

Job Description Forms

Writing Position Statements to foster accountable action

Position Statements or Job Descriptions can take many forms.

However, whatever form they take, a productive Job Description is one that identifies all aspects of the position and provides two clear purposes:-

1. The employee is clear about their role and its tasks, and
2. The position and how it fits into the overall goals of the organisation is put into a measurable context.

In this way a correctly structured Job Description fosters accountable action, and the employer can structure employee reviews accordingly, or even tailor reward systems to individual performances.

All too often, SME's (Small and Medium Enterprises) organise responsibilities around existing personalities rather than around functions or responsibilities.

That is, a job is defined by people rather than around accountabilities.

This works well until people leave or change responsibilities. Then the result is almost certainly chaos as parts of the old job are spread out amongst others "who are best suited".

Organisations need to be organised.

Responsibilities need to be defined, then positions described through a Job Description. The organisation then needs to find people suitable for the job, rather than redefine the job to fit suitable people.



Correctly structured Job Descriptions foster accountable action for all staff positions

In this way when someone leaves or is promoted, no one else's Job Description changes - all you need to do is advertise for the already defined position.

At OTS Management, we have designed a "Job Description Form" that can be used to pinpoint each of your staff positions, their roles, and their measurable responsibilities.

We can help you prepare Position Statements for you, using our Job Description Forms or JDF's, using a process that targets the key elements of each job.

Our process involves:-

- Helping you identify the "primary purpose" of each staff position
- Preparing the Job Description for each position
- Preparing Performance Measures for each task so that everyone knows when a task is done right.

The process is constantly reviewed against our SMART methodology - each step is reviewed to see if it is Specific, Measurable, Achievable (ie realistic), Result rather than task oriented, and Time-defined.

The JDF in itself involves completion of the following sections:-

1. Position Details - basic information about who



and when started

2. Key Relationships - identifies reporting lines and key contacts as well as stakeholders and customers
3. Primary Purpose of the position - identifies clearly what this job ultimately has to achieve within the context of the organisation's Goals
4. Specific Responsibilities - identifies each task that is the responsibility of that position
5. Performance Measures - for each task identified, a quantifiable measure is derived
6. Position Requirements - the skills, qualifications and attributes for that position
7. Equipment Used - identifying any specific equipment that will be used
8. Training Required - identify any specific on-the-job or other training required

Performance Management Systems

Ideally, our JDF's should be used within an overall Performance Management System.

A Performance Management System involves setting up your Organisation Chart so that it reflects the Goals of the organisation and ensuring that staff reviews are regular, fair and unbiased forms of feedback.

We can either help you with just your JDF's or help you to establish a more encompassing overall Performance Management System for your organisation

Our JDF's can be prepared for you on a "per-employee cost" basis, or we can provide you with a free interview to diagnose your need for a Performance Management System.

Our JDF methodology and Performance Management System procedures were designed and written by Teik Oh, founding Director of OTS Management.

Teik is a Chartered Accountant qualified (1979) in the United Kingdom and Australia.

In the 1980's Teik was a Principal with an international accounting and management consulting company. During this time Teik was seconded to their world headquarters in Chicago where he headed up a team that wrote and delivered training programs for their consultants worldwide. He worked in the US, Japan and Singapore delivering the training programs as well as managing client assignments.

In 1991 Teik set up his own practice.

Teik has collated his learning and experiences to formulate consulting products and off-the-shelf management processes for small to medium sized businesses.



Teik Oh, Director of OTS Management

About OTS Management

OTS Management is a quality and value driven boutique consulting and accounting company that provides organisational development services to commercial, growth-oriented Small and Medium Enterprises who require business services, advice and coaching.

We give our clients comfort in their decision-making by providing them with our experience and independent advice that saves them time and helps them grow. Unlike other accounting services companies, our clients have significant contact with our senior people.

We meet our own high expectations in order to exceed the expectations of clients.

Our services include:

- *Change Management consulting*
- *The Zest Factor - find the zest in your organisation*
- *Strategic & Business Planning*
- *SMART Marketing workshops*
- *Team Development workshops*
- *Performance Management Systems*
- *Zest Tests - Business Diagnostics on your organisation*