be given to the logic of making the assignment permanent and the classification impact. (If the assignment is not logical, competition may be required). Duties such as assisting with an unusually large mailing, or occasionally "backing up" the receptionist when the receptionist is gone, etc., probably do not need documentation. If a temporary assignment is longer, the employee should receive the assignment in writing. A temporary assignment should not exceed six months in duration.

    b. An acting assignment is used when a position is vacant and the needs of the service require the performance of the duties of that position. A permanent employee may be temporarily assigned to perform those duties. An acting assignment must be in writing. (See ch. ER-MRS 32, Wis. Adm. Code.)

7. The worker activities are listed under a goal statement next to the letter of that goal, and then identified by sequential numbers, such as A1, A2, A3, B1, B2, etc. If a worker activity statement is duplicated in more than one goal, you may rewrite it or simply indicate the previous worker activity number. For example, if A3 and B2 are the same, you could put B2. A3. It is important to assign percentages to worker activities if those activities occupy a higher percentage of time than what would be the average percentage of time for the tasks in a goal.

> Example: If a Goal is 50% and there are five worker activity statements with no percentages next to the worker activity statements, it will be presumed that each activity takes approximately 10% of time. If activity statement A1 is 30% and A2, A3, A4, and A5 are 5% each, that should be expressly stated. Identifying the percentages for worker activity statements will assist the employee in understanding where to spend most of his/her time and will assist the HR Office in making the correct classification decision.

> **Note**: Incidental or occasional duties should be identified, such as "occurs once a year," "in an emergency situation," "completed in the absence of (X) position," "completed at the request of (Y - Title)," etc.

Sec. 310.090 Knowledge, Skills and Ability Statements

Knowledge, skill, or ability (KSA) statements at the end of the PD are recommended for positions that are professional, highly technical, or require an unusual KSA (unusual for that classification or position, such as a bilingual requirement for an accountant position). KSA statements are useful in classifying jobs and may be necessary for recruitment/exam development purposes. They are required for certain classifications that use a FES, requiring a part B.

1. If the position requires a degree, certification, licensure, etc., that information should be included in a "Special Requirement" section, separate from the KSAs. In addition, the position summary may repeat these requirements.

2. Reference all job-related physical job duty requirements, such as lifting, climbing, driving, etc., as required by the Americans with Disabilities Act (ADA), only if they are bona fide occupational qualifications necessary for performing the essential duties of the position.

3. Each KSA statement, "Special Requirement," and physical requirement must be job related and identifiable by worker activity statement(s) in the PD. We suggest that indexing be used to link this information to the activity statements or goals, which will in turn support the test of job relatedness.

> Example: Worker Activity:
> A1. Develop and prepare analysis of budget requests, key issue studies, and other relevant budgetary issues.
> A2. Monitor budget expenditures.
>
> KSA Statements:
> Knowledge of the budget and legislative processes A1, A2
> Knowledge of budgeting principles and techniques A1, A2
> Knowledge of federal requirements and funding arrangements A1
> Ability to research and analyze information to determine relevancy and making informed recommendations. A1

4. Do not use state specific language in the description of KSAs unless it is absolutely required in order to perform that level of work. Many private sector applicants have KSAs that can be transferred to the public sector, in the form of processes and tools.

> Example: KSA Statements:
>
> Knowledge of *state* budget process
> Knowledge of *department* budget policies and procedures.
>
> Are these two "state-specific" requirements really necessary? Or, can we expect that relevant training or experience with budget/fiscal practices and methodologies would suffice, after a reasonable orientation?

Sec. 310.100 Work Assignments

Supervisors and managers have the right to assign work to carry out the statutory mandates and goals of the agency and work unit, but are prohibited from the assignment of work that is inconsistent with personal or public safety, is not work related, or is illegal.

> Example of work not consistent with personal safety: Supervisors may not assign work to an employee who has not been properly trained and it is reasonable to expect that they may be harmed, such as working with electricity, determining if an area has become contaminated with radiation, removing asbestos, etc.
>
> Example of work not consistent with public safety: Supervisors may not assign work to an employee who has not been properly trained and it is reasonable to expect that someone may be adversely affected by a decision or act by an untrained employee, such as, an employee testing a work site for hazardous chemicals who does not understand and/or interpret the results correctly, an employee sent to provide aid to an accident victim, etc.
>
> Example of inappropriate work: Supervisors may not assign the employee duties that are not work related, such as picking up personal dry cleaning, “spying” on other employees, etc.
>
> If in doubt about any job assignment, contact your HR Office or Office of Legal Counsel.

