

# Contributions Regarding the Design of a Procedure for the Elaboration of the Job Descriptions

Muntean Laura, Oprean Constantin and Țițu Aurel Mihail

**Abstract** — The job description is a management instrument because it defines in plain manner who must accomplish, what must be accomplished, when the objectives must be accomplished, how and at what standards and for what purpose. In other words the job description can be considered an instrument of the quality's management, this being able to answer to the questions: who?, when?, how? and for what purpose? In a sufficient extent to define the mechanism for ensuring the accomplishment of the institution's politics and objectives. The job description is the image of the ideal candidate. Often is needed an adjustment of this image and its adaptation to the complex reality without losing the essence and also maintaining the capacity to select those aspects which have a major influence over the quality of the activity and implicitly over the quality that implies the accomplishment of the established objectives. In this way, the existence of a working procedure for the elaboration of the job descriptions designate the moment of elaboration or of change in what concerns the job descriptions, defines the responsible ones, their working manner, the limits of competence and last but not least the sequence of the activities.

**Index Terms** — the total management of quality, human resources, position, job descriptions, working procedure.

## I. INTRODUCTION

Conceiving a working procedure for the elaboration of the job descriptions guarantees the creation of the premises for the exact capture of the working tasks, for the most balanced allocation of working tasks afferent to a structure from within the institution between its members and also for the best charge of a job regarding the working tasks.

The procedure of this activity faces us with various challenges:

- Identification of all the factors of execution or decision with involvement in this activity: the management of the institution, referring to all the decisional echelons,

Manuscript received December 30, 2013; revised January 27, 2014. This work was supported in part by Laura MUNTEAN, Mihail Aurel TITU and Constantin OPREAN from Lucian Blaga University of Sibiu Romania.

Laura MUNTEAN is Sc.D. Student at "Lucian Blaga" University of Sibiu and is the manager of the Human Resouces Department from "Lucian Blaga" University of Sibiu (e-mail: laura.muntean@ulbsibiu.ro).

Constantin OPREAN is Professor at "Lucian Blaga" University of Sibiu (Faculty of Engineering) and is the President of the University (e-mail: presedinte@ulbsibiu.ro).

Mihail Aurel ȚIȚU is Professor at "Lucian Blaga" University of Sibiu (Faculty of Engineering) and is Director of the Intellectual Property Department of the University and Director of the European PATLIB Centre (corresponding author to provide phone: +40269430110, e-mail: mihaile.titu@yahoo.com).

the department of human resources (DRU), the compartment of quality assurance (AC) and of course the main actor, the holder of the job;

- Defining the situations in which the elaboration of a job description is imposed, the change or fulfilling it's revision;
- The establishment and the awareness of the responsibilities of the people involved in the process of elaboration of the job description regarding the importance of the job.

The procedure has as objective the establishment of the sequence of operations which must be covered for defining the working tasks from the job description, the competences required for the job, the responsibilities and authority of the job's holder, the definite content's verification, the approval of the job description, the communication of it to the holder, the archiving of the documents.

## II. THEORETICAL CONSIDERATIONS

Nowadays, the demarches of the quality management within an institution are various and they make reference to aspects that concern planning, verification, keeping under control and improvement. By these demarches it is operating on the politics and objectives, processes, resources involved and in the costs. In order to apply these demarches appears the necessity of building new adequate instruments for allowing this thing.

The specific instruments of the quality management are the documents, which are formed by a system of documents that regulates the level up to which the objectives must be achieved, the manner of developing the processes and how are the resources implied.

The system of quality gathers so a set of documents as the handbook of quality, drawn up regarding the politics and the objectives established in the field of quality, system's procedures elaborated according to the requests of the standards towards quality, optional procedures, working instructions and also other documents that define the processes and the resources involved in achieving the desired level of quality. In the literature of reference these basis documents in the implementation of a quality management are structured on 3 hierarchic levels: the handbook of quality, procedures of the elaborated quality system and working documents, operational procedures, working instructions.

The handbook of quality and the system procedures are compulsory documents for the implementation of the quality management. In what concerns the operational procedures, these are recommendations of the standards. However, we

consider that by proceeding the activities and the processes with influence over the quality is absolutely mandatory.

The elaboration of an operational procedure presumes:

- individual activities regarding the identification of the stages of the process from the point of view of the ones involved. This aspect will reveal different perspectives of approaching the same process;
- activities of the process's study, of identification of different malfunctions which must be eliminated;
- activities of elaboration of the procedure project;
- activities of the procedure's design study according to the requests of the chosen referential;
- activities of reanalysis of the procedure's design, made by all the people involved in order to eliminate the malfunctions;
- finishing and approving the procedure.

