

# JOB DESCRIPTION 101 OVERVIEW

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experience  
title job flsa  
responsibilities expectations  
careers candidates descriptions pay  
qualifications skills performance benchmarking

# How?

1. A job description should be a useful, plain-language tool that explains the objective, responsibilities and requirements of a job.
2. When a job needs to be created, evaluated and/or posted, Managers/ HR should prepare a job description using company's standard template (refer to next page).
3. When a job is not a "benchmark" job or if FLSA status is in question, Compensation may conduct interviews with the manager/HR in order to fully understand/assess the job.
4. Hiring Manager creates a job "advertisement" using the content provided in the job description.
5. HR reviews the advertisement before posting.

# Writing Internal Job Description

Input Logo

## JOB DESCRIPTION

Job Title		Location	
Department		Sub Department	
Reports To		Direct Reports	
Date Created		FLSA	

## ROLE SUMMARY

Describe why this job exists in 1-2 sentences.

Example: (Accountant) The purpose of this job is to prepare and coordinate the preparation of financial statements and reports.

## RESPONSIBILITIES

List and describe the position's key responsibilities in order of importance and indicate the approximate percentage of time spent on the responsibility. (Percentages should add up to 100%.) For each, describe in simple terms what the job holder must do to accomplish the main purpose of the job and the amount of direction that is required to perform the job duties. If the job manages others, describe the management duties (including authority to hire/fire/recommend pay increases/manage overall work product/schedule, etc.) Insert additional rows as needed.

Example: Collect and analyze financial data and prepare monthly financial statements

	Responsibility	% of time spent
1		
2		
3		
4		
5		

Input Logo

## REQUIREMENTS/QUALIFICATIONS

Indicate skills and background required to meet minimum requirements for the job. May include education, certifications, vocational training and experience-related items. Include any specific inter-personal skills required for the position (i.e. ability to negotiate, persuade, analyze, etc.) Also include any specialized physical and/or sensory skills that may be required.

Example: 4 year college degree in Accounting or equivalent related experience

Education	
Experience	
Knowledge/Skills	
Licenses/Certificates	

## POSITION SCOPE

Estimate of the revenue and/or expense budget responsibility of the position. Include a description of indirect and direct staff reporting to the position. This is used to determine the "size of the job" relative to others in the organization. If not applicable, indicate "n/a." Example: Has advertising revenue responsibility of \$5 - \$6M and expense budget responsibility of \$1.5M



Revenue Responsibility	
Budgetary Responsibility	
Management responsibility (i.e., hiring, coaching, scheduling / delegating work, performance reviews)	

## Our Commitment as an Equal Opportunity Employer

All qualified applicants will receive consideration for employment without regard to sex, gender identity or expression, race, age, religious creed, national origin, physical or mental disability, ancestry, color, marital status, sexual orientation, military or veteran status, status as a victim of domestic violence, sexual assault or stalking, medical condition, genetic information, accessibility needs, or any other protected class or category recognized by applicable equal employment opportunity or other similar laws.

# Writing the Job Description

## **Job Responsibilities:**

- Provide a description of the essential duties and responsibilities assigned to the job.
- When advertising the role, don't make it boring (4-6 responsibilities TOPS!).

## **Requirements:**

- List the required level of job knowledge (such as education, experience, knowledge, skills, and abilities) required to do the job successfully.
- Focus on the “minimum” level of qualifications (5-7 requirements recommended).

## **Working Conditions:**

- Identify the working conditions and physical demands that relate directly to the essential job duties and responsibilities.

*Example: “Ability to lift up to 25 lbs.”*

*“Must have a valid drivers license and access to a car”*

*“Must be able to work weekends, nights on an as needed basis”*

# Customizing the Job Description for “Advertisement”

*A survey released by job-search firm The Ladders found that 44% of job-seekers claim they spend 49.7 to 76.7 seconds reading job descriptions before deciding whether to pursue them or not.*

## The Title:

- Use common titles because it will help people searching for a role surface your job post.  
*For example, instead of “Director” or “Intern,” use “Director, Engineering” or “Sales Intern”*

## The Objective:

- Be creative with your job objective – start with an attention grabbing statement or question.

*We are looking for a fearless sales leader to boldly take our team of 5 sales people to new heights! Reporting to the Director, Sales, you will oversee the expansion of the stations selling efforts in local media markets. The right person for this role is a self-starter who thrives in a dynamic, fast-paced collaborative environment, wants an opportunity to make a significant impact and jumps at the opportunity to take on a new challenge.*

- Describe how the position makes an impact for your organization.
- Provide information about your organization, company culture and work environment.

