

Writing an *Effective* Position Description

Administrative Professional & State Classified

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How do you give Human Resources the correct information to quickly and efficiently classify your position?



Presentation Outline

- Essentials of a Position Description
- Elements of a Position Description
- Required & Preferred Qualifications
- Essential Job Duties
- Functional Attributes
- Administrative Information
- Supplemental Documentation & Org Charts

Essentials of a Position Description



We need to understand what a Position Description really is...

Definition: A formalized statement of the duties, qualifications, and responsibilities of the position. It may include information on working conditions, tools and equipment used, and relationships with other positions

Purpose

- Aiding in recruitment and selection of the right candidate
- Defining duties and responsibilities – outlining expectations
- Assisting in performance evaluation
- Determining the appropriate classification (AP or State Classified)
- Designating exemption status under Fair Labor Standards Act (FLSA)
- Identifying functional attributes – American with Disabilities Act (ADA)
- Limiting legal exposure to issues such as equal opportunity and discrimination laws

When to Write or Update a Position Description

When an appointing authority creates a new position

When an appointing authority is filling a vacant position that has changed in duties or responsibilities

When permanent and substantial changes have been made to the duties and responsibilities of a filled position

When department practice dictates. For example, some departments require an annual review of position descriptions, sometimes as part of annual performance planning. This is recommended practice that will help ensure current and accurate position descriptions. |

Four Characteristics in Effective Position Descriptions

1

Define the position, not the person

2

Detail information about the current position, not what it might be, or used to be

3

Are easily read and understood
Simple/Concise

4

Honest wording and a true reflection of the position



#4 is crucial because if the position description is not honest and accurate, the employee could make reports to outside agencies and CSU could be legally and financially penalized

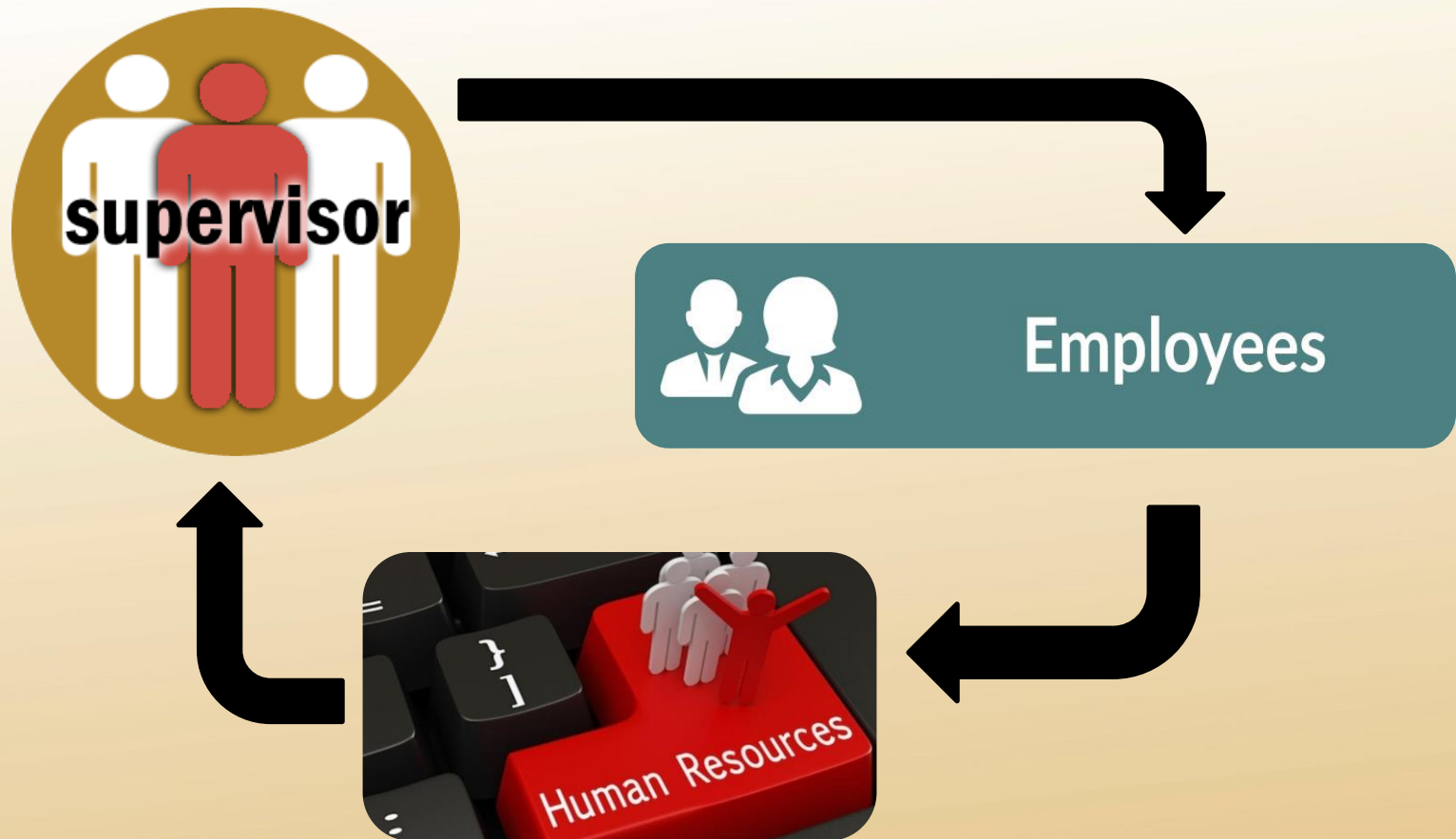


True/False

A position description
should be written with
an individual in mind

False! The position description should define the
current position, not an incumbent or possible
candidate

