

Supervisor's Guide to Performance Management: Position Description

What is Performance Management?

Performance management focuses on the supervisor's basic responsibility of encouraging results through the efforts of other individuals and is the foundation of performance excellence. Effective performance management is an on-going process which involves the position description, performance evaluations, corrective action, and rewards and recognition through a coaching model.



What is a Position Description?

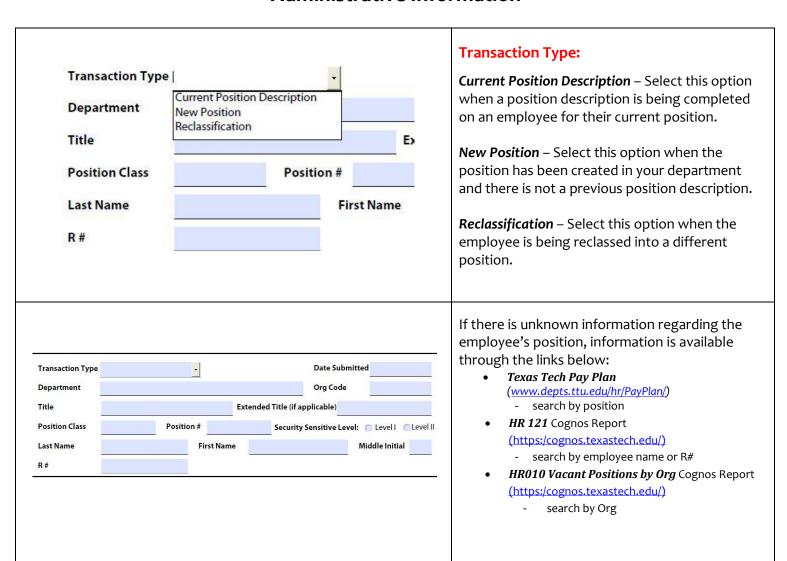
A position description is an official written list of a position's responsibilities and requirements, not the capabilities of the employee. It is designed as a resource for supervisors to:

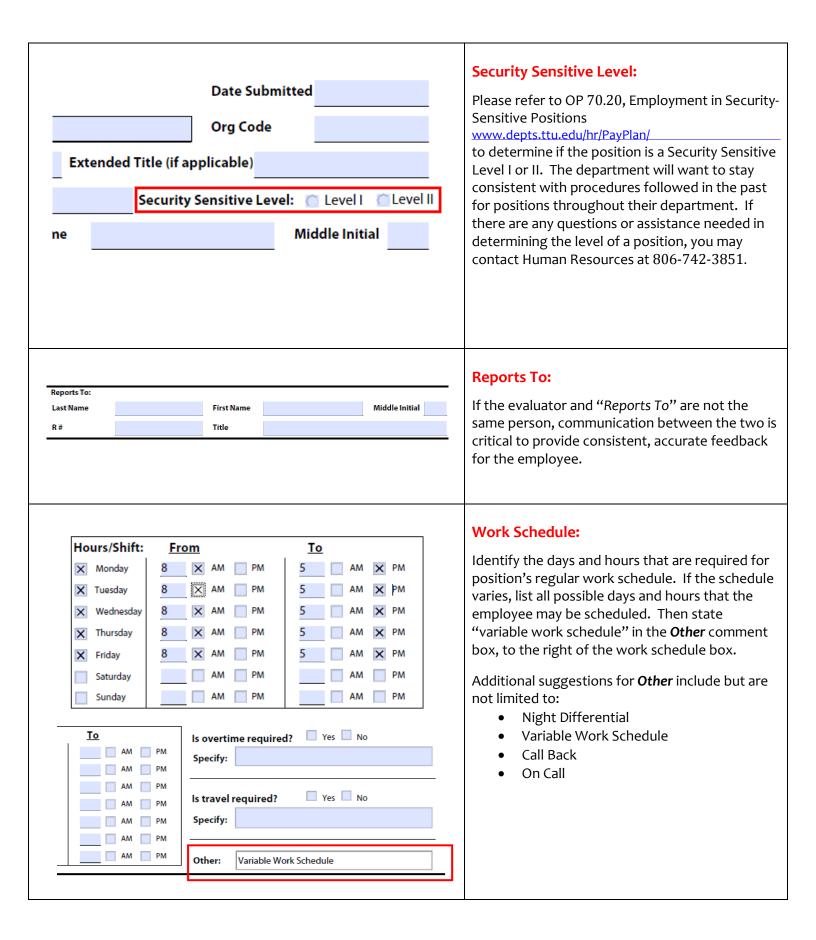
- identify and select employees
- > set expectations for the job
- provide a point of reference for employee performance accountability
- assist in leave administration
- aid in legal aspects