# Job Description/Advertisement Best Practices

- Match writing style to company culture
- Be concise
- Be specific
- Include a video link introducing the company and the team
- Formatting, grammar and typos
- Use unbiased terms  
*Example: “Loyal” vs. “Responsible” or “Strong” vs. “Exceptional”*
- Using common job titles and keywords – but don’t overdo it!
- Optimize your job advertisement for search engines - Link your job posting to the careers site



# Common Mistakes - What Not to Do

- Writing a generic and uninformative description loses your audience
- Job descriptions should be updated and tailored to the role you are hiring for. Don't write the description based on how the previous employee may have performed the job.
- Job descriptions should be short and on target. They should highlight the job, requirements, skills and qualifications. Don't go in to long, detailed descriptions, which frequently confuse applicants. Use simple words everyone can understand and keep sentences short.
- Provide detail about the job that applicants can easily understand what is required of them. Vague or poorly written job descriptions often result in unqualified candidates applying for the job, which extends the hiring process and wastes time.
- Do not use abbreviations as they may not get picked up in a candidate's job search.
- For the advertisement, do not make any reference to conducting a background check. This includes criminal, education, employment, drug testing, driving or DMV record checks.  
*Example: "A drug screening is required" or "A clean drivers license is required" vs. "A valid drivers license is required"*



# The Evolution of the Job Description . .

## An Example

### Job Family: Financial Analysis

	Analyst 1	Analyst 2	Analyst 3	Manager 1	Manager 2	Manager 3
Manager / Individual Contributor?	Individual Contributor	Individual Contributor	Individual Contributor	Manager	Manager	Manager
	Responsible for monthly and quarterly reporting, preparation of financial reports and production of monthly Balance Sheet reconciliations. Conducts or assists in simple to moderate financial analysis projects.	Responsible for financial reporting and analysis for a specific business/office. Prepares monthly management reports and monthly estimates for the respective business.	Provides guidance and support in establishing and setting the estimates & budgets for respective units/country/region. Creates monthly financial estimates for the department, assesses reasonability of estimates, and reports the results to the department's operations management and senior Finance staff including commentary/variance explanations.	Responsible for the day to day running of a Finance team or office and may have reporting across a region. Responsible for the delivery of timely and accurate information and analysis, including monthly close variation explanations, monthly estimates, and annual budget.	Directs, oversees, and controls the overall financial analysis/planning operation in a respective business unit/region. Specifically directs financial planning and evaluation, financial reporting, interpretation/analysis of the results. Creates and delivers all financial reports.	Has overall responsibility for the finance operation of a region/business unit, including financial planning and evaluation, financial reporting, interpretation/analysis of the results and providing financial direction to the various business units.
Key Roles & Responsibilities	Supports the function in meeting the financial needs of the business/office. Compiles and prepares reports, graphs, charts, spreadsheets, and databases. Responsible for ad hoc analysis and reports/presentations as needed.	Analyzes data and responsible for ad hoc/analysis and reports/presentations as needed.	May provide support as the financial partner to the business.	Serves as a financial partner, providing support for financial reporting and metrics and focusing on operational and process improvements.	Provides financial direction to the business and contributes to both the short-term business management and long-term strategic direction of the business.	Serves as key business and financial advisor to senior management. Participates in both the short-term business management and long-term strategic direction of the business. Performs M & A due diligence for both acquisitions and investments.
	Provides data and analysis to support the annual planning and budget process.	Supports senior finance leaders in data collection needed for annual planning and budgeting purposes.	Prepare and analyze the Annual Operating Plan along with supplemental analysis by business or country.	Prepare and analyze the Annual Operating Plan along with supplemental analysis by business, country or region.	Works with management to develop financial estimates and budgets. Develops and maintains comprehensive and transparent financial models.	Directs the financial planning process in order to ensure the business is positioned to achieve long-term financial goals. Provides financial input to the longer-term strategic planning process, including the 3-year strategic plan and Annual Operating Plan.