> **Note**: As necessary, you may assign hazardous work-related job duties (duties that the employee will in the future be expected to perform independently at an objective level) to an employee who is not fully trained if they perform the duties under close or limited supervision as appropriate.

Any time a change of duties or percentages is made to a position, the PD should be reviewed for the potential need to update the description of duties. The supervisor should review the PD at least annually, typically during the performance evaluation review, to determine if it still accurately reflects the assigned job duties. It is important to keep track of the date new job assignments are made and update the PD accordingly. Updating is an effective way of documenting the changes in a position and, more importantly, ensuring the employee understands the expectations of the position.

A PD cannot and does not list every task an employee must perform as part of the job. Tasks that are understood as necessary to accomplish the goals listed on a PD must be performed. In addition, tasks which are reasonably related but not on the PD may also be assigned. Employees may periodically receive work assignments of a temporary nature which are not on, or related to, tasks on their PD. Any reasonable job duty may be assigned to employees capable of performing the duties and may reflect work necessary to carry out the statutory mandates and goals of the agency and work unit. The employee does not have the right to refuse the assignment unless it is illegal or there are safety concerns. If legitimate extra job duties are difficult to predict but occur periodically, a small percentage goal of “Miscellaneous other duties as required” may be included on the PD.

The supervisor represents the appointing authority and has statutory authority to assign duties to positions. However, if changes to the duties are made abruptly and are significant, they may, in the context of civil service rules or administrative code, result in the creation of a new position(s) and may require competition for the permanently assigned duties which could result in the layoff of an employee(s). If an extensive reorganization or work restructuring is planned, discuss job assignment changes with the agency HR Office or DPM to understand the impact to the employees <u>prior</u> to implementation.

> **Note**: A new position is created when job duties assigned to an employee are arbitrary, are not logical or if they constitute more than a 50 percent change in the position. (See WHRH Chapter 370.)

“Buzz” words do not increase the likelihood of a higher classification for a position. More important is that the assignment and performance of work is consistent with the classification and level being requested. However, just writing the buzz words, or copying language from the classification specification, in a PD is insufficient. During any classification review process, the work listed on the PD will be verified as to its accuracy.

PDs are public documents and must be made available for review upon reasonable notice. Agency HR Offices should have all the PDs for the entire agency available. DPM has many PDs from agencies that can be reviewed.

Sec. 310.110 Administrative Information

This is a new chapter, created to assist agencies in completing and using the Position Description form. The chapter was revised in August 2010 to update the provisions and to reflect changes in titles of forms and chapters.

Pursuant to the changes introduced by 2015 Wisconsin Act 55, in July 2015, the Office of State Employment Relations was eliminated and the functions were transferred into the newly created Department of Administration, Division of Personnel Management. Additionally, in May 2017, the Bureau of Compensation and Labor Relations was modified to be the Bureau of Compensation and Employment Relations. This chapter was updated in June 2018 to reflect the changes in terminology that resulted from the organizational restructuring and the bureau name change. All links in the chapter were also updated.

Chapter 310 was updated in August 2018 to reflect organizational changes that occurred to the Division of Personnel Management in conjunction with the implementation of Shared Services. The Bureau of Compensation and Employment Relations was divided into two separate bureaus: the Bureau of Classification and Compensation and the Bureau of Employee Management.

ATTACHMENT

POSITION DESCRIPTION

IMPORTANT: PLEASE READ INSTRUCTIONS ON PAGES 2 and 3

DOA-15302 (C07/2015) PREVIOUSLY OSER-DMRS-10 State of Wisconsin Department of Administration/Division of Personnel Management	1. Position No.	2. Cert / Reclass Request No.	3. Agency No.
4. NAME OF EMPLOYEE	5. DEPARTMENT, UNIT, WORK ADDRESS		
6. CLASSIFICATION TITLE OF POSITION			
7. CLASS TITLE OPTION (*to be filled out by Human Resources Office)*	8. NAME AND CLASS OF FORMER INCUMBENT		
9. AGENCY WORKING TITLE OF POSITION	10. NAME & CLASS OF EMPLOYEES PERFORMING SIMILAR DUTIES		
11. NAME AND CLASS OF FIRST-LINE SUPERVISOR	12. FROM APPROXIMATELY WHAT DATE HAS THE EMPLOYEE PERFORMED THE WORK DESCRIBED BELOW?		

