

The Health and Family Planning Manager's Toolkit

PERFORMANCE MANAGEMENT TOOL

Part III - Developing Job Descriptions

by

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PERFORMANCE MANAGEMENT TOOL

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Definition: A job description is a document, on file, that states the job title, describes the responsibilities of the position, the direct supervisory relationships with other staff, and the skills and qualifications required for the position.

A. Purpose of Job Descriptions

Job descriptions are the basic organizing element in any organization. They document an employee's tasks and responsibilities, what his or her authority is, and what skills and qualifications are necessary to do the work. They form the basis of the contract an individual holds with the organization. A job description has several purposes in the organization:

- 1. Hiring:** To ensure that the person who is hired has the necessary qualifications and understands the scope of the position in question. The job description serves as a guideline for developing hiring criteria, questions for the interview and the reference checks.
- 2. Orientation:** To serve as a guide in orientation and help the employee understand what is expected of them and how they relate to other people in the organization.
- 3. Supervision:** To serve as a basis for the supervisor and the employee to develop a work plan for designated time periods (6 months) and to help the supervisor to monitor performance.
- 4. Performance Review:** To help the supervisor systematically review the employee's performance on all assigned tasks.
- 5. Operations:** To help the organization organize its work, assign all the necessary tasks to the right employee, and effectively address the goals of the organization.
- 6. Salary:** To develop a salary structure which is internally consistent with the defined level of knowledge, skills and experience required for the job as well as with the level of responsibility.

B. Components

The major elements of a Job Description are:

- | | |
|--|---|
| 1. Job Title, Post, and Supervisor: | The standard title for the person doing the work, the job location and the person to whom it reports. |
| 2. Date: | The date this description was developed. Job descriptions should be revised over time as the nature of jobs change. |
| 3. Job Summary: | This section is a summary of the main job function(s). It should be brief, one or two sentences describing each main job function. |
| 4. Job Duties: | A more detailed description of all the activities for which the employee is responsible. For complex jobs, it helps to divide this section into categories. |
| 5. Qualifications: | A description of the skills and qualifications, including educational credentials if appropriate, which are required for the job. |

C. Steps to Developing Job Descriptions

Whether you are writing new job descriptions or revising old ones, it is important to start with an analysis of the organization's mission and goals. The mission will provide you with information about the values, characteristics and personal qualities that you want to be reflected by all staff.

The goals will provide you with the information about the types of activities which must be carried out and the skills and qualifications these will require.

Steps:

1. Analyze the organization's mission and goals.
2. Decide on the values, characteristics and personal qualities you want to be reflected by staff.
3. Decide on the types of activities (work) that must be carried out in support of the organization's goals.
4. Cluster similar types of activities, or jobs, into broad categories and determine the major types of job duties indicated by each category.
5. Analyze the job categories to identify the knowledge, skills, and qualifications required to successfully carry out the major duties. These can include:
 - ▶ formal education and/or credentials;
 - ▶ particular types of previous work experience in the job area;
 - ▶ particular types of additional management/supervisory experience;

- ▶ specialized skills, e.g., communication, problem solving, technical or language expertise, self-directed.

6. Consider any other special requirements of the job, e.g. travel obligations, evening, Saturday or weekend work.

7. Using this data, write or update job descriptions for all staff.

Job descriptions must be written before you select new staff members. Clearly written job descriptions will serve as a guide for the person in charge of recruiting new employees. Assessing candidates by the same criteria will help to ensure an equitable hiring process and will result in a qualified person being selected for each position.

Helpful Suggestions:

- ▶ If possible, request to visit a similar organization to learn how they have categorized their job functions.
- ▶ Observe and interview representative employees from the various categories of personnel in your own organization to develop a comprehensive list of the activities they carry out.
- ▶ Ask the organization's supervisors and subordinates to review the list and add or delete items as necessary.
- ▶ Try to find out what works well and what doesn't with their system.
- ▶ Finalize the list and analyze it in relationship to similar levels and types of jobs.

D. Examples

See attached examples.

D. SAMPLE JOB DESCRIPTIONS

1. Community Based Distribution Project Officer

Job Title *CBC Project Officer*
Department *Community-Based Distribution Project*
Reports to *Project Director*

Date _____

Job Summary:

Supervise all aspects of the CBD program (performance of agents and meeting of targets) and maintain close relations with the communities and other parties involved.

Job Responsibilities:

1. Maintain good working relations with the community, government agencies, individuals and institutions involved in family planning work in Momonboro.
2. Review program operations regularly and identify and correct identified performance problems.
3. Review all monthly reports including financial computations to monitor expenditures against budget.
4. Hold joint monthly meetings with CBD workers and team leaders and review the progress of the work; check records and carry out spot verification of distributors' and team leaders' monthly performance.
5. Impart routine training to distributors during supervisory meetings and monitor project's progress.
6. Provide feedback on distributors' performance to area community leaders and obtain periodic information on community's response to the program.
7. Coordinate the activities and input of all the other units of the FPAM and from consultants.

Qualifications:

1. Minimum first degree in social science or nursing with experience in social work, family planning, or community development.
2. Area resident but with ability to travel independently.
3. Ability to communicate well in English and one of the local languages.

Attitudes and Personal Qualities:

1. Female, neat appearance.
2. Flexible

D. SAMPLE JOB DESCRIPTIONS, continued

2. Community-Based Distribution Assistant Evaluation Officer

<i>Job Title</i>	<i>CBD Assistant Evaluation Officer</i>	<i>Date</i> _____
<i>Department</i>	<i>Community-Based Distribution Project</i>	
<i>Reports to</i>	<i>Evaluation Officer</i>	

Job Summary:

Perform evaluation and other tasks for the CBD Project to support the work of the Evaluation Officer.

Job Responsibilities:

1. Receive, tabulate and analyze the field returns from the CBD Project under the supervision of the Evaluation Officer.
2. Assist the Evaluation Officer in formulating the overall plan for the Unit.
3. Assist Distribution Officers in the development of a realistic and measurable work program budget, three year plan and other action strategies.
4. Serve as the principal deputy to the Evaluation Officer and advise her or him on matters relating to the CBD Project.
5. Undertake any other task that may be given to her or him by the Evaluation Officer.

Qualifications:

1. A university degree in demography, education, economics, statistics, or advanced studies.
2. Experience and capability in research and evaluation.
3. Two years of work experience.
4. Ability to develop research proposals and evaluation guidelines.
5. Ability to speak and write English fluently.

Attitudes and Personal Qualities:

1. Ability to work under pressure and for long hours.