Who Should be Involved in the Information Gathering



Five Basic Questions That Need To Be Answered

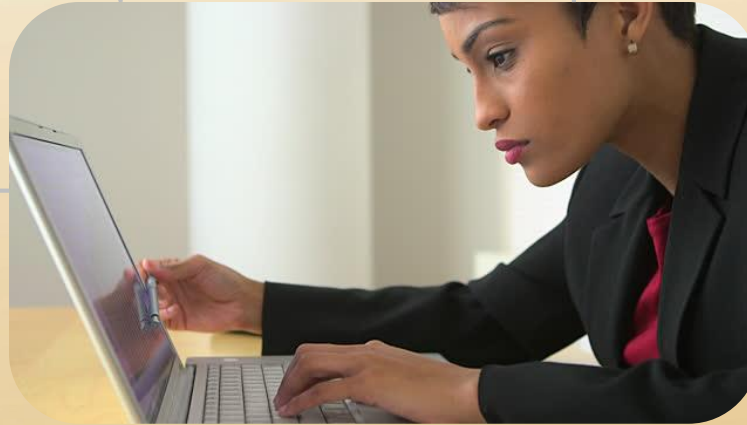
What is done and what is required to do it?

How is it done?

Why is it done?

What is the general purpose of the position?

When is it done?



Elements of a Position Description



Elements of a Position Description in TMS

- Position Justification
- Classification Selection
- Position Details
- Essential Job Duties
- Functional Attributes
- Position Budget Information
- Background Check Requirements
- Supervisory Position
- Position Documents
- Position Request Summary



Position Description Library (Admin Pro)



Inbox

PeopleAdmin

Watch List

POSITION MANAGEMENT ▼

Home

Position Descriptions

Classifications

| My Profile

Help

You have 0 messages.

Human Resources ▼

logout

Position Descriptions / State Classified

State Classified Position De

Create New Position Description

Open Saved Search ▼

Search:

Search

More search options

Ad hoc Search

State Classified Positions



✓ Saved Search: **"State Classified Positions"** (2628 Items Found)

Actions

← Previous 1 2 3 4 5 6 7 8 9 ... 87 88 Next →

Modify or Create a New Position Description in TMS?

State Classified – When an occupied position is reviewed and position description is updated it is referred to as a job audit

Administrative Professional – Questions to ask when modifying or creating a new position

Modification – when there is an existing position number

- Are the duties of the position changing (adding/subtracting)?
- Will the current position description be used to backfill?
 - Example: *The position is occupied and the duties are being updated or, the position is vacant and the existing duties are being updated for a new search.*
- Re-use of active position numbers: Active position numbers in TMS that have not been classified into the AP Framework may be reused if the position has been vacant for at least three years.

Create New – no position number exists

- Are these new duties that no one is currently performing?
- Is this a conversion from State Classified to Administrative Professional?
 - Example: *If no position number currently exists and the duties are new to the department or are being restructured from other positions.*

Working Title

Specific to the work performed. Should appropriately describe the level, responsibility, and type of work. Use titles that are known in your industry.

Good Working Titles	Working Titles that Need Improvement
Director of the XYZ Program (AP)	Professional/Individual Contributor II (Oracle Title)
Architectural Project Manager (AP)	Assistant Coordinator
Assistant Director of Admissions (AP)	Program Coordinator
Help Desk Support Analyst (SC)	Assistant Director
Lab Support II (SC)	Chief Financial Officer of XYZ Department
Business Manager (AP/SC)	Diagnostic Procedures Technician II

Any new Executive Director, Director, Associate Director, Assistant Director, Chief Financial Officer, and Chief Operating Officer title requests require approval by the President's Office.

Position Justification

Position Justification

Classification Selection

Position Details

Essential Job Duties

Functional Attributes

Position Budget Inform...

Background Check Requi...

Supervisory Position

Employee

Supplemental Questions

ABC [Check spelling](#)

Position Justification

Justification of Need

Due to the FLSA update, the HR Department now has a need for a position description expert, and this position will be the point person for every department at CSU regarding creating position descriptions in TMS.

Is this position 100% gift or grant funded?

Yes ▾

Check the box if this position is a State Classified to Administrative Professional conversion



If this position is SC to AP conversion please provide the State Classified title, name of employee, and position number.

Source Funding

HR Fund - 35%

Tips!

- The 'Justification of Need' should include any organizational changes, business needs (e.g. extended hours, new services, and/or position vacancies) which explains the reason for the position.
- *If more than one position will be filled from the search, additional position descriptions will need to be submitted.*

Important info – Only select 'Yes' if this position is 100% grant, gift, external funding. If the position is only partially grant funded, select 'No' but list the budget breakdown (funds and percentages) in the Source Funding box.