13. DOES THIS POSITION SUPERVISE SUBORDINATE EMPLOYEES IN PERMANENT POSITIONS? Yes ☐ No ☐
IF YES, COMPLETE AND ATTACH A SUPERVISOR EXCLUSION ANALYSIS FORM.

14. POSITION SUMMARY – PLEASE DESCRIBE BELOW THE MAJOR GOALS OF THIS POSITION:

15. DESCRIBE THE GOALS AND WORKER ACTIVITIES OF THIS POSITION *(Please see sample format and instructions on Page 3.)*
— GOALS: Describe the major achievements, outputs, or results. List them in descending order of importance.
— WORKER ACTIVITIES: Under each goal, list the worker activities performed to meet that goal.
— TIME %: Include for goals and major worker activities.

TIME %	GOALS AND WORKER ACTIVITIES (Continue on attached sheets)

16. SUPERVISORY SECTION - TO BE COMPLETED BY THE FIRST LINE SUPERVISOR OF THIS POSITION *(See Instructions on Page 2)*

a. The supervision, direction, and review given to the work of this position is [ ] close [ ] limited [ ] general.
b. The statements and time estimates above and on attachments accurately describe the work assigned to the position.
(Please initial and date attachments.)

Signature of first-line supervisor ______________________________ Date ____________________

17. EMPLOYEE SECTION - TO BE COMPLETED BY THE INCUMBENT OF THIS POSITION

I have read and understand that the statements and time estimates above and on attachments are a description of the functions assigned my position.
(Please initial and date attachments.)

Signature of employee ______________________________ Date ____________________

18. Signature of Human Resources Manager ______________________________ Date ____________________

DISTRIBUTE COPIES OF SIGNED FORM TO:
☐ P-FILE ☐ SUPERVISOR ☐ EMPLOYEE ☐ CERT REQUEST COPY

PAGE 2 -- INSTRUCTIONS FOR POSITION DESCRIPTION FORM

PURPOSE OF THIS POSITION DESCRIPTION FORM

Employees and supervisors should be aware of the purpose of the Position Description (PD) before completing the form. The PD is the key document in determining the appropriate classification and FLSA status of a position. It is descriptive of the major goals and worker activities of the position. It is not construed to limit or modify the power of the appointing authority and subordinate supervisors to assign work to employees. However, the appointing authority, subordinate supervisors and employees are responsible for assuring that the work assigned is the work actually performed and that PD's are reasonably current descriptions of the work. It is used as an information source for the development and implementation of an effective recruitment and selection plan if a position becomes vacant. Perhaps most important in the long run, an accurate PD helps the employee know what is expected by clearly defining the work to be performed in relation to the overall goals of the work unit. The PD can also be the basis for identifying training needs and criteria for evaluating performance.

NOTE: The PD is to be filled out by the first-line supervisor or his/her designee. Most of the items are self-explanatory. If you have a question on an item, please contact your agency personnel office. Whenever this PD accompanies a personnel transaction, a current organization chart of the work unit should be included. This chart should show the employees' names, superior-subordinate relationships, classifications and current pay schedules/ranges.

INSTRUCTIONS FOR ITEM 7 (Class Title Option), Item 14 (Position Summary), Item 15 (Goals and Worker Activities), and item 16 (Supervision and Review.

Item 7: **The Class Title Option is to be filled in by the Human Resources Office.** The Class Title Option is not a working title. It is a generic subtitle which has been approved by DPM and is to be used to more specifically identify a position for recruitment, examination and certification or layoff when job analysis has show that the special character and qualifications of the position so necessitate.

