

# Contributions Regarding the Optimization of Job Descriptions Elaboration Process in the Knowledge-based Organization

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**Abstract**—The job description represents a managerial instrument in that it clearly defines who has to carry out, what has to carry out, when does it have to fulfill the objectives, how and at what parameters and with what purpose. In other words, the job description can be considered a tool of quality management that responds to the questions: Who? When? How? And in what purpose? In an adequate measure for defining the mechanism that will assure on the achievement of the institutions policies and objectives.

The job description is the image of an ideal employee. Often, it is necessary the adjustment of this image and adapting it to the complex reality without losing its essence and having the capacity of selecting those aspects that have a major influence on the quality of the activity and implicit on the quality of fulfilling the established objectives.

The elaboration and modification of job descriptions, within the institution, is an activity with a dynamic character, determined by the dynamism of the technologies development and working techniques, of the rhythm of modifying the legal regulations that underlies the activities defining, of implementing new concepts and management methods, and of adaptation at social changes with influences on the institution activity.

In the activity of elaboration and modification of job description many factors are involved. The roles and responsibilities in this process must be clearly defined.

**Index Terms**—total quality management, human resources, position, job description and procedure.

## I. FUNDAMENTAL THEORETICAL CONSIDERATIONS IN THE DOMAIN OF PROCEDURE ELABORATION

THE elaboration process of job descriptions is a complex one in which there are involved three important factors: the owner of the job, management and HR compartment within the institution. Their roles within the process of elaboration of the job description and the responsibilities

they have must be correctly defined in order to correspond with their purposes.

Job description represents the operational management perception on a set of succeeding, coherent and unitary working assignments and the profile of the perfect candidate for filling the post that may have maximum results in their achievement, designed in accordance with the template imposed by the analyst in the HR department. Therefore, the management has a significant role, that of establishing the jobs purpose, the set of working tasks and the ideal candidate profile. In the context of the working techniques, the role of the analyst in the HR department has changed from the omniscient who distributes the tasks and money to the **creator** of the job description's elaboration techniques, to the **keen observer** who has the difficult task of correcting the document conceived by the management, of harmonizing the document of internal and external stipulations and in the **impartial referee** that has to find the balance on vertical – between the hierarchical levels; and on the horizontal – between departments, for a good progress in the institution activities.

One of the demands of **quality management** is foreseeing the assurance of all necessary resources for the implementation and maintenance of a quality assurance system, through the top management. Perhaps the most important resource is the human resource by identifying knowledge, especially those related to education, to qualifications, skills and abilities, of gained experience in order to use it for the job regarding which the effectiveness and efficiency should be at maximum. This requires defining the different elements of the job description in a manner that there is an optimum correlation between them.

If the instruments of quality management used in the identification of possible causes of quality problems and in their establishment of solution offers answers to the following questions: **who, how, what, where, when, why** then why the scientific elaboration of the job description could not create an instrument that can offer answers to these questions in the context of human resources management. Thereby, job description establishes **who** can own the described function by clearly defining the knowledge, abilities, skills and competences, in other words by clearly defining the **ideal candidate profile** who has the greatest chance of facing the optimal accomplishment of working tasks. **What** does this ideal candidate is defined through clear, imperative working tasks from the job description. Phrases that describe working tasks must begin with a verb, to briefly describe **how** the action described by the verb is realized, **when** it is going to be realized, in other words, in what order and **why** or with what results.

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In the last years, public institutions are struggling with a new challenge through the obligation instituted by the Minister of Public Finances of introducing a new set of standards regarding **risk management**, set that combines into the internal control Code. The purpose of these standards is to create necessary instruments for identifying the risks that can appear in the services functioning, managing, and reducing the effects that their appearance has created. Standards as standard no. 2 concerning the establishment, responsibility and tasks; standard no. 3 regarding employed staff skills and performances; standard no. 5 about the delegation of competences and responsibilities; standard no. 7 concerning of reflecting on individual goals; standard no. 10 regarding the monitoring system of individual performance; standard no. 18 concerning the separation of attributions of initiating, verifying and approval of operations; these standards have a major impact on the elaboration of job descriptions. Moreover, for risk management implementation it is welcomed the elaboration of a procedure of compiling job descriptions that creates the necessary mechanism of respecting the mentioned standards.