Position Details

Position Requests / ... / Create New AP Position / Position Description Trainee / Edit

Editing Position Request

✓ Position Justification

✓ Classification Selection

Position Details

✓ Essential Job Duties

✓ Functional Attributes

✓ Position Budget Inform...

Background Check Requi...

Supervisory Position

Employee

Supplemental Questions

✓ Position Documents

Position Request Summary

Position Details

ABC ✓ [Check spelling](#)

* Required Information

Classification Information

If you need to change the Classification, please click on the "Classification Selection" tab.

Classification Title

Classification Code

IPEDS Reporting
Category

Salary Grade

Min Salary

Mid Salary

Max Salary

Complete the
information on
the 'Position
Details' tab

Tip! – Will be determined
by HR upon review of
Position Description



Position Details

Position Information

* Working Title

Position Number

Supervisor Email Address

SOC Code

* Employment Category
 This field is required.

Will Accelerated Search Be Used?
 To qualify for an accelerated search, the position must be classified as FLSA exempt and have an annual salary of \$60,000 or less.

Proposed Annual Salary Range
 Provide the estimated starting salary or range

Salary Basis

FLSA

Reclassification Only ☐

Tip! – Both the ‘Proposed Annual Salary Range’ and ‘Salary Basis’ are required for proper FLSA classification (AP Only)

FLSA Determination

Primary duties and salary must meet all requirements of the FLSA to be exempt from overtime

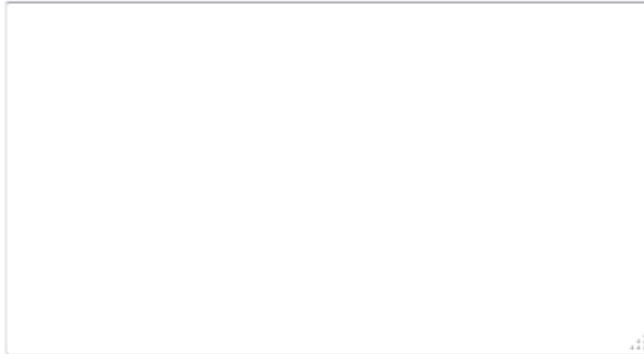
Position titles do not determine exempt status

Salary Basis Test	Duties Basis Test
Positions paid on a salary basis with a minimum salary threshold of \$913 per week, \$47,476 annually	Positions are evaluated based on the primary exempt duties <ul style="list-style-type: none">• Computer Exemption• Administrative Exemption• Professional Exemption• Executive Exemption• Agricultural Exemption

When the FLSA exemption status is questionable
THE DESIGNATION WILL BE NONEXEMPT

Description of Work Unit & Position Summary

Description of Work Unit

A large, empty rectangular text box with a thin blue border, intended for the user to enter the description of the work unit.

Mission statement, services provided by department, marketing language, etc. that will populate the job posting.

Position Summary

A large, empty rectangular text box with a thin blue border, intended for the user to enter the position summary.

Description of Work Unit

Describe the unit/program, its purpose, and how it fits in the University.

Only talk about the work unit/department/college. This information can be pulled from the website and copied from one position description to the next.

Chance to sell the unit/program and CSU. Why is your department the best (bragging rights)? What separates it from other departments at similar institutions?

Position Summary

Brief summary including

- Describe the purpose of the position
- Why does this position exist?
- Market the position to interested applicants
- Connect the overall objectives for the position with the mission of the unit/program
- What is the overall end result expected of this position?
- To whom does this position report?

Position Summary

**Do not copy and
paste the Job
Duties into the
Position Summary!**

Exercise 1

Write 2-4 sentences of a Position Summary for the position you currently hold.

Refer to the provided examples of Good and Bad Position Summaries for guidance.

Position Supervises/Decision Making & Complexity/Conditions of Employment

Position Supervises

How many employees will this position supervise? Include titles and employment groups (SC/AP/Faculty/Student/etc.)

Decision Making

Provide specific examples of decisions at the highest level of significance that are related to the Essential Job Duties of the position, are regular and on-going, do not require supervisory approval, and determine how the duties are performed.

Conditions of Employment

<input type="checkbox"/>	Pre-employment Criminal Background Check (required for new hires)	
<input type="checkbox"/>	Pre-employment Physical	
<input type="checkbox"/>	Pre-employment Drug Testing	
<input type="checkbox"/>	Ongoing Functional Capacity Testing	
<input type="checkbox"/>	Valid Driver's License	
<input type="checkbox"/>	Essential Services Designation	
<input type="checkbox"/>	Shift Work	
<input type="checkbox"/>	On-call Status	
<input type="checkbox"/>	Use, Handling, or Exposure to hazardous materials	
<input type="checkbox"/>	Use of Firearms or Other Weapons	
<input type="checkbox"/>	Travel	
<input type="checkbox"/>	Special Requirements/Other	

Tip! – We'll go into these two sections in following slides as they are crucial in the evaluation process

Tip! – Fill in the boxes next to the Conditions of Employment to further define the requirements (See example for Valid Driver's License)

Position Supervises

Does this position supervise or provide work direction to other positions?

