



# **Position Description and Employee Performance Management System Refresher Training**

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**August 20, 2013**



# Welcome and Logistics

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- Sign-in sheet
- Breaks
- Training etiquette
  - Cell phones off/silence
  - No side conversations
- Feel free to ask questions
- No email or internet usage during training except at breaks



# Definition of a Position Description

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A well-written position description is one which clearly, concisely and accurately documents the duties and responsibilities of a job.



# Importance of Position Description

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- Written documentation of a job's duties and responsibilities
  - Provides information needed for the recruitment & selection process
  - Used to determine FLSA categories
  - Provides basis for performance appraisal
  - Sets guidelines & expectations of job
  - Helps ensure “equal pay for equal work”
  - Establishes data for comparison and classification purposes



# Sections

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- Job Purpose Statement
- Job Function
- Supervisory Responsibilities
- Comments
- Signatures
- General Info
- Requested Actions
- Minimum Requirements
- Guidelines & Supervision
- Additional Comments



# Job Purpose Statement

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The job purpose statement expresses the reason the position exists, its objective, and the degree of supervision needed. It is typically one or two concise sentences that capture the main purpose of the job.

- Example: Under general supervision, performs professional forest management duties in the planning and execution of a specialized area of forest management; provides forest management services for a large or complex project area.



## Writing a Job Function Section

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- List the tasks that the position will perform.
- Essential & marginal function should be listed.
- Use action verbs to define job functions.
- Combine similar or related tasks. Four to six functions are optimal.
- List the tasks in order of significance, with the most important listed first.



# Job Function Section

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Good Job Function statements answers the following questions:

- What is being done – use an action verb to begin each sentence
- Who or what is the action being directed to – this describes the person or object receiving the action
- Why is it being done - the object or reason for performing the activity.
- How is it being done - list the methods used to do the work (often this part begins with phrases such as “...through the use of ...” or “...by using ...”

Example:

Patrols the forest to prevent violation of timber and pine straw theft, identify illegal activities such as illegal drug use, littering, vandalism, illegal hunting, arson and other illegal activities governed by criminal statutes and/or regulated by the SC Forestry Commission (SCFC).





# Determining Essential Functions

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Effective July, 1992, the *Americans with Disabilities Act* encouraged employers to identify the essential duties of a position to help determine whether reasonable accommodations can be made. Since that time, South Carolina has been using the Position Description to help in making that distinction by designating job functions as essential or marginal.

Classifying a job function as marginal does not mean that it is less important than other duties. It simply indicates that task does not necessarily have to be performed by that particular position. It is not essential to the job purpose.



# Essential Job Functions

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- Duties which are critical or fundamental to the performance of the job.
- Duties that must be done by the person in the position and cannot be easily reassigned to other workers.



# Marginal Job Functions

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- Duties that are considered to be peripheral, incidental, or a minimum part of the job.
- Duties that can easily be transferred to another employee without hurting or disrupting business operations.



# Supervisory Responsibilities

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- Indicates if a position has any supervisory responsibilities.
- Section includes:
  - classification titles of the three highest-level subordinates
  - number of employees directly supervised by those subordinates
  - total number of employees directly and indirectly supervised



# Comments

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- Useful in identifying unique work, physical, and/or environmental characteristics of the job. It may describe any unusual working conditions such as extensive travel or equipment operation necessary to perform the job functions.
- Provides an opportunity to record general information that is not captured in other parts of the position description.



# Minimum Requirements

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- Do not set minimum requirements higher than they need to be.
- Requirements must be at least as high as the Division of State Human Resources (DSHR) minimum requirements.
- Minimum requirements may be set **higher** but may not be set lower than DSHR requirements.
- Minimum requirements are available at <http://www.admin.sc.gov/humanresources>.



## Knowledge, Skills, & Abilities (KSAs)

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**Knowledge:** a body of information necessary for successful performance of a specific job duty. It is gained through a learning experience such as formal education, training or experience.

- Example: Knowledge of diesel engines, heavy equipment maintenance, and welding

**Skills:** a present, observable competence to perform a learned physical act. Usually applies to physical tasks such as use of tools, machines, equipment, etc.