Job description is therefore an instrument that allows:

- Efficient usage of human capital by finding the right man in the right place and by applying knowledge management;
- Selection and recruitment of the personnel;
- Building an accurate motivational system through the evaluation of professional performances and compensating the obtained results;
- Building a training and developing system, more precisely projecting the career plans;
- Premise elaboration that allows the right course of activities in the purpose of reaching the institution objectives by avoiding inaccurate results.

## II. CONCEPTUAL APPROACH REGARDING THE ACTUAL TENDENCIES IN THE JOB DESCRIPTION ELABORATION

*A. The process concerning the elaboration of job description requires from the start to comply with the generally valid principles that has the role of assuring the premises for reaching the goal for which it takes place. We will outline the basic principles making a brief description.*

*B. The principle of unity of command, responsibility and action assumes that each function is in immediate subordination to a single superior, that delivers all working tasks and that bears together the responsibility of their accomplishment.*

*C. The Principle of professional and managerial competence implies the exploitation of professional experience and the competence of specialists with the purpose of reducing risk factors in decision taking.*

*D. The principle of attribution delegation presumes the function assignment of different working tasks and also the corresponded authority and responsibilities. We are pointing out that there is a close connection between working tasks, the responsibility of fulfilling them and the authority in which the titular of the function is invested through the job description. Assigning the titular of the*

*function each task and highlights the responsibility regarding their accomplishment can be viewed from two perspectives: from the employee point of view, it is a form of motivation, of responsibility concerning the role it has within the structure and from the employer's point of view represents the creation of the evaluation mechanism of its performances. On the other hand, the corresponded authority that allows the titular to take decisions regarding the working tasks achievement in the borderline of the established responsibilities must always attend the responsibility.*

*E. The flexibility principle implies the possibility of continuum adaptation of the job description elements to the reality and tasks, through periodical analysis, for the establishment of opportunities considering their modification. There must be held in mind the dynamism of professions determined by the evolution of the factors as working technologies, legal frameworks of the ongoing activity, the society and its needs, psychological implications of different professions. This dynamism can impose the reorganization of job descriptions and even abolishment of posts.*

*F. The separation activity principle allows the activity chain segmentation: execute-verify-approve, with the purpose of streamlining every one of these activities, of allowing timely detection of nonconformities and deficiencies and of controlling and diminishing the risks of their appearance. Nevertheless, the responsibility of executing each operation remains unchanged.*

*G. The principle of equality of chance and treatment implies that the entire set of requirements that constitute the job description of occupying the post by both women and men, and so it will not leave discriminating interpretations and not generate working situations that can be consider harassments.*

## III. CONTRIBUTIONS REGARDING THE JOB DESCRIPTION CONTENT ELABORATION

Job description represents a complex document of which structure must be accurate established and must cover enough information in order to achieve the goals for which it was conceived.

The main objectives of the job description are:

- of legal order representing the individual working contract subject,
- of organizational-managerial order defining the post contribution on the implementations of policies and of the management system,
- of economic order assuring the post integration in the realization of the economic objective of the institution,
- of social order ensuring the integrations of the job occupant in the society.