Provide titles, position numbers, and FTE



Important info

Do not forget to add supervisory duties to the Essential Job Duties section along with the percentage of time involved performing these duties

Also, if this position does supervise other positions, please ensure the organizational chart is updated with this information and uploaded in the Position Documents section

Decision Making

Decision Making is critical to the evaluation process.

Provide specific examples of decisions at the highest level of significance that are related to the Essential Job Duties of the position, are regular and on-going, do not require supervisory approval, and determine how the duties are performed.

Does this position have authority to make decisions about aspects of their work?

At what point is the position required to request some type of approval?

Provide examples of regular, day-to-day decisions made by this position and challenges faced.



What is actually done? What is the level of accountability?

Complexity

Provide examples of typical problems or challenges encountered by this position, **and** the guidance used to resolve the problem (i.e. manuals, laws, rules, policies, etc.)

What is the authority in the budgetary process?

What is the responsibility for tracking, creating, allocating, or approving the unit budget?

Once a decision is made, what is the consequence of error (impact to team, department, University)?



What is the role in creating, approving, and/or implementing policies?

Exercise 2

On the line to the left of each statement, determine and write if they are a Decision Making statement, Complexity statement, or neither.



Required & Preferred Qualifications



Required & Preferred Qualifications

Required Job
Qualifications

Preferred Job
Qualifications

Hiring Authority

Select Some Options

Is this an Hourly
position?

This field is required.

Hourly positions do not have guaranteed hours and may work within a range of 0-40 hours per week.

Work Hours/Week

This field is required.

Please enter a value from 0 – 40 representing the number of work hours per week for this position. If the position is for an hourly employee, please set the work hours to 0.

Tip! – For State Classified positions, minimum qualifications are designated by the State.

For AP positions, minimum qualifications are determined by the department but must follow established degree standards.

Select the appropriate **Hiring Authority** to ensure the position moves through the approval process.

Required & Preferred Qualifications

These two sections describe the specific job qualifications considered to be measurable factors

Experience (Generally Required)	Training/Education (Generally Required)	Knowledge, Skill & Ability (Generally Preferred)
<p>Time spent working and training in the use of equipment, materials, or technology needed to complete the job tasks.</p> <p>How long should the incumbent have worked in this job or in closely related jobs?</p> <p>When designating years of experience, remember it's a minimum threshold required to successfully perform in the position.</p>	<p>Formal learning or training necessary for the development of sufficient mental or physical capabilities to complete job assignments .</p> <p>Verify that the educational requirements are not unrealistically high or low, and are relevant to the job.</p>	<p>Some basic questions to answer are:</p> <ol style="list-style-type: none">1. What body of knowledge is preferred to be a top performer?2. What type and level of skills are preferred?3. What abilities are preferred for this position?

Required Job Qualifications

(aka – Minimum Qualifications for State Classified)

Education

Designate the **minimum** level and type of education **required** to be successful at the job as well as any acceptable substitutions



License/Certification

Designate any licenses or certifications **necessary** to do the job

Applicants must meet the minimum qualifications to proceed in the selection process

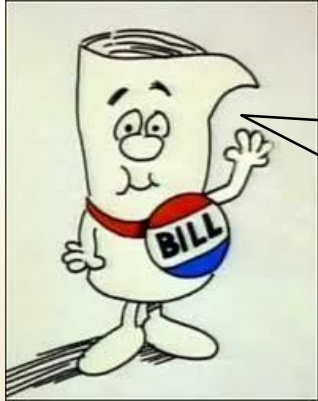
Experience

Designate the **minimum** level and type of experience **required** to be successful at the job as well as any acceptable substitutions

Motor Vehicle Record (MVR) checks must include the following statement in the Minimum Qualifications:

“Must have a valid driver’s license or the ability to obtain a driver’s license or access to a licensed driver by the employment start date.”

Degree Requirements - Admin Professionals



“...the exercise of discretion, analytical skill, judgement, personal accountability, and responsibility for creating, developing, integrating, applying, or sharing an organized body of knowledge.”

- House Bill 11-1301

Acquired through education or training that meets the requirements for a bachelor's or graduate degree or equivalent specialized experience;

AND

Continuously studied to explore, extend, and use additional discoveries, interpretations and applications and to improve data, materials, equipment, applications, and methods.

Degree Requirements - AP vs SC

Administrative Professional

- Degree requirement in (a list of related degrees) or closely related field
 - Example: *“Bachelor’s degree in Business, Public Administration, Communication, Liberal arts or a closely related field.”*
- Degree requirement (this could be generic or have a list of related degrees) AND two years of experience (specific position related experience)
 - Example: *“Bachelor’s degree in Business, Public Administration, Communication, Liberal arts or a closely related field OR a Bachelor’s degree with a minimum of two years experience as a development officer, or major gift officer, in an institution of higher education or equivalent complex organization.”*

State Classified

- The Colorado Department of Personnel and Administration has defined minimum qualifications for all State Classified positions, including various degree requirements or substitutions (see Resources slide for link)

Preferred Job Qualifications

“Well, it would be nice if the candidate had these qualifications too.”