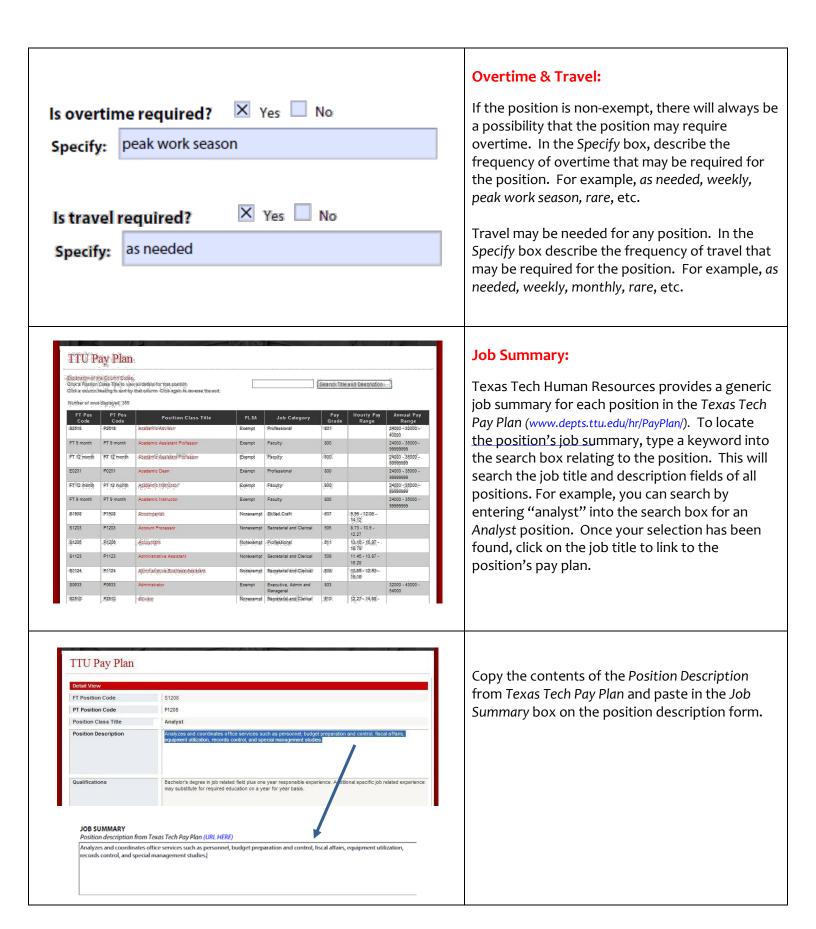
Texas Tech position descriptions consist of four major components:

- **Administrative Information:** information required by Texas Tech to post a new job or make changes to an existing job which includes hours/shifts, overtime or travel required and other specifics to time worked
- **Essential Functions:** summarizes the primary job duties that a qualified individual must be able to perform and details the required tasks, knowledge, skills, abilities, responsibilities, and supervisory role
- **Physical Demands:** physical requirements that must be met to perform the essential functions of the position
- Environmental Conditions: conditions associated with the work environment for the position

Administrative Information







Essential Job Functions

Essential job functions are the fundamental job-related duties necessary to the position. A function may be considered essential for a variety of reasons, including (but not limited to) the following items:

- The reason the job exists is to perform the function.
- There are a limited number of employees available to distribute this function among.
- The functions may be highly specialized and require specific expertise or ability.

Essential job functions are distinguished from other nonessential or marginal functions that are part of the job but are ancillary to the purpose and nature of the job. Adequate definition of and justification for the essential functions of the job provide a clear foundation for establishing job expectations and for clarifying the conditions under which the job will be performed. This information also serves as clarification when addressing ADA, FMLA or other job-related concerns.