The information's included in the job description must be clearly stated, sufficiently, measurable and not contradictory. The information sources extracted and developed must be correctly identified according to the institution and the post. These are represented in figure no.1:

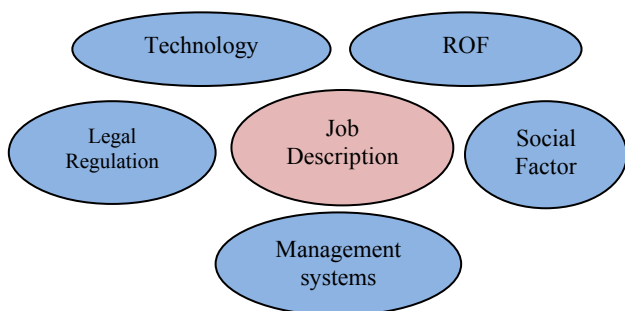


Fig. 1. Sources of information

Each of these sources determines some aspects of the job description:

- ❖ **Technology** establishes the operation categories that must be achieved, their order, their execution parameters and results (exists characteristics) that must be obtained;
- ❖ **Legal regulations:** indicate the obligations, working modalities and responsibilities establishing coercive measure, that can not be neglected;
- ❖ **The Regulation of Organization and Functioning (ROF)**, elaborated concordantly with the short, medium and long-term objectives of the institution, establishes the functions of each department and in order for them to be achieved there must be accomplished some working tasks that are reflected in the job description;
- ❖ **Management systems** indicate through the system procedure, operational procedures, working instructions, working tasks, necessary skills for their realization and responsibilities for the job titular;
- ❖ **Social factor** establishes rules of social conduct within the institution.

The specialty literature proposes diverse structures and models for the job description, models adapted to the specific of every institution. Still, some aspects must be included in the job description, aspects like a minimum of information that allows a satisfying reach of the job objective.

The develop societies experience highlighted an interesting evolution on the way they realized documents related to management and job descriptions. If at the beginning their content was loaded with information, thick and sometimes hard to understand, in time they were decongested, they refined and got easier to understand by including only strictly necessary aspects. Interestingly, some obligations transferred from the formal in the informal way becoming rules, actions, and unwritten habits specific to the organizational culture and respected by all its members. Good practices are born and reach this stage after the written rules are transformed in automatism.

A possible model of the jobs description structure may be the following:

- A. **Job Designation:** is the one mentioned in the regulation of organization and functioning, the stat of functions, usually in concordance with COR code, in conformity with the remuneration legislation regarding state institutions;
- B. **The Department:** is specified the department within the job exists, according to the institution organizational chart;
- C. **Job Level:** it is mentioned if the job is an execution or an administration one. From these mentions derives a series of attribution and related responsibilities;

D. **Remuneration Class:** for public institutes complying to the unitary remuneration system the unitary remuneration class determines on one hand the importance of the jobs complexity level, and on the other hand, the remuneration level related to the complexity level;

E. **The jobs objectives:** the chapter describes what needs to be realized by the titular with the purpose of contributing for the fulfillment of the institutions objectives. For example, the human resources referent the jobs objective may be defined as achieving the employment operations, the individual working contract progress and its cease in conformity with the human resources policies and with active legal regulations.

F. **Attributions and working tasks:** represents a sequence of activities that must be accomplished by the job titular in order to reach the job objectives.

This chapter may be considered as the most important. Therefore, we will analyze the establishment of attributions and working tasks for the human resources referent post from the perspective of the anteriorly analyzed information sources, like in the following table:

TABLE I  
THE RELATIONSHIP BETWEEN INFORMATION SOURCES AND WORKING TASKS THAT DERIVES FROM THEM

| Information sources                                   | Attributions and working tasks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Technologies</b>                                   | <ul style="list-style-type: none"> <li>- introduces new employed personnel data in the personnel-remuneration application;</li> <li>- effectuates all modifications related to the personnel data in the referred application: name, address, identity card, reference dates linked to the work experience, functions, other elements included in the labor contract;</li> <li>- effectuates in terms foreseen by the law the modifications on the individual labor contract in the electronic register of employees evidence;</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>The Regulation of Organization and Functioning</b> | <ul style="list-style-type: none"> <li>- participates to the annual elaboration of the organizational chart;</li> <li>- keeps the evidence of states of functions modifications appeared during the year;</li> <li>- effectuates the efforts for ensuring the necessary staff;</li> <li>- participates as secretary of competition commission by performing the next activities:</li> <li>- receives the solicitation of putting in the competition the job, verifies the existence of the vacancy in the state of functions and requires its supplementation in the state of functions.</li> <li>- realizes and assures that the announcement is published in the established environments;</li> <li>- receives and verifies the candidates files;</li> <li>- announces the selected candidates regarding the course of the competition;</li> <li>- creates the competition folder, that must contain: the solicitation, documents regarding the announcement, candidates files and he will deliver it to the competition commission chairman;</li> <li>- establishes documents referring to the competition progress: minutes of the candidates selection, interview plan, competition report</li> <li>- creates the individual working contract for the persons that were declared winners as a result of the competition for a vacancy;</li> <li>- participates as representative of the HR office in the evaluation process of the contractual stuff professional performances;</li> <li>- participates at the elaboration of the annual training program as a result of the evaluation process finalization;</li> </ul> |

|                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                      | <ul style="list-style-type: none"> <li>– supervises the progress of the annual training program;</li> <li>– supervises the elaboration of the jobs descriptions according to the procedure;</li> <li>– prepares the monthly order for acquiring meal tickets;</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Legal regulations</b>                                             | <ul style="list-style-type: none"> <li>– monitors the compliance with the legal regulations regarding the competitions progress for vacancies;</li> <li>– <i>creates the individual working contract for the persons that were declared winners as a result of the vacancy occupation competition;</i></li> <li>– <i>monitors the creation of job description according to the procedure;</i></li> <li>– creates the forms of ceasing the activity of the employed personnel under the Labor Code;</li> <li>– prepares the annual vacation programming based on the structures proposals and on the personnel demands;</li> <li>– releases, at the employee request, any document or offers any information regarding its statute within the term stipulated by the law;</li> </ul> |
| <b>Management systems:</b>                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>1 Procedure regarding the employment of contractual personnel</b> | <ul style="list-style-type: none"> <li>– participates as secretary of the commission performing the operations described in the procedure;</li> <li>– participates as representing of the HR office in the evaluation process of contractual personnel professional performances;</li> <li>– participates on the elaboration of annual training program as a result of ceasing the evaluation process;</li> <li>– supervises the progress of the annual training program;</li> </ul>                                                                                                                                                                                                                                                                                                |
| <b>2 Procedure regarding the evaluation of contractual personnel</b> | <ul style="list-style-type: none"> <li>– receives and monthly verifies the working time records and delivers them to the remuneration office</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>3 Procedure regarding the working time emphasizing</b>            | <ul style="list-style-type: none"> <li>– keeps track of the personnel rest leaves;</li> <li>– realizes the annual leaves programming based on the structures proposals and personnel demands;</li> <li>– monitors the creation of job descriptions according to the procedure;</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>4 Procedure regarding the job description elaboration</b>         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Social factors</b>                                                | <ul style="list-style-type: none"> <li>– releases at the employee request any document and offers any information of its statute in stipulated term by law;</li> <li>– participates at the elaboration of a behavior code within the institution;</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

responsibilities regarding activities in which the jobs titular is not involved. Still, there are responsibilities derived from legal regulations that the job description content will not cover such as those referring to health and work security, fire prevention and extinction, aspects that are included in other documents of the institution and upon which the jobs titular will be trained. Considering the legal character of those aspects their unawareness will not exonerate the job titular of quilt.