- Example 1: Skill in the operation of a service vehicle
- Example 2: Skill in the development and preparation of instructional aids



## Knowledge, Skills & Abilities (cont'd)

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**Abilities:** competence that the job holder must possess that allows him/her to perform an observable behavior that results in an outcome or product.

- Example: Ability to use Microsoft Excel to design and modify financial spreadsheets

It is important that all KSAs are realistic & clearly related to the duties and responsibilities of the position.





# Establishing Knowledge Levels

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**Working Knowledge** – Sufficient familiarity to know the basic principles and terminology and to understand and solve simple problems.

**General Knowledge** – Sufficient knowledge of a field to perform most work in normal situations. Work calls for comprehension of standard situations and includes knowledge of most significant aspects of the subject.

**Thorough Knowledge** – Advanced knowledge of the subject matter. The work calls for sufficient comprehension of the subject area to solve unusual as well as common work problems, to be able to advise on technical matters, and to serve as a resource on the subject for others in the organization.

**Comprehensive Knowledge** – Requires complete mastery and understanding of the subject. This term should be used sparingly and only for unusually exacting or responsible positions required to originate hypothesis, concepts, or approaches.



# Guidelines & Supervision

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**Direct Supervision** - the employee is told what to do and how to do it. The employee does not exercise independent judgment or authority. There are typically very detailed procedures and methods for carrying out assignments.

**General Supervision** – the employee is told what to do but not how to do it. The “how-to” is left up to the employee. These positions have some discretion on work procedures as long as they comply with the procedures.

**Limited Supervision** – the employee uses his/her own creativity to get the job done. Decision making is left up to the employee. The employee receives assignments in general terms and is free to work out the details according to his/her own judgment. The employee is expected to interpret regulations and policies independently.



# Additional Comments

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This section is useful in identifying unique work, physical and/or environmental characteristics of the job.

Examples:

- Must be able to lift, walk, squat, climb and carry objects up to 25 lbs. 10% of the time.
- Must be able to regularly lift a minimum of 50 pounds.
- Works outside/inside exposed to extreme heat, cold, and other weather conditions 75% of the time.
- Drives truck or operates heavy duty equipment 50% of the time.
- Ability to work both indoors and outdoors in changing environmental conditions.
- Job requires overtime or on-call duty.
- Overnight travel may be required for large fire incidents in the state that may require a full time mechanic on duty throughout the incident.

# Questions

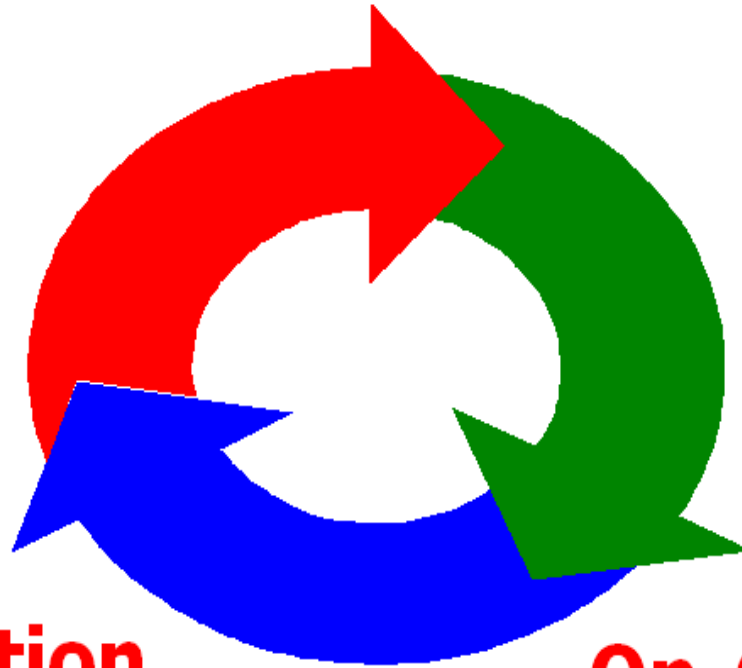
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# Employee Performance Management System (EPMS)