Although most essential job functions are clear, some functions may seem to waiver between essential and non-essential. If it is difficult to classify a function as essential or non-essential, the following questions may provide a basis for determining essential job junctions.

Essential Function Characteristics	Determination
Does the job exist to do this function?	Yes No
Are there critical skills, experience, training, education, license, etc. needed to perform the function?	Yes No Explain:
Is specialized Equipment used?	Yes No Explain:
Can other incumbents do this function if necessary?	Yes No Explain:
Would eliminating this function significantly alter the job?	Yes No Explain:
Does the employee spend a significant amount of time performing the function?	Yes No Explain:
Based on the answers above, is the job function essential (as opposed to nonessential)?	Yes No Explain:

In writing essential job functions:

- Be sure to address outcomes and areas of responsibility rather than how to do the job.
- Spell out technical details so that those referring to the job description will know what it is saying.
- Samples of job descriptions and essential functions are available through O*NET
 (http://online.onetcenter.org), the Department of Labor's tool for formulating job descriptions and essential functions.

List the essential functions of this job below. Attach separate pages if necessary for additional essential job functions.	Essential Job Functions:
	State one essential job function per text box.

Global Competencies

Global competencies are designed to identify an essential set of skills, attitudes, and knowledge that align employee performance with the university's standards.

GLOBAL COMPETENCIES These competencies are common to An essential set of skills, attitudes, and knowledge that align performance with the university's standards. all Texas Tech employees and will be 1. Quality of Customer Service Delivers high level of service which meets the needs of the customer evaluated on the Performance 2. Compliance Complies with all university and departmental rules, laws, policies and procedures Evaluation. It is important that 3. Staff Development expectations are communicated to the Attends all required training or certification programs within the specified time frames 4. Planning and Organizing Work employee for each competency. Effective and efficient utilization of time and resources 5. Dependability Degree to which the employee can be relied upon to complete tasks in a timely manner Global competencies should be 6. Quality of Work reviewed with the potential employee Accurate, neat, thorough 7. Initiative during the interview process. Anticipates and responds to the needs of the department 8. Relationship with Others Respectful, cooperative, and effective in getting along with a diverse group of employees and customers **GLOBAL COMPETENCIES continued** 9. Adaptability Effectively adjusts to change 10. Communication (oral and written) Expresses ideas/information in a complete, clear, concise, organized, and timely manner; actively listens to others and is open to suggestions 11. Accountability Accepts responsibility for job performance 12. Job Knowledge Demonstrates an understanding of knowledge specific to the job

Level of Supervision

The level of supervision required for each position is related to the essential functions as described in the previous section.

LEVEL OF SUPERVISION RECEIVED Describe the amount of supervision this position receives. Extensive Much direct supervision, work with supervisor Moderate Access to supervisor and/or lead coworker, when needed Limited Work is highly autonomous, performs independently	Consider essential functions, environment and equipment involved to assist in determining level of supervision.
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Supervising Subordinates

Supervisory responsibilities should be stated in essential functions and should be compatible with the job title.

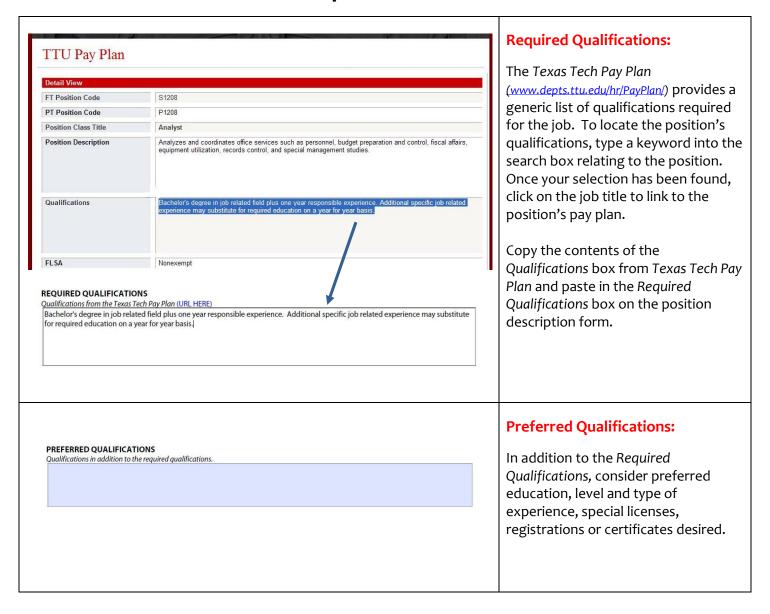
SUPERVISING SUBORDINATES Describe the amount of time and type of supervision given to subordinates. List number and title of employees supervised.	Describe the amount of time and type of supervision given to subordinates. List number and title of employees supervised.