We will begin, in the previously selected example, to establish the responsibilities for the human resources referent job, from the working tasks mentioned above:

TABLE II  
THE RELATION BETWEEN WORKING TASKS AND RESPONSIBILITIES

| <b>Attributions and working tasks</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Responsibilities</b><br>The titular of the job is responsible of:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>1. introduces new employee personal data in the personnel – remuneration application;</li> <li>2. realizes all the modifications related to personnel data in the application referring to: name, address, identity card, reference dates linked to the work experience, function, other elements in the labor contract;</li> <li>3. effectuates in terms foreseen by the law the modifications on the individual labor contract in the electronic register of employees evidence;</li> <li>4. participates to the annual elaboration of the organizational chart;</li> <li>5. participates to the annual elaborations of the state of functions according to the organization chart;</li> <li>6. keeps the evidence of the state of functions modifications that appeared during the year;</li> <li>7. makes arrangements for ensuring the necessary personnel;</li> <li>8. participates as secretary of competition commission by performing the next activities:                             <ul style="list-style-type: none"> <li>– receives the solicitation of putting in the competition the job, verifies the existence of the vacancy in the state of functions and requests its supplementation in the state of functions;</li> <li>– realizes and assures that the announcement is published in the established environments;</li> <li>– receives and verifies the candidates files;</li> <li>– announces the selected candidates regarding the course of the competition;</li> <li>– creates the competition folder, that must contain: the solicitation, documents regarding the announcement, candidates files and he will deliver it to the competition commission chairman;</li> <li>– establishes documents referring to the competition progress: minutes of the candidates selection, interview plan, competition report;</li> </ul> </li> <li>9. creates the individual working contract for the persons that were declared winners as a result of the competition for a vacancy;</li> <li>10. participates as representative of the HR office in the evaluation process of the contractual personnel professional performances;</li> <li>11. participates at the elaboration of the annual training program as a result of</li> </ol> | <ul style="list-style-type: none"> <li>– the accuracy of the data that he processes;</li> <li>– maintaining the confidentiality of the data that he processes and on those that he has access to;</li> <li>– compliance with legal regulations on labor contract modifications;</li> <li>– accuracy of the data they provide and which is underlying the decisions regarding human resources;</li> <li>– the compliance with the active legal regulations regarding the vacancy occupation competitions progress;</li> <li>– compliance with the contractual hiring procedure;</li> <li>– compliance with the active legal regulations regarding the creation of the individual labor contract and its <i>modifications</i> ;</li> <li>– compliance with the regulations regarding the evaluation of the contractual personnel professional performances;</li> <li>– compliance with the procedure regarding the elaboration of the job descriptions;</li> <li>– The effectuation of the order regarding acquisitioning meal tickets in conformity with the active legal regulations;</li> </ul> |

We can observe from this table that a series of attributions and working tasks related to this job, the three underlined, are repeating, and derives from two or even three sources of information. This only highlights the importance of that attribution.

Another observation is that in the job description there are made references to the working procedures without describing the way the working task is performed as long as it is extensively stipulated in another document. In this case, it is very important that these working procedures are formal, advertised, and the occupant of the job is trained on their content.

Noteworthy is the fact that working tasks must be clearly delineated in time, there must exist deliverable that can prove their fulfillment in the provided time.

G. **Jobs Responsibilities:** derives from the attributions and working tasks. It cannot be mentioned the

- the evaluation process finalization;
- 12. supervises the progress of the annual training program;
- 13. supervises the elaboration of the jobs descriptions according to the procedure;
- 14. prepares the monthly order for acquiring meal tickets;
- 15. creates the forms of ceasing the activity of the employed personnel under the Labor Code;
- 16. realizes the annual leaves programming based on the structures proposals and personnel demands;
- 17. releases at the employee request any document and offers any information of its statute in stipulated term by law;
- 18. receives and monthly verifies the working time records and delivers them to the remuneration office;
- 19. keeps track of the personnel rest leaves;
- 20. participate at the elaboration of a behavior code within the institution.

- compliance with the legal regulations regarding the termination of the individual labor contract including the preparation and submission of the retirement records;
- compliance with the active legal regulations regarding annual leaves realization;
- accuracy of the data that he submits;
- accuracy of the data that he process.