# The Evolution of the Job Description – Cont'd . .

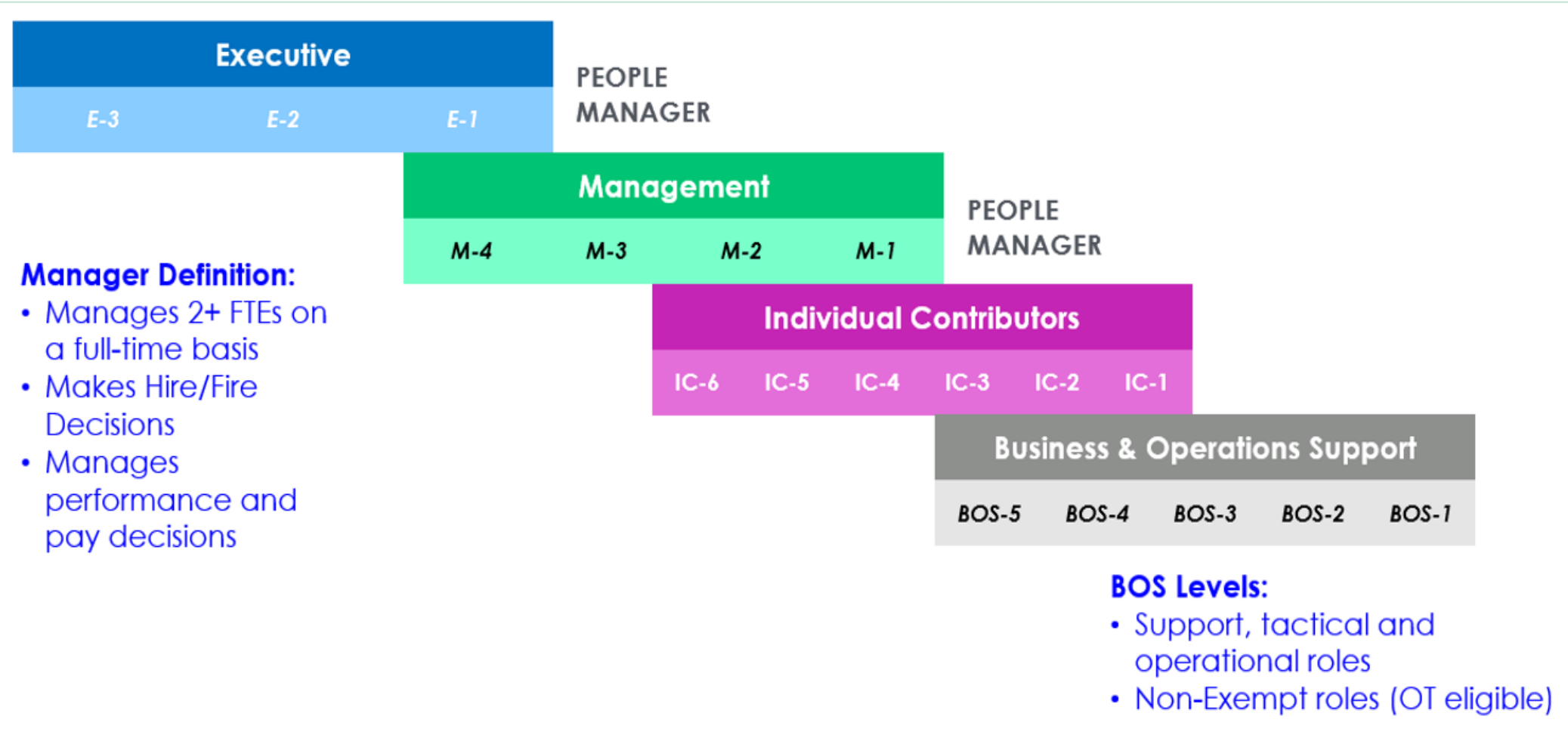
## An Example

### Job Family: Financial Analysis

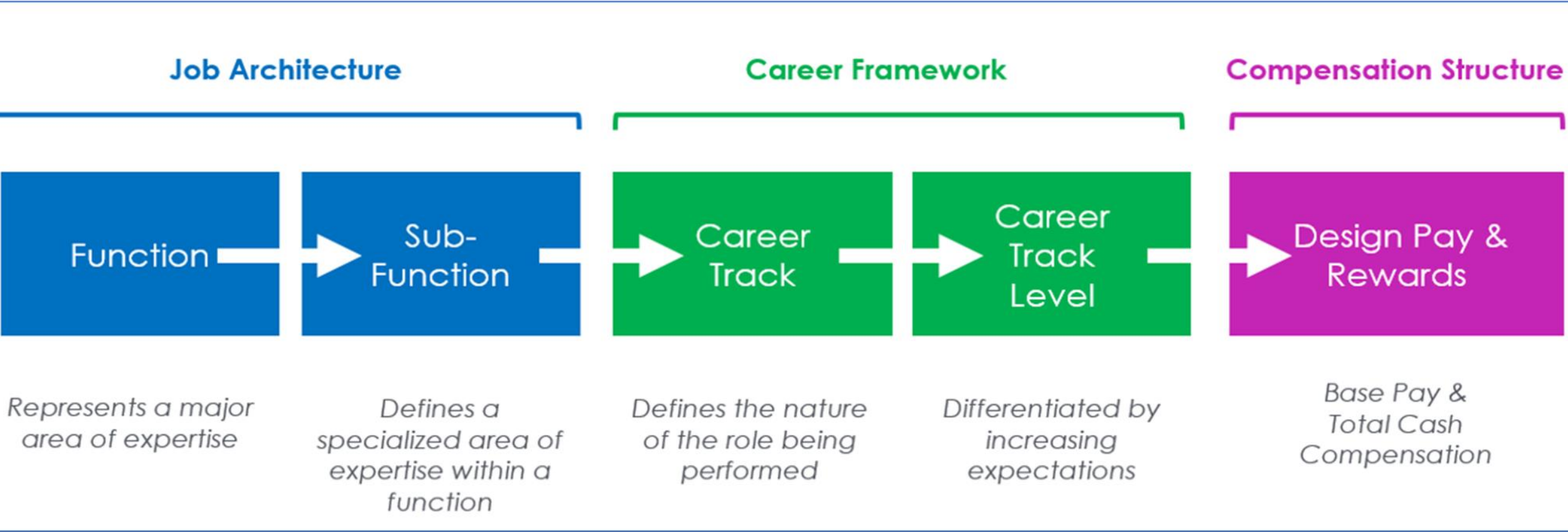
	Analyst 1	Analyst 2	Analyst 3	Manager 1	Manager 2	Manager 3
Functional and Business Knowledge	Applies general knowledge of financial principles and theories developed through education or past experience to best complete assignments.	Uses broader knowledge of financial principles and theories and the organizations to improve processes.	Applies broad knowledge of financial principles, business drivers, related areas and external market opt impact business results.	Applies broad knowledge of financial principles, business drivers, related areas and external market to impact business results.	Applies best financial practices, knowledge of strategic objectives and understanding of market drivers and competitive landscape to impact business results.	Applies knowledge of business, market drivers and competitive landscape to achieve business results.
Minimum and Preferred Education	Undergraduate degree in accounting, finance or related discipline required	Undergraduate degree in accounting, finance or related discipline required	Undergraduate/Graduate degree in accounting, finance or related discipline required	Undergraduate/Graduate degree in accounting, finance or related discipline required	Undergraduate/Graduate degree in accounting, finance or related discipline required	Undergraduate/Graduate degree in accounting, finance or related discipline required
Minimum and Preferred Experience/Skills	1+ years experience in related field	3-4+ years experience in related field	6+ years experience in related field	8+ years experience in accounting or finance	10+ years experience in accounting or finance	12+ years experience in accounting or finance
	-	CPA/CA preferred	CPA/CA preferred	CPA/CA preferred	CPA/CA/MBA preferred	CPA/CA/MBA preferred

# ... Into a Career and Reward Framework

- Creates a common language across the organization
- Provides a basis for describing job requirements and performance expectations
- Facilitates the development and communication of career paths
- Links to external market surveys
- Provides a foundation for reward and talent management decisions including base pay, incentives, career management, workforce planning, succession planning learning and development
- Facilitates integration of new organizations and other organizational structure changes



# Career and Reward Framework





# Career and Reward Framework



- Sets the **strategic direction** for the organization
- Takes an **organization-wide perspective**
- Often identified by client definition of executive



- Achieves goals through the **work of others**
- **Management responsibilities** include performance appraisals, pay reviews, training and development
- Job focus is on managing others and **applying operational or strategic management** skills



- Applies a **theoretical knowledge-base** to work to achieve goals through own work
- Characterized by **specific functional expertise** typically gained through formal education
- May provide **guidance to others** as a project manager using technical expertise