“True. But they have to be preferred and not required. They’re not absolutely necessary to perform these job duties.”



Example...

Required

- Bachelor’s degree in Human Resources, Business, or related field
- Three years of professional experience within Human Resources

Preferred

- Master’s degree in Human Resources, Business, Industrial/Organizational Psychology, or related field
- Experience in Higher Education
- Experience with an Applicant Tracking System
- Certified Professional in Human Resources
- Ability to present information to a diverse population

Exercise 3

Write 3-5 Preferred and Required Qualifications for the position you currently hold.



Essential Job Duties



Essential Job Duties

Essential Job Duties

Job Duty Category	Recruitment/Employment Consultation *
	<i>E.g. Supervision, Accounting, Project Management, etc.</i>
Duty/Responsibility	<div><p>* Collaborate with hiring managers to establish relationships for designing recruitment strategies, and outlining comparative analysis methods and evaluative assessment criteria.</p><p>* Oversee full recruitment process for state classified positions, to include:</p><p>** Perform job analyses for positions, through the creation of job descriptions and</p></div>
Percentage Of Time	50% *
	<i>Remember: Job Duties entries must total 100%</i>
<input type="checkbox"/> Remove Entry?	
Job Duty Category	Classification/Compensation *
	<i>E.g. Supervision, Accounting, Project Management, etc.</i>
Duty/Responsibility	<div><p>* Conduct job evaluation (classification and compensation review) for new or revised Administrative Professional positions and assess elements of position qualifications and responsibilities including supervision, problem solving, interaction/communication, University impact, and position requirements within the University's Administrative Professional Framework.</p></div>
Percentage Of Time	50% *
	<i>Remember: Job Duties entries must total 100%</i>

1. Essential Job Duties include job duty category, responsibility, and percentage of time

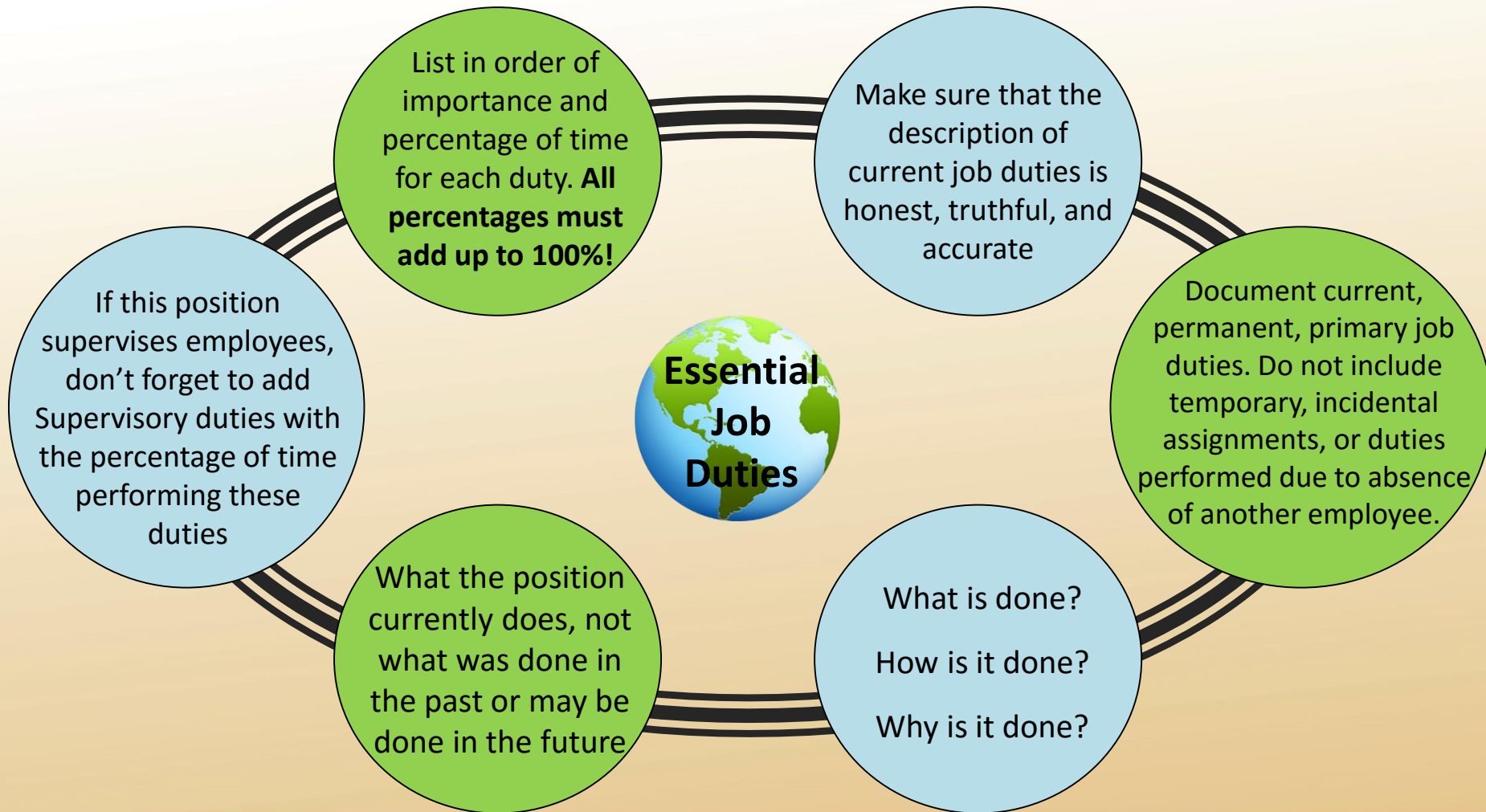
2. All Essential Job Duties should add up to 100% for the 'Percentage of Time' – even for part-time positions