**Planning Stage**



**Evaluation Stage**

**On-Going Communication**



# Planning Stage Components

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- Job Functions (Job Duties & Success Criteria)
- Objectives
- Performance Characteristics



# SMART Objectives

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- **Specific**
- **Measurable**
- **Attainable**
- **Relevant**
- **Time bound**



# Success Criteria

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Required for each job function & objective

Success Criteria should be:

- Observable
- Measurable
- Within the employee's control
- Reflects level of skillfulness
- Clearly & simply stated
- Can be developed with employee input





# Performance Characteristics

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- Qualities that are essential to successful completion of job duties
- Are rated “pass” or “fail”
- All supervisors are rated on “promoting equal opportunity”



# Planning Stage Discussion

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- At beginning of rating period
- If there are any changes from the standard template, the rater & employee should work together to draft the document
- Job functions, objectives & performance characteristics should be discussed



## The Supervisor Should:

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- Describe expectations
- Give examples
- Listen to the employee's input
- Examine if any disagreement



# Performance Discussions

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- Timely
- Sincere & honest
- Specific
- Behavior based
- Own the feedback
- Describe effects
- Describe personal feelings



# Levels of Performance

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- **Exceptional (E)** – Work that is above the criteria of the job function throughout the rating period.
- **Successful (S)** – Work that meets the criteria of the job function.
- **Unsuccessful (U)** – Work that fails to meet the criteria of the job function.

Performance characteristics are rated Pass (P) or Fail (F)



# Weighted System

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- **Exceptional (E)**      3      2.5 or above
  - **Successful (S)**      2      1.5 to 2.4
  - **Unsuccessful (U)**    1      1.4 and below
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- Performance characteristics are not weighted



# Example of Weighted System

<u>Job Functions</u>	<u>Weight Factor</u>	<u>Rating</u>	<u>Numerical Score</u>
#1	40%	E	$40 \times 3 = 120$
#2	25%	S	$25 \times 2 = 50$
#3	20%	S	$20 \times 2 = 40$
#4	10%	S	$10 \times 2 = 20$
 <u>Objectives</u>			
#1	5%	S	$\frac{5 \times 2 = 10}{240}$
Total	100%		

Divide the total numerical score of 240 points by the total weight factor of 100% and get 2.40, which gives the employee an overall performance evaluation of **Successful**. If the overall rating falls between two levels of performance, the rating is to be rounded down (example:  $2.45 = 2.4$  not 2.5).



# Performance Discrepancies

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- Ensure privacy
- Plan the discussion
- Listen to understand
- Reach consensus on the issue
- Show appreciation
- Keep notes





# Evaluation Stage Preparation

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- Gather info & documents
- Prepare the evaluation document
- Schedule the interview
- Answer the checklist questions



# Evaluation Rating Pitfalls

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- Halo Effect – allowing employees' success or failure on one job function to affect how you rate their performance of other job functions.
- Negative/Positive Leniency Effect – assigning extremely low or high ratings across the evaluation form.
- Contrast Effect – evaluating an employee in relation to other employees' performances rather than on the job requirements.



## Evaluation Rating Pitfalls (Cont'd)

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- First Impression Effect – allowing initial evaluations of employees to overshadow their actual performance.
- Central Tendency Effect – placing every employee's performance “safely” in the middle of the rating scale.
- Similar-to-Me Effect – favorably evaluating employees because they mirror the rater's self image.



# Potential Pitfalls of the Interview

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- Arguing/Becoming Defensive
- Dwelling on Past Deficiencies
- Discussing Personality Traits
- Comparing Employees
- Interrupting Employees



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# Substandard Performance



# Questions

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## Additional Resources

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- *How to Write a Position Description*, Division of State Human Resources module, <http://www.admin.sc.gov/humanresources>
- EPMS/Position Descriptions – Employee Web Address  
<http://www.state.sc.us/forest/employee.htm>
  - Position Description Action Verbs & Definitions
  - Position Description Forms