Knowledge, Skills, and Abilities

Demonstrated knowledge, skills and abilities generally required to perform the job.

REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES The attributes required to perform the job that are generally demonstrated through qualifying service, education, or training.	Required Knowledge, Skills, and Abilities: Consider required education, level and type of experience, special licenses, registrations or certificates required to perform the job. Review the Essential Functions to determine knowledge, skills, and abilities to perform the job. Refer to O*NET (http://online.onetcenter.org) for job specific examples. Hiring managers may request that
	final applicants for clerical positions take skills assessments prior to or following their interview.
PREFERRED KNOWLEDGE, SKILLS, AND ABILITIES Preferred knowledge, skills and abilities, in addition to the required knowledge, skills and abilities.	Preferred Knowledge, Skills, and Abilities:
	Review the Essential Functions to determine preferred knowledge, skills, and abilities to perform the job. Consider preferred education, level and type of experience, special licenses, registrations or certificates desired.

Qualifications



Work Context

How important are the following skills and abilities in accomplishing the essential job functions?

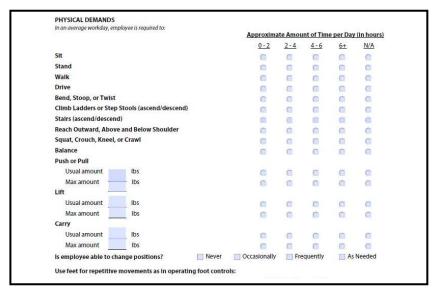
How important are the following skills and abilities in accomplishing the essential job functions?	Not Important	Fairly Important	Important	Very Important	Extremely Important	Are these skills and abilities essent
Public Speaking			0		0	or non-essential to the job? Would
Face-to-Face Communication	0		0		C	· · · · · · · · · · · · · · · · · · ·
Telephone Communication	0		0			failure to perform a function have
Write Letters, Emails, and Memos	0		0		O	adverse affects on the job?
Develop and Implement Policies and Procedures	0					daverse arreets on the job!
Meet Strict Deadlines	0		0	0		
Responsibility for Outcomes and Results	0					
Develop Objectives and Strategies, Strategic Planning	0		0			
Evaluate Information to Determine Compliance	0					
Deductive Reasoning, Make Decisions and Solve Problems	0		0			
Manage Processes, Resources, and People	0					
Coordinate or Lead Projects and Teams	0	0	0			

Physical Demands

The physical demands listed in this section will represent those that must be met by the employee to successfully perform the essential functions of the position. Upon hiring a candidate for a position, the physical demands should be discussed during the interview allowing the candidate to see if they can perform the essential functions of the position.

Appropriately considering and evaluating the physical demands required to meet the essential functions of the position are important steps towards considering and making reasonable accommodations to enable individuals with disabilities to perform these functions. It additionally provides a basis for deciding what duties an employee can or cannot perform should they be placed on modified duty.

The physical demands are listed on the left side of the form and responses are listed to the right of each demand. There are 5 choices for each demand ranging from 0 to 6+ hours per day (broken down in 2 hour increments). If the physical demand is not a part of an essential job function, then N/A (not applicable) should be selected.



Sit / Stand / Walk: Several of these demands are implied as part of the essential job functions. For example, most positions may require the employees to sit, stand, or walk throughout the day; it as an essential part of the job.

Drive: While almost all of our employees drive to and from work, this area should only be considered an essential job function if the position requires approval as a driver for TTU.

Bend, Stoop, or Twist: Many of these functions may be implied in all positions.