3. Summarize the Duties/Responsibilities with a title for the 'Job Duty Category'

4. Each job duty should begin with a verb and end with an explanation of how the action is completed

Essential Job Duties

A few things to remember while writing Essential Job Duties



Essential Job Duties

How to properly structure Essential Job Duties

Action Verb / Object / Explanatory Phrase

(Activity/Action Accomplished/Why or How)

Example:

Analyzes (*action verb*) the data (*object*) to identify job content and critical evaluation issues (*explanatory phrase*).

Collaborates (*action verb*) with hiring managers (*object*) to establish recruitment strategies, and determine comparative analysis methods for evaluative assessment criteria (*explanatory phrase*).



Essential Job Duties



Bad: Responsible for office equipment.

Good: * Arranges routine maintenance, orders necessary supplies, and contacts vendors for required repairs of all office equipment including copiers, printers, and fax machines – 40%

Bad: Handle administrative tasks.

Good: * Receives, sorts, and files monthly personnel actions reports
* Edits and types grant documents, department newsletter, presentations, etc.
* Composes routine correspondence for the manager from general verbal instructions – 40%

Bad: Sometimes will create reports.

Good: * Generates accounting reports using the Kualu system to determine current budget status – 20%



Memory Check

List the three components
that should be included in
the structure of essential
job duties

Action Verb/Object/Explanatory Phrase
(Activity/Action Accomplished/Why or How)

Exercise 4

Go through the list of Essential Job Duties and indicate if they are good or bad on the line to the left of the duty. Then, choose three of the duties you determine to be bad and show how you would improve them.

Functional Attributes



Functional Attributes

Establishes the environment in which the job is performed

Editing Position Description

- ✓ Position Justification
- ✓ Classification Selection
- ✓ Position Details
- ✓ Essential Job Duties
- ✓ **Functional Attributes**
- ✓ Position Budget Inform...
- ✓ Background Check Requi...

Use the drop-down menu to complete sections for Physical Demands, Mental Functions, Environmental Conditions, Physical Surroundings, and Hazards associated with the position.

Functional Attributes

Physical Demands

Select the frequency of use for each of the physical demands listed below.

[Link to full definition/description](#)

Exertion of Force

B - Light

Sitting

M = Most of the time (50% or more of the time)

Please select

Standing

A = All of the time (90% or more of the time)

Climbing

M = Most of the time (50% or more of the time)

Balancing

S = Some of the time (less than 50% of the time)

Stooping

R = Rarely (less than 10% of the time)

Kneeling

N = Never

Crouching

S = Some of the time (less than 50% of the time)

Crawling

S = Some of the time (less than 50% of the time)

Reaching

S = Some of the time (less than 50% of the time)

Handling

Please select

Please select

A = All of the time (90% or more of the time)

M = Most of the time (50% or more of the time)

Tip! – Click ‘Link to full definition/description’ to better understand the terms



Important info –

Functional Attributes can be used for ADA, Worker’s Compensation, and FML. Please complete this section regardless of position



Administrative Information



Position Budget Information

Editing Position Request

✓ Position Justification

✓ Classification Selection

Position Details

✓ Essential Job Duties

✓ Functional Attributes

✓ Position Budget Inform...

✓ Background Check Requi...

On the Position Budget Information tab click on the 'Add Budget Summary Entry' button to complete the Budget Account Number, Percentage Funded, and Budget Account Name.

Position Request Summary

Position Budget Information

ABC ✓ [Check spelling](#)

Budget Summary

Budget Account Name

Budget Account Number

Percentage Funded

☐ Remove Entry?

Add Budget Summary Entry

Background Check Requirement

Editing Position Request

- ✓ Position Justification
- ✓ Classification Selection
- Position Details
- ✓ Essential Job Duties
- ✓ Functional Attributes
- ✓ Position Budget Inform...
- ✓ Background Check Requ...
- ✓ Supervisory Position

Background Check information should be directly related to the position and the

Conditions of Employment.

These are required fields for State Classified positions, and optional for Administrative Professional.

Background Check Requirement

Save

<< Prev

Next >>

Colorado State University requires a criminal history background check for all new hires. Select "Yes" to the questions below for any additional background checks to be performed on the selected candidate.

Background Check Requirement

Education Check: Is an educational degree check desired?

Financial History Check: does the position reside in Student Financial Services

Motor Vehicle Record Check: does the position require operation of university owned vehicle (regardless of frequency)?

Tip! – Please note the Help Text regarding background checks for all new hires



Important Info - Is a regular or commercial driver's license required to perform the duties of this position (If Yes, check appropriate Motor Vehicle Record boxes.) The following statement must be included in minimum qualifications:

"Must have a valid driver's license or the ability to obtain a driver's license or access to a licensed driver by the employment start date."