A brief analysis of the highlighted responsibilities imposes the following conclusions:

- responsibilities can be detailed described through their processing from the legislation or from their procedures, or succinct by making references to the documents in question. The way in which responsibilities will be stated depends on the cultural organization of each institution;
- Regardless of the expression modality, the responsibilities certainly must be outlined and more than that, the jobs titular must be aware of them in order to reach the highest efficiency rate.

H. **Relations:** there will be mentioned relations within the institution on vertical – hierarchical, on horizontal - collaboration, and external relations when they exist. The external representation relations have a special importance, relations that impose a series of additional requirements.

I. **Job Requirements:** represent information regarding knowledge, skills and aptitudes, abilities, experience and other personal indicators; In the jobs description elaboration time, the jobs requirements are job oriented. These define the ideal image of the job titular. In the real world we will not find the ideal candidate so it is required, that we approach this matter with realism by choosing those required demands that must be met in order to achieve the job objectives. Therefore, it takes place a reorientation of request towards the job titular. This manner of elaboration appears especially when the job description was created on the resemblance of the already existing titular. Also in this manner of elaboration there must exist some boundaries and it is preferred that the job titular participates at training courses that enables him to obtain the necessary knowledge, skills and abilities for obtaining a high performance.

In the table below, we will highlight the job requests for the analyzed case, emphasizing the mandatory requirements:

TABLE III  
RELATION BETWEEN WORKING TAKS AND KNOWLEDGE, SKILLS AND PERSONAL INDICATORS

| Attributions and working tasks                                                                                                                                                                                            | Knowledge                                                         | Skills and abilities                                                      | Personal Indicators        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|---------------------------------------------------------------------------|----------------------------|
| 1. introduces new employee personal data in the personnel – remuneration application;                                                                                                                                     | -regarding the personnel applications and the REGES application;  | - regarding the computer usage;                                           | - concentration capacity;  |
| 2. realizes all the modifications related to personnel data in the application referring to: name, address, identity card, reference dates linked to the work experience, function, other elements in the labor contract; | -regarding work legislation;                                      | - regarding the interpretation of the legal regulations;                  | - careful;                 |
| 3. effectuates in terms foreseen by the law the modifications on the individual labor contract in the electronic register of employees evidence;                                                                          |                                                                   |                                                                           | - discreet;                |
| 4. participates to the annual elaboration of the organizational chart;                                                                                                                                                    | -of management                                                    |                                                                           | - punctual;                |
| 5. participates to the annual elaborations of the state of functions according to the organization chart;                                                                                                                 |                                                                   |                                                                           |                            |
| 6. keeps the evidence of the state of functions modifications that appeared during the year;                                                                                                                              |                                                                   |                                                                           |                            |
| 7. makes arrangements for ensuring the necessary personnel;                                                                                                                                                               |                                                                   |                                                                           |                            |
| 8. participates as secretary of competition commission;                                                                                                                                                                   | -regarding the contractual personnel employment procedure;        | - regarding the activity in the given framework;                          | - organized;               |
|                                                                                                                                                                                                                           | -regarding contractual personnel employment legislation;          |                                                                           | - communicative            |
| 9. creates the individual working contract for the persons that were declared winners as a result of the competition for a vacancy;                                                                                       | -regarding work legislation;                                      |                                                                           | - responsible;             |
| 10. participates as representative of the HR office in the evaluation process of the contractual personnel professional performances;                                                                                     | -regarding work legislation;                                      | - regarding the elaboration and managing of the administrative documents; | - -responsible;            |
| 11. participates at the elaboration of the annual training program as a result of the evaluation process finalization;                                                                                                    | -regarding the performance and professional evaluation procedure; |                                                                           | - organized;               |
| 12. supervises the progress of the annual training program;                                                                                                                                                               | -regarding labor legislation;                                     |                                                                           | - copes stress situations; |
| 13. supervises the elaboration of the jobs descriptions according to the procedure;                                                                                                                                       | -procedure regarding job descriptions elaboration;                |                                                                           | - diplomat;                |
|                                                                                                                                                                                                                           |                                                                   |                                                                           | - good mediator;           |