Climb Ladders or Step Stools: Only consider that which is essential to the job function.

Stairs: Only consider that which is essential to the job function. Facilities equipped with elevators should not necessarily consider use of stairs.

Reach Outward, Above and Below Shoulder: Many of these functions may be implied in most positions.

Squat, Crouch, Kneel, or Crawl: Many of these functions may be implied in most positions.

Balance: Only consider that which is essential to the job function.

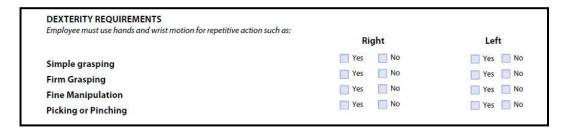
Push or Pull / Lift / Carry: Only consider that which is essential to the job function.

Ability to Change Positions: This refers to the frequency the employee is able to move from the position they most often assume.

Use Feet for Repetitive Movements as in Operating Foot Controls: Only consider that which is essential to the job function.

Dexterity Requirements

These are much like physical demands, but focused on use of hands. These requirements are also important in making determinations for reasonable accommodations and modified duty decisions. These requirements also directly correspond to essential job functions and are required in most positions.



Simple Grasping: Picking-up, holding and using items or supplies that do not require significant strength to hold or use.

Firm Grasping: Picking-up, holding and using items or supplies that require more significant strength to hold or use effectively.

Fine Manipulation: This refers to activities that require fine motor skills using fingers and hands. Typing is an example of fine manipulation.

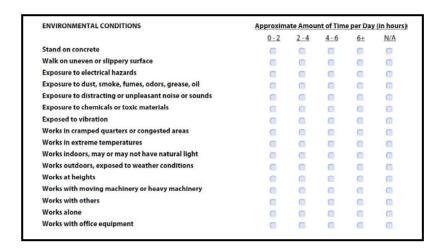
Picking or Pinching: This is the ability to pick up small items.

Environmental Conditions

This section provides the environmental conditions associated with the position and assists with identifying potentially dangerous or harmful conditions with prevention in mind. Additionally, these factors may be necessary when considering reasonable accommodations or modified work schedules.

The supervisor should be aware of the environmental conditions that the position will be exposed to. This section should be discussed at the time of the interview so the prospective employee can determine if they will be able to meet these requirements of the position.

The Occupational Safety and Health Administration (OSHA) provides employees with numerous rights including the right to request information from the employer on safety and health hazards in the work area. Further, employers are responsible for providing a safe work environment.



The environmental conditions are listed on the left side of the form and responses are listed to the right of each condition. There are 5 choices for each conditions ranging from 0 to 6+ hours per day (broken down in 2 hour increments). If the environmental condition is not a part of an essential job function, then N/A (not applicable) should be selected.

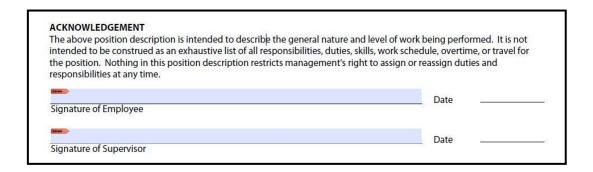
Sensory Demands

These demands should only be checked if they are an essential function of the job and the requirement for such should be identifiable in the essential job functions section. These demands may be necessary when considering reasonable accommodations or modified work schedules.



Acknowledgement

After reviewing the position description with the employee, both the supervisor and employee must sign the form. The employee should be aware that their position description is not an exhaustive list of all of their responsibilities and management has the right to assign or reassign these duties at any time.



Position Descriptions should be completed or revised when:

- A position is created
- A position is reclassified
- An employee starts a position
- A position's job responsibilities change (including change in work schedule)

Note: When an employee is hired into an existing position, a position description must be completed, even if there are no changes to the position's responsibilities. All employees should have a position description on file that reflects their current job responsibilities.

Completed Position Descriptions:

After the position description is completed or revised, a copy of the form will be distributed to:

- Employee
- Human Resources email copy to hr.positiondescription@ttu.edu

The original copy of the position description is maintained in the department.