Supervisory Position

Editing Position Request

✔ Position Justification

✔ Classification Selection

Position Details

✔ Essential Job Duties

✔ Functional Attributes

✔ Position Budget Inform...

✔ Background Check Requ...

✔ Supervisory Position

✔ Employee

✔ Supplemental Questions

✔ Position Documents

Position Request Summary

Supervisory Position

Save

<< Prev

Next >>

Please select the Supervisor for this position.

Position Descriptions - [Filter these results](#)

Admin Professional/Research... ✕

"Admin Professional/Research Professional Positions" 10227

← Previous 1 2 3 4 5 6 7 8 9 ... 340 341 Next →

Working Title	Position Number	Department	Employee First Name	Employee Last Name	Supervisor	Status	
Chinese Language & Culture Program Coordinator	018965.0001	International Programs (1024)	Xiaohan	Wang	Assistant Director of China Programs (Richard Cornell)	Active	Actions ▼
International Student and Scholar Adviser		International Programs (1024)				Active	Actions ▼

Choose the Supervisor for this position. The Direct Supervisor may be different than the Hiring Authority previously designated.

Supplemental Documentation & Org Charts



Editing Position Request

- ✔ Position Justification
- ✔ Classification Selection
- Position Details
- ✔ Essential Job Duties
- ✔ Functional Attributes
- ✔ Position Budget Inform...
- ✔ Background Check Requi...
- ✔ Supervisory Position
- ✔ Employee
- ✔ Supplemental Questions
- ✔ Position Documents

Position Request Summary

Position Documents

Save

<< Prev

Next >>

Uploads will be converted to PDF documents.
PDF conversion must be completed for the document to be valid when applicable.

Document Type	Name	Status	(Actions)
Organizational Chart			Actions ▼
FLSA Form			Actions ▼
State Classified PDQ - Physical Copy (NEW)			Actions ▼
State Classified PDQ - Physical Copy (PREVIOUS)			Actions ▼
Other			Actions ▼
State Classified - Individual Allocation Notice			Actions ▼
State Classified - Individual Allocation Report			Actions ▼
State Classified - Employee Certification of Position			Actions ▼