|                                                                                                                        |                                                                                      |                                                                           |                                                    |
|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------|----------------------------------------------------|
| 14. prepares the monthly order for acquiring meal tickets;                                                             | -regarding the legislation concerning giving meal tickets;                           | - regarding the activity in the regulated framework;                      | - careful;<br>- punctual;                          |
| 15. creates the forms of ceasing the activity of the employed personnel under the Labor Code;                          | -regarding work legislation;<br>-regarding pensions and social security legislation; | - regarding the interpretation of the legal regulations ;                 | - responsible;                                     |
| 16. realizes the annual leaves programming based on the structures proposals and personnel demands,                    | -regarding work legislation;<br>-regarding the legislation of according leaves;      | - regarding the interpretation of the legal regulations ;                 | - organized;                                       |
| 17. releases at the employee request any document and offers any information of its statute in stipulated term by law; |                                                                                      | - regarding the elaboration and managing of the administrative documents; | - communicative;                                   |
| 18. receives and monthly verifies the working time records and delivers them to the remuneration office;               |                                                                                      |                                                                           | - concentration capacity;<br>- careful;            |
| 19. keeps track of the personnel rest leaves;                                                                          |                                                                                      |                                                                           |                                                    |
| 20. participate at the elaboration of a behavior code within the institution.                                          |                                                                                      |                                                                           | - diplomat;<br>- good mediator;<br>- communicative |

and approves the results of the same working task thus arising difficulties in admitting inaccurate situations

#### IV. CONCLUSIONS

Although the specialty literature preponderantly attributes the elaboration of the job descriptions to the HR department, must be highlighted that their role of the analyst within this department is more of a mediator, of a balance factor between management and employee. Seen from the juridical nature perspective of the job description, these will permanently establish the main negotiations element between the employer and the employee. Therefore the HR departments role is that of establishing a juridical relation between the future or actual employee and the institution, relation that implies the performance of a set of activities, the assumption of some responsibilities from the employee side and allocating a set of rewards from the employer. Likewise, the HR department analyst supervises that the principles and the juridical aspects are respected regarding the elaboration of the job descriptions. From the content point of view, the job description elaboration is the management's attribute, more precisely of the specialized management connoisseur of the techniques and technologies specific to the structure that it is in charge.

Sliding a part of the attributions regarding job description elaboration from the HR department towards the institution specialized management represents the way of making employees to assume responsibilities of these leading echelon regarding the fact that human resources management is not the asset of the HR department but represents an important component of its activity. The clear defining, by the manager, of the function in the structure that he is administrating, precisely their transposition in a balanced way in the job description within the structure, represents the main condition for its activity to run coherently, efficiently and harmoniously.

The process concerning the job description elaboration is a complex one involving both persons within the HR department but mainly personnel engaged in the institutions management, thereby each of these actors is conducting distinct activities and have different responsibilities. Therefore, practice imposes the elaboration of a procedure regarding the elaboration of job descriptions, procedure that establishes their elaboration techniques, harmonized with the reality and responsibilities.

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J. **Who is replaced and whom replaces** must be highlighted the fact that replacement of the job titular by another person, in his absence, implies that the new employee should take over the fulfillment of the attributions, responsibilities and authority. Temporary delegation, as in this case, does not absolve de job titular from the responsibility. Therefore, although often neglected, this decision is one with repercussions on both on the management and job titular. From this perspective, the management takes the decision regarding the replacement; however, it must be made in agreement with the job titular that assumes the actions and decisions of another person and showing solidarity towards him. In conclusion, there must exist an agreement between the two persons and the management who has the task of building relations based on trust. One of the solutions is forming couples of persons with similar competencies that can mutually replace one another. Thereby, it is build a relation based on mutually services of the same nature. Another aspect is avoiding choosing partners that have temporary complementary attributions such as to be avoided situations in which, by processing temporary attributes to be created situations of conflict of interests or situations in which the same person executes, verifies