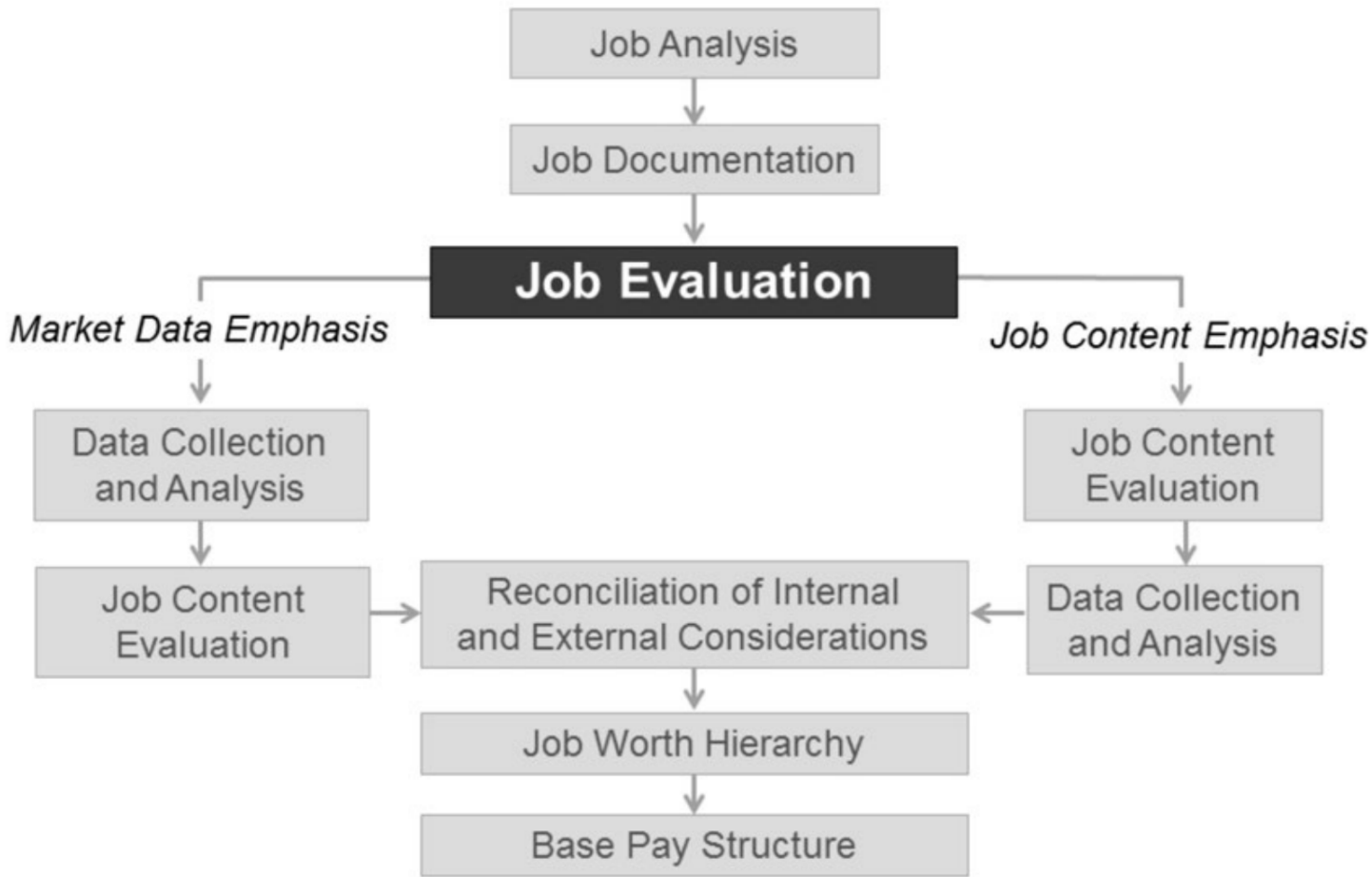


- Performs **administrative, operational or technical** work
- Typically requires **vocational training, apprenticeships** or the equivalent experience
- Performs duties according to established **procedures**

## Factors that determine where in the career track each role is designated:

- |                                     |                             |
|-------------------------------------|-----------------------------|
| • Accountability / Responsibilities | • Nature of impact          |
| • Functional knowledge              | • Area of impact            |
| • Business Expertise                | • Communication & Influence |
| • Problem Solving                   | • Typical Experience        |

# Building a Base Pay Structure





# THANK YOU!

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