Item 14: **Position Summary Statement:** This is a summary of the goals of the position plus additional information that applies to the entire position such as the level of supervision, authority and discretion; the types of contacts; the physical location, or the context (e.g., position in the process flow, formal name and nature of the program, nature of the organization, etc.). (see sample statement on page 3)

Item 15: **DEFINITIONS**

Goals are the expected results of each employee's work. They are the expected accomplishments, product or output that results from the work activities of the employee.

Worker Activities are the specific tasks the employee performs to accomplish the goals. Worker Activity statements describe what a worker actually does.

% Time is the proportion of the employee's total work time spent on a goal or worker activity annually.

INSTRUCTIONS—The steps below should be followed in completing Item 15.

1. List the **goals** of the position in descending order of importance. Each PD will usually contain between two and six goals. Identify each goal by the use of a capital letter as shown on page 3.

2. Under each goal list the **work activities** performed to accomplish sufficient information to make them understandable to a person not familiar with the field of work performed. Avoid indefinite terms such as "handle," "assist," or "process." Generally there will be an average of five worker activities per goal, but there may be as few as two or as many as necessary. Identify each worker activity by the letter of the related goal and the sequential number of worker activity as shown on page 3. If a worker activity relates to more than one goal, the second time it is used you should cross-reference this worker activity by listing the original goal letter and worker activity number (i.e., "A3" in example on page 3) under the goals it relates to.

3. If the position being described is considered to be "confidential," "managerial," or "supervisory" in nature for collective bargaining purposes; you should insure that the goals and worker activities listed explicitly describe this nature of the work.

4. In the % **Time** section, estimate the percentage of time spent working toward each goal annually. The percentages for the goals should add up to 100%. Also, where possible, estimate the percentage of time spent on each worker activity, particularly ones which constitute 10% or more of the total workload. Percentages for worker activities should be based on how much of the total (100%) job is spent on the worker activities and not on how much that worker activity contributes to a single goal.
   (SEE ABBREVIATED SAMPLE ON PAGE 3)

Item 16: Check the box which best describes the type of supervision given this position. *"Close"* supervision implies that the work is performed according to detailed instructions and the supervision is available on short notice. *"Limited"* supervision implies that the incumbent proceeds on his/her own initiative while complying with policies, practices and procedures prescribed by the supervisor. The supervisor generally answers only on the more important phases of the work. *"General"* supervision implies that the work is performed independently. The incumbent seldom refers matters to supervisor except for clarification of policy.

PAGE 3 -- INSTRUCTIONS FOR POSITION DESCRIPTION FORM

14. **SAMPLE POSITION SUMMARY STATEMENT:**

Supervises five professional staff of the agency human resources (HR) department in the areas of classification, compensation and staffing. Reports to the Chief of the HR Office. This is a medium-sized agency with full delegation of HR functions from the Administrator.

15. **ABBREVIATED SAMPLE:**

20% Goal A: Definition of the major goals or accomplishments expected of each employee supervised.

Worker Activity A.1 Define the role of the HR department as a member of the management team, to relate the department to the overall program goals of the agency.

Worker Activity A.2 Assign work to employees supervised to a manner that is consistent with each employee's classification level and abilities to promote efficient achievement of the department's goals.

10% Worker Activity A.3 Discuss department goals and work assignments with employees to alleviate problems and resolve potential grievances.

35% Goal B: Evaluation of the extent to which each employee is attaining the defined level of accomplishment.

10% Worker Activity B.1 Establish performance standards for each objective of each employee using participative management techniques to judge employee effectiveness.

15% Worker Activity B.2 Monitor the work of employees supervised to insure productivity standards are maintained.

Worker Activity A.3

Worker Activity B.3 Provide guidance and counseling as necessary to achieve improvement in employee performance.

Knowledge/Skill/Ability (KSA): (Addendum when PD is being developed for recruitment or selection purposes—also helpful for reclassification purposes)

A.1.1 Thorough knowledge of the overall goals of the larger agency within which the functional unit supervised exists.

A.2.1,B.3.1 Skill in assessing the strengths and weaknesses of individual employees.

B.1.1 Ability to apply modern management concepts with particular emphasis on Management By Objectives.

B.2.1 Knowledge of the work problems associated with the functions of the unit and alternative methods for effectively carrying out job duties under a variety of circumstances.