The **Staff Position Description Form**, **Supervisor's Guide to Performance Management: Position Description**, and **Staff Position Description Sample** can be located on the TTU HR website under Forms/Performance Management (www.depts.ttu.edu/hr/forms).

Please contact Human Resources Talent Management at 742-3650 for any questions or assistance.



Position Description

Transaction Type			Date Submitted			
Department		Org Code				
Title		Extended Title (if applicable)				
Position Class	Position #		Security Sensitive Level:			
Last Name	F	irst Name	Middle Initial			
R#						
Reports To:						
Last Name	F	irst Name	Middle Initial			
R #	T	itle				
Monday Tuesday Wednesday Thursday Friday Saturday Sunday	AM	AM	Is overtime required?			
essential: Does the job es significant amount of tin function has adverse affe	l if removal of that function would funda kist to perform that function? Can the fu ne performing this function? If you answe ects, it is also likely to be an essential fund	Inction only be per ered yes, then it is l ction.	the job. Things to consider when determining functions that are formed by a limited number of employees? Does the employee spend a likely to be considered an essential function. If failure to perform a larges if necessary for additional essential job functions.			

ESSENTIAL JOB FUNCTIONS continued

GLOBAL COMPETENCIES

An essential set of skills, attitudes, and knowledge that align performance with the university's standards.

1. Quality of Customer Service

Delivers high level of service which meets the needs of the customer

2. Compliance

Complies with university and departmental rules, laws, policies and procedures

3. Staff Development

Attends all required training or certification programs within the specified time frames

4. Planning and Organizing Work

Effective and efficient utilization of time and resources

5. Dependability

Degree to which the employee can be relied upon to complete tasks in a timely manner

6. Quality of Work

Accurate, neat, thorough

7. Initiative

Anticipates and responds to the needs of the department

GLOBAL COMPETENCIES continued

8. Relationship with Others

Respectful, cooperative, and effective in getting along with a diverse group of employees and customers

9. Adaptability

Effectively adjusts to change

10. Communication (oral and written)

Expresses ideas/information in a complete, clear, concise, organized, and timely manner; actively listens to others and is open to suggestions
11. Accountability

Accepts responsibility for job performance

12. Job Knowledge

Demonstrates an understanding of knowledge specific to the job
Describe the amount of supervision this position receives. Extensive Much direct supervision, work with supervisor Moderate Access to supervisor and/or lead coworker, when needed Limited Work is highly autonomous, performs independently
SUPERVISING SUBORDINATES Describe the amount of time and type of supervision given to subordinates. List number and title of employees supervised.
REQUIRED KNOWLEDGE,SKILLS, AND ABILITIES The attributes required to perform the job that are generally demonstrated through qualifying service, education, or training.
PREFERRED KNOWLEDGE, SKILLS, AND ABILITIES Preferred knowledge, skills and abilities, in addition to the required knowledge, skills and abilities.
REQUIRED QUALIFICATIONS Qualifications from the Texas Tech Pay Plan
PREFERRED QUALIFICATIONS Qualifications in addition to the required qualifications.

