

Guide to Preparing Competency-based Job Descriptions

COMPETENCY



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What is a job description?

A job description is a statement that outlines the specifics of a particular job, position, or role with an organization.

A job description includes the following:

Job Title – a term that describes in a few words the position held by an employee. Depending on the job, a job title can describe the level of the position or the responsibilities of the person holding the position.

Job Code – individualized sets of numbers assigned to different jobs in order to identify the position in a data system.

Department – a specialized functional area within an organization.

Grade – a pay grade is a step within a compensation system that defines the amount of pay an employee will receive. The vertical steps in a pay grade chart refer to the level of the responsibilities defined by the job's requirements.

Position Summary – a brief, general statement of the more important functions and responsibilities of a job.

Essential Functions of the Position – are functions that the person holding the job must be able to perform.

Non - Essential Functions of the Position – are functions that do not affect the essence of the job and could be reassigned to another employee.

Required Qualifications – a qualification (education, experience, skills and personal qualities) that a candidate must demonstrably possess.

Preferred Qualifications – a qualification that is not required but preferred that a candidate possess.

Supervision Received – the level of supervision needed for this position.

Supervision Exercised – the group or positions this job supervises.

Environmental Working Conditions – the conditions in which an individual works in (physical environment, stress and noise levels, degree of safety or danger).

EEO Statement – complies with the EEOC (Equal Employment Opportunity Commission) law and communicates that we provide equal employment opportunities to all employees and applicants for employment.

How do we use our job descriptions?

- Provides the basis for the design of our compensation structure
- Assists in determining the FLSA status of the position
- Helps to create a job hierarchy with defined career paths, learning paths, and succession planning
- In the annual performance reviews process and goal setting
- For equity increases, promotions and transfers
- Is used as the basis for workforce planning and forecasting
- During the hiring process, defines the role of the position and the ideal candidate to fill it

Guide to Preparing Competency-based Job Descriptions

- Assists hiring managers in choosing candidates for interviews
- At the interview, can serve as the basis for interview questions
- Is a tool to assist managers to communicate to an employee their role and responsibilities
- Is used to comply with the American Disabilities Act
- Is used in the corrective action process

Job Descriptions and Compensation

Compensation views the job description as a foundational element that is used to perform its function and support the sustainability and growth of UMMS. It is critical that each job description be accurate and up-to-date. Without an accurate job description:

- It is impossible to perform the necessary market analysis to grade the position and provide a competitive salary range for prospective and current incumbents.
- It is impossible for a manager to maximize the dollars spent on employee compensation for the position unless the education, experience, and skills needed for the job are detailed and matched to prospective applicants and current employees.

UMMS Competency Model

A new UMMS Competency Model was introduced in 2017 as a major organizational development initiative to help define, assess, and promote our mission, financial and organizational success, reinforce our results driven culture, shape expectations and encourage high performance. Additionally, our Competency Model is a foundational cornerstone of our compensation, talent management, employee engagement, professional development and retention strategies. Our Competency-based job descriptions, that include our enterprise-wide core competencies, as well as the position-specific competencies, are the first step in setting our employees up to succeed.

UMMS Core Competencies

In addition to position specific competencies, there are 6 + 1 core elements to the Competency Model – six that apply to all employees at every level and a seventh that applies to those with supervisory and management responsibilities.

1. **PROBLEM SOLVING/DECISION MAKING** – conveys the essential ability to make good decisions and respond effectively to challenges often under stress and with limited information.
2. **QUANTITY/QUALITY of WORK** – we expect UMMS employees to consistently produce a high volume of excellent work.
3. **SERVICE ORIENTATION** – our ultimate purpose is to provide superior service to all of our constituent stakeholders both internal and external and to always strive to exceed their expectations
4. **ACCOUNTABILITY** – All UMMS employees hold themselves accountable for their actions and for producing expected results. They hold their colleagues to these same standards.
5. **INITIATIVE** - UMMS employees are expected to take a proactive approach to work focusing on continuous incremental improvement in all areas as well as opportunities for innovation.

Guide to Preparing Competency-based Job Descriptions

6. **DIVERSITY/INCLUSION** - You currently work in a department with employees from different backgrounds and experiences. You can demonstrate diversity and inclusion skills by engaging with these employees and encouraging feedback so that all have the opportunity to contribute equally.
7. **LEADERSHIP/MANAGEMENT** - people in roles involving coordination/ supervision of others are required to select and hire top tier talent, empower and inspire them to contribute to the full extent of their abilities, and to make sure that their teams achieve all organizational goals and expectations to which they are assigned.

Types of Job Descriptions

CORE: these descriptions are for jobs found in more than one department at UMMS. These jobs have the same functions and qualifications and are graded the same throughout UMMS.

UNIQUE: these jobs descriptions are specific to a department or require a very particular set of skills and experience.

Writing a Competency-based job description

The [UMMS Job Description template](#) is available on the HR intranet under Human Resources/[Forms](#). The Essential Responsibilities should be listed in order of importance. Before beginning to write a job description, spend some time compiling information and thinking about what the job entails

- DO NOT attempt to write a job description to “fit” a specific individual. A job description should be thought of as a business plan for a needed position within the context of the department’s structure.
- Use short, direct action verbs (selected from drop-down lists contained in the Essential and Nonessential sections of the job description).
- Keep sentences concise and clear.
- Essential functions should be grouped into categories that could include several specific responsibilities.

When should a job description be rewritten?

A job description should be rewritten when there are significant changes to the functions, competencies, and/or qualifications. Job descriptions should be reviewed on a periodic basis to determine whether they are still accurate and current.

number of women, minorities, and persons with disabilities, thus exposing UMMS to legal risks. Think carefully to be sure your minimum qualifications can be uniformly applied to all applicants.

Submission to Compensation

Job descriptions should be forwarded to the Compensation Department after the Department Head has approved. You can forward the job description draft to your assigned Senior Compensation Analyst/Partner. The Compensation Department will review the content of the description, will follow up with the department should they have any questions, and will also evaluate the description to determine the appropriate salary grade. Once evaluated and approved, the Compensation Department will return the approved job description to the originating Manager.