Save

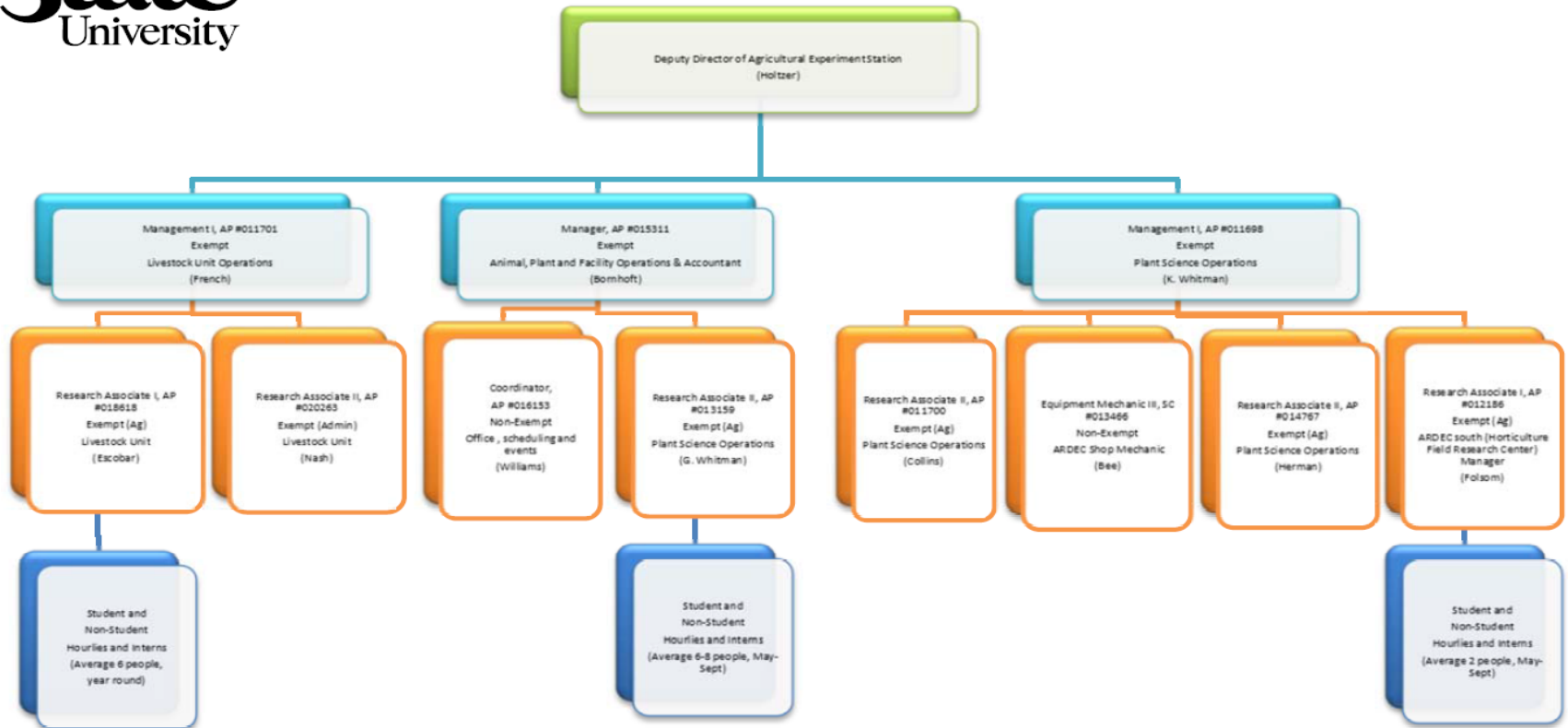
<< Prev

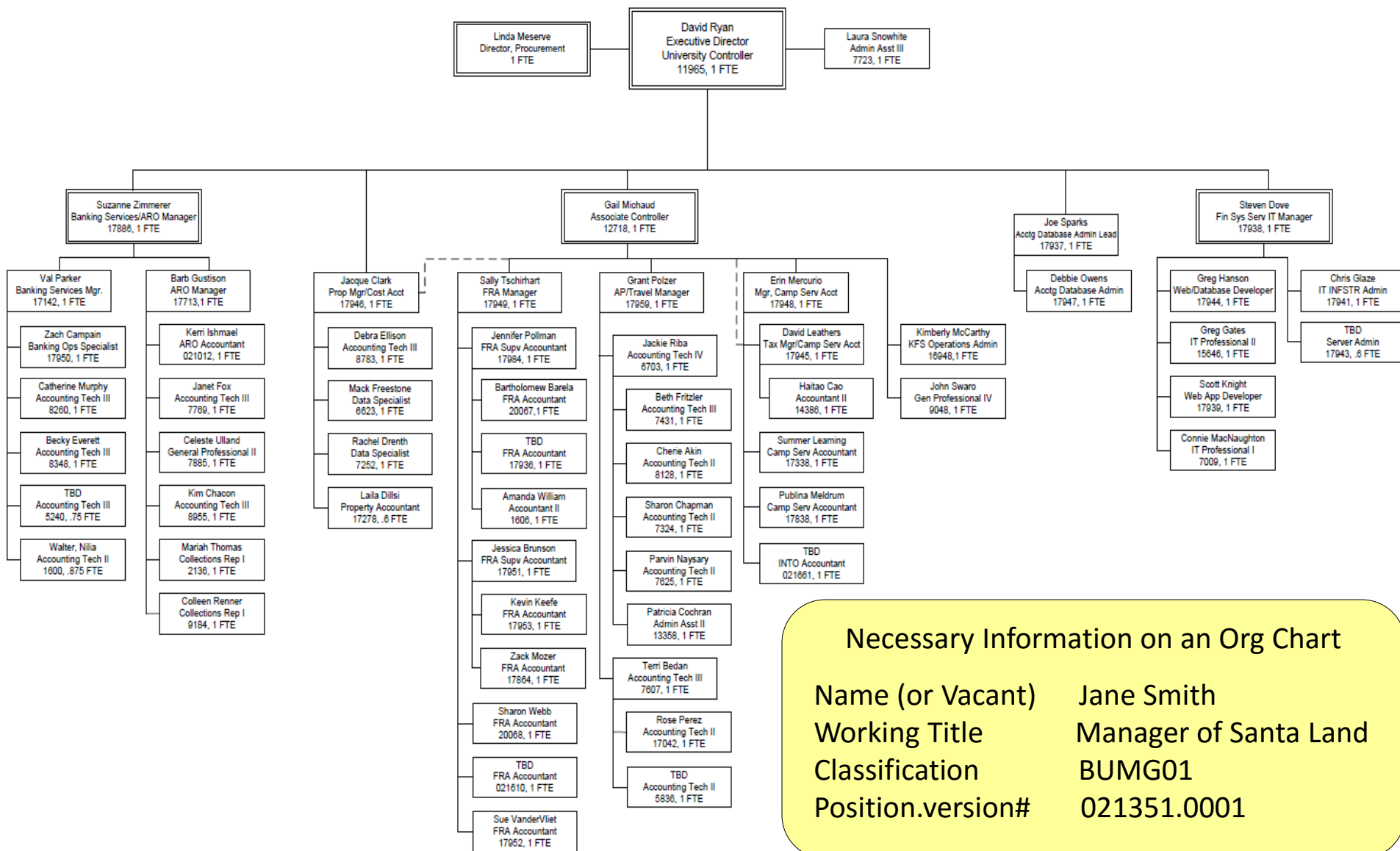
Next >>

Supplemental Documentation & Org Charts



ORGANIZATIONAL CHART
JUNE 2016





Resources

For inquiries you can connect with our
Classification/Compensation or Employment Unit representatives.
Their contact information is found on our website:

<http://www.hrs.colostate.edu/contacts/>

Colorado Department of Personnel and Administration
Job Classification Descriptions and Minimum Qualifications
for State Classified positions:

<https://www.colorado.gov/pacific/dhr/classdescriptions>

Questions