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WORK CONTEXT How important are the following skills and abilities in accomp the essential job functions?	lishing	Not Important	Fairly Important	Important	Very Important	Extremel:
Public Speaking		\circ	\circ	\circ	\circ	\circ
Face-to-Face Communication		\circ	\circ	\circ	\circ	\bigcirc
Telephone Communication		\circ	\circ	\circ	\circ	\bigcirc
Write Letters, Emails, and Memos		\circ	\circ	\circ	\circ	\circ
Develop and Implement Policies and Procedures		\circ	\circ	\circ	\circ	\circ
Meet Strict Deadlines		\circ	\circ	\circ	\circ	\circ
Responsibility for Outcomes and Results		\circ	\circ	\circ	\circ	\circ
Develop Objectives and Strategies, Strategic Plann	ning	\circ	\circ	\circ	\circ	\circ
Evaluate Information to Determine Compliance		\circ	\circ	\circ	\circ	\circ
Deductive Reasoning, Make Decisions and Solve Pr	roblems	\circ	\circ	\circ	\circ	\circ
Manage Processes, Resources, and People		\circ	\circ	\circ	\circ	\circ
Coordinate or Lead Projects and Teams		\circ	\circ	\circ	\circ	\circ
PHYSICAL DEMANDS In an average workday, employee is required to:		Approxi	mate Amo	unt of Tim	ie per Day	(in hours
		0 - 2		4 - 6	<u>6+</u>	<u>N/A</u>
Sit		0	$\overline{}$	0	$\overline{\bigcirc}$	$\overline{\bigcirc}$
Stand		0	0	0	0	0
Walk or Move About		0	0	0	0	0
Drive		0	0	0	0	0
Bend, Stoop, or Twist		0	0	0	0	0
Climb Ladders or Step Stools (ascend/descend)		0	0	0		0
Stairs (ascend/descend)		0	0	0	0	0
Reach Outward, Above and Below Shoulder		0	0	0	0	0
Squat, Crouch, Kneel, or Crawl		0	0	0	0	0
Balance		0	0	0	0	0
Push or Pull						
Usual amount lbs		0	\circ	\circ	\circ	\circ
Max amount lbs		0	0	0		0
Lift						
Usual amount lbs		0	\circ	\circ	\circ	\circ
Max amount lbs		0	0	0	0	0
Carry						
Usual amount lbs		0	\circ	\circ	\circ	\circ
Max amount lbs		0	0	0	0	0
	Never	Occasional		equently	○ As N	
Use feet for repetitive movements as in operating	foot control	S :				
Right: OYes ONO Left: OYes			oth: ○Y∈	es (No		

DEXTERITY REQUIREMENTS

Employee must use hands and wrist motion for repetitive action such as:

			Right			Left		
Simple grasping			○Yes	○No		○Yes	○No	
Firm Grasping			○Yes	○No		○Yes	○No	
Fine Manipulation			○Yes	○No			○No	
Picking or Pinching			○Yes	○No		○Yes	○No	
ENVIRONMENTAL CONI	DITIONS		<u>Approxima</u>	<u>te Amoι</u>	ınt of Time	e per Day (in hours)	
			<u>0 - 2</u>	<u>2 - 4</u>	<u>4 - 6</u>	<u>6+</u>	<u>N/A</u>	
Stand on concrete			\circ	\circ	\bigcirc	\circ	\circ	
Walk on uneven or slipp	pery surface		\circ	\bigcirc	\bigcirc	\circ	\circ	
Exposure to electrical h	azards		\circ	\circ	\bigcirc	\circ	\circ	
Exposure to dust, smok	e, fumes, odors, grease, oil		\circ	\circ	\bigcirc	\bigcirc	\bigcirc	
Exposure to distracting	or unpleasant noise or sounds		\circ	\circ	\bigcirc	\bigcirc	\bigcirc	
Exposure to chemicals of	or toxic materials		\circ	\circ	\bigcirc	\bigcirc	\bigcirc	
Exposed to vibration			\circ	\circ	\bigcirc	\circ	\circ	
Works in cramped quar	ters or congested areas		\circ	\circ	\bigcirc	\circ	\circ	
Works in extreme temp	eratures		\circ	\circ	\bigcirc	\circ	\circ	
Works indoors, may or i	may not have natural light		\bigcirc	\circ	\bigcirc	\circ	\circ	
Works outdoors, expose	ed to weather conditions		\bigcirc	\circ	\bigcirc	\circ	\circ	
Works at heights			\bigcirc	\circ	\bigcirc	\circ	\circ	
Works with moving made	chinery or heavy machinery		\bigcirc	\circ	\bigcirc	\circ	\circ	
Works with others			\bigcirc	\circ	\bigcirc	\circ	\circ	
Works alone			\bigcirc	\circ	\bigcirc	\circ	\circ	
Works with office equip	ment		\circ	\bigcirc	\circ	\bigcirc	\circ	
SENSORY DEMANDS Check all that apply. Hear Speak Taste	☐ Touch☐ Smell☐ Color Vision		Near Vision Night Vision Far Vision	□ Depth Perception□ Spatial Perception				
intended to be construed the position. Nothing in responsibilities at any time. Signature of Employee Signature of Supervisor	ription is intended to describe the d as an exhaustive list of all respon this position description restricts r ne.	sibiliti	es, duties, skills, wo	rk sched	ule, overtir	ne, or trave ies and		
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