

SECTION 1: Attract and Select

TOOL 1.1: JOB DESCRIPTION TEMPLATE

<p>Purpose</p>	<p>Use these tips and templates when describing a job for recruitment and selection purposes. The completed template should be used for shortlisting and onboarding, and as a basis for performance management.</p>
<p>Content</p>	<ol style="list-style-type: none"> 1 Job purpose 2 Key responsibilities (between four and eight) 3 Job requirements 4 Seven generic competencies. Please note that these same competencies are included in . 1.5: SELECTION INTERVIEW RESOURCE GUIDE.
<p>Application</p>	<p>Take sufficient time to define the job, as the job description will be used for recruitment, selection, onboarding and performance management.</p> <ol style="list-style-type: none"> a Describe the purpose of the job in one sentence. b Define between four and eight job responsibilities, each starting with an action verb. c Identify and list any non-negotiable job requirements. d Select the competencies and behaviours (knowledge and skills) needed in the position. Edit the behaviours, as required.

TOOL 1.1: JOB DESCRIPTION TEMPLATE

Job description (in preparation for recruitment and selection)

Position: _____
Work-level: _____
Location: _____
Reports to: _____
Peers: _____
Reports: _____

<p>1. Job purpose (State the purpose of the job in two to three lines)</p>	
<p>2. Key responsibilities – between four and eight (Start each responsibility with an action verb, e.g. manage, plan, coordinate, schedule, liaise, resolve, advise, propose, identify, design, facilitate, analyse, coach, develop, record, enter, summarise, respond to, communicate, follow up, recommend, etc.)</p>	
<p>3. Job requirements: Qualifications, education, certification, licences, training, essential experience required</p>	
<p>4. The seven job-specific competencies: Circle the competencies that are relevant to the position and edit further. Refer to the definitions of the competencies and behaviours which follow in this document.</p>	<ol style="list-style-type: none"> 1 Team leadership (for people manager positions) 2 Strategic orientation (for more senior positions) 3 Entrepreneurship and profitable growth 4 Solving problems and getting results 5 Functional expertise 6 Interpersonal skills 7 Self-management

Tips for writing an effective job description

1 Job purpose

This should be a brief and accurate statement of why the job exists from the organisation's point of view. Often one sentence is enough, for example regarding an **HR Manager** position:

“Recruit, develop and retain the quality and quantity of employees needed for company requirements by developing, recommending and implementing sound HR policies and practices.”

An example for an **Accounts Controller, Fixed Assets** could be:

“Forecast, manage and control the fixed assets of the company by providing reliable and accurate information to users and an up-to-date record of assets for statutory purposes.”

An example for a **Development Chemist** could be:

“Develop new products, maintain and enhance existing products, research raw materials formulations, trends and benchmarking. Prepare new product launches using technical and creative skills.”

2 Key responsibilities

These are statements describing the results required from a job. They describe what is required and why, but not how the job should be done. The statements should

- be precise and realistic;
- describe a separate and distinct end result or output;
- be worded to emphasise the action that leads to an end result (therefore, start with an action verb, e.g.: direct, manage, plan, liaise, resolve, advise, identify, design, facilitate, analyse, coach, develop, etc.)

Most jobs have **between four and eight key responsibilities**. These should be written in the form: What is done ... to what/whom ... with what outcome? Some examples are:

“Direct the work of quality control staff so that product inspection procedures are enforced.”

“Maintain up-to-date record of fixed assets at all sites, as reported quarterly”.

“Monitor first production of new products and ensure all existing products follow good manufacturing practice.”

“Increase market share of products by targeting specific industries to become market leader within 24 months.”

“Create a climate of motivation for a team of professionals who are committed to producing excellence in their areas of speciality and to the profitable benefit of the organisation.”

3 **Job requirements** (qualifications, education, certification, licences, training, experience required, etc.)

Requirements are non-negotiable prerequisites for a job, and should therefore be selected carefully and fairly. A qualification is **essential** only if there is a legal requirement for it.

4 **Competencies**

The knowledge, skills and experience (**competencies**) necessary to perform satisfactorily in the job should be identified. Formal qualifications are, in general, less important unless they are specific to the job, for example a legal requirement.

The following **seven generic, job-specific competencies** are applicable to many positions:

- 1 Team leadership (for people management positions)
- 2 Strategic orientation (for more senior positions)
- 3 Entrepreneurship and profitable growth
- 4 Solving problems and getting results
- 5 Functional expertise
- 6 Interpersonal skills
- 7 Self-management.

Tip: Circle the relevant competencies and behaviours for the position being recruited, then edit the behaviours further.

1 Team leadership (for people management positions)

- a Influence others to achieve the organisation's mission and goals;
- b Organise the work and allocate roles and responsibilities to self and staff members;
- c Provide ongoing direction to individuals/teams in terms of roles, goal setting and performance standards;
- d Coach and assign/delegate tasks to develop the capabilities of others, finding satisfaction in knowing the impact made on an individual's work and career;
- e Lead from a position of influence, not only authority;
- f Create and reinforce a culture of teamwork and cooperation among all stakeholders;
- g Create a climate of sustainable motivation at work that empowers people to want to do their best;
- h Provide the information and other resources needed for staff to perform their tasks well;
- i Communicate results achieved on a regular basis, and realign focus and standards when needed;
- j Complete face-to-face staff evaluations and written appraisals;
- k Resolve conflict between and among employees constructively and fairly;
- l Manage poor performance in good time and decisively;
- m Implement disciplinary procedures by following organisational policy and labour law.

2 Strategic orientation (for more senior positions)

- a Think beyond your own area of direct operation. Use complex strategic thinking and incorporate conceptual, analytical and intuitive abilities;
- b Apply strategic thinking to a function or process, product and market, business unit or corporate entity;
- c Formulate and communicate a clear vision for the future;
- d Develop clear, step-by-step strategies and tactics by analysing the company's competitive position and considering: industry and market trends; current and potential clients; and the organisation's inherent strengths and weaknesses;
- e Understand competitors' strengths and weaknesses;
- f Formulate policies and procedures to support the business;
- g Plan and implement changes and innovations in your own and in other areas of the business;
- h Identify and verify critical information and intelligence for formulating goals;
- i Set long-term objectives for your area of responsibility;
- j Build an appropriate image for your department, company and/or organisation.

3 Entrepreneurship and profitable growth

- a Proactively look for opportunities to grow the current business and identify new business opportunities;
- b Act on your own initiative to identify new business opportunities;
- c Identify opportunities in clients' businesses to promote relevant solutions in your own business;
- d Determine, as soon as possible, the costs and benefits of a business proposition;
- e Understand the key performance indicators driving the market, in respect of clients' businesses and your own;
- f Conduct a meeting with a client of equal business stature;
- g Understand and manage the market dynamics (competition, the rules of the game and regulations);
- h Understand financial terms and conditions in the business process, including cash flow, discounts, credit terms, implementation costs, project funding, foreign exchange, tax, etc;
- i Formulate a budget;
- j Understand and work closely to that budget.

4 Solving problems and getting results

- a Accept responsibility for resolving a problem to its final conclusion;
- b Drive achievement and the on-going improvement of business results;
- c Show dissatisfaction with poor performance and drive processes to achieve business goals;
- d Strive to achieve agreed deadlines and standards, especially when the going gets tough or the anticipated situation changes;
- e Review and evaluate proposals in line with broader business strategies;
- f Know when to move on to the next opportunity and do not invest too much time in spent business opportunities;
- g Apply a systematic problem-solving approach to identify causes, explore alternatives and decide on the best course of action to resolve the problem now and in the future.

5 Functional expertise

- a Remain up to date in your area of speciality or expertise;
- b Apply a body of knowledge and experience to current business situations in order to add value and improve business efficiencies and profitability;
- c Apply technical or specialist expertise and experience for the benefit of the organisation and consider the context in which these are applied;
- d Ensure that your functional expertise supports that of other experts, rather than being in competition with them (e.g., colleagues and clients);
- e Persuade or negotiate with others by relying on technical or specialist knowledge and experience;
- f Present documented material or proposals in a credible and professional manner;
- g Share the technical implications of a situation with non-specialists, or explain it to them.

6 Interpersonal skills

- a Speak clearly and confidently, be articulate;
- b Listen actively to fully understand the other person's view or perspective;
- c Tailor feedback to the specific needs and communication styles of others;
- d Make effective presentations and concisely present/communicate a complete and accurate picture of the current situation or of the company's products and services;
- e Develop and maintain two-way communication with a variety of people at different levels both within and outside the organisation;
- f Suggest proposals to address your clients' most vital concerns and important business issues;
- g Structure meetings and presentations to create the desired impact and increase the chances of a favourable outcome;
- h Build a network of relevant role-players both within and outside the organisation;
- i Resolve customer complaints in a professional and confident manner;
- j Resolve unhappiness or conflict in a calm, objective and comprehensive way.

7 Self-management

- a Work effectively under pressure and proactively manage stress levels;
- b View change as an opportunity for growth or improvement;
- c Adjust your personal style to meet changing business demands;
- d Work productively in a high-pressure environment, maintain a positive outlook, handle criticism well and learn from it;
- e Focus on the issue, not the person;
- f Remain focused on the task at hand despite regular distractions and on-going requests for service;
- g Identify your inner feelings and emotional state, and express those feelings to others in an appropriate manner;
- h Work hard when required and work smart whenever possible;
- i Manage your own time effectively by setting priorities and through productive time management;
- j Plan for shorter-term personal development and longer-term career development.