Taking into consideration the fact that an operational procedure defines activities with implications on several levels of work, to establish the group of work that will fully participate to the elaboration of the procedure it is of major importance. There must not be forgotten the fact that once established the activities and responsibilities of the process, these must be obeyed by each one of the ones responsible in order for the mutual objectives to be achieved.

One of the processes of major importance, with influence over the quality is the elaboration/ modification/ revise of the job description. The importance, from this point of view is given to the fact that the job description, above its juridical nature significance stated in the work report, is constituted in one of the most important instruments for coaching the staff of an institution in order to achieve the aimed objectives from the quality field. So the activity procedure regarding the elaboration/ modification/ revise of the job description it is imposed especially within those institutions which have as an objective the implementation of a quality system management.

### III. DESCRIPTION OF THE PROCEDURE

The elaboration/ modification/ revise of the job description within a state institution, which is fully financed through own incomes.

Nowadays the present legislation doesn't provide the existence of a pre-established structure regarding the content and organization of the job description, and because of this, the institution has the freedom to establish these elements and adjust them to the specific and necessity of it. The procedure will still follow the main chapters mentioned in the literature of reference: purpose, field of implementation, responsibilities, description of the procedure, the circuit of information.

#### A. PURPOSE

The procedure is documenting the way of evolving of the following categories of operations, which can be effectuated on the job descriptions:

- the elaboration of the job description in the case of a new job,
- the modification of the job description in the eventuality of a redefinition of the job's content,
- the revision of the job description as a result of the job's content revision.

The importance of this procedure is stressed out by the fact that the job description is the object of the individual contract of employment.

#### B. FIELD OF IMPLEMENTATION

The procedure regarding the elaboration of the job descriptions belongs to the department of human resources. However, in this procedure are involved all the leading or the coordination positions from within the institution which has, according to the regulations of organization, the role of coordinating some positions or working jobs.

From this perspective there are involved all the structures of the institution.

The procedure applies to the following activities:

- modification of the job description in the eventuality of a redefinition of the job's content,
- revise of the job description as a result of the job's content revision.
- the elaboration of the job description for a new created job.

#### C. RESPONSIBILITIES

The manager of the institution verifies the elaborated job's description content in order for this to meet the objectives that devolve from the assumed management plan.

The manager of the institution approves the job description and he signs it individually or together with the juridical or administrative document that stands to the basis of elaboration, change or revision of it. The role and the responsibilities of the manager, of the working head, of the head of the bureau or of the coordinator of the structure, still called hierarchic heads, are of major significance in what concerns the establishment of the following concerns for the job description:

- establishment of the reference documents which define or which influence the content of the job description,
- definition of the working tasks in connection to the reference documents of the job description,
- establishing the sequence of the defined activities,
- establishing the desired results that must be achieved following the execution of the tasks,
- defining the responsibilities and the authority of the job holder,
- establishing the performance criteria for the occupation of the job,
- establishing the hierarchic and collaboration relationships in what concerns the job holder,
- establishing the needed requests regarding the occupation of the job,
- establishing other aspects, such as the competence area, the degree of confidentiality, other specific aspects of the job (special authorization, etc.),
- training the holder staff regarding the content of the job descriptions.

The responsibilities of the DRU analyst are the following:

- follows the compliance of the procedure concerning the elaboration of the job descriptions;
- follows the compliance of the present legal regulations concerning the elaboration of the job description;
- provisions the head of the employment place the attributions and the responsibilities that have a collective feature to all the positions;

- follows the compliance concerning the harmonization of the contractual regulations with elements foreseen in the job description from the point of view that is constituted in the enclosure to the juridical or administrative document concluded with the job's holder;
- advises the participants to the process of elaboration of the job description regarding the legal aspects and the procedures of this process;
- provisions the participants with the formats needed for the ongoing in the best conditions of the job descriptions' process;
- establishes with the manager, the head on charge, the head of bureau or of the coordination structure, the moment of the elaboration, modification or revise of the job descriptions;
- establishes with the manager of the institution the moment of making the planned inspections of the job descriptions;
- verifies that the elaborated job description, modified or revised to be signed by the immediate hierarchic head of the structure where the job is defined and by the manager of the institution.

In the case of the institutions where there are and works the department of AC and where there is implemented a quality's system defined with accuracy, it is imposed a verification of the job descriptions also by the agent of this compartment of whose role is the one of ensuring that no responsibilities foreseen within the working procedures of the quality management's system were omitted.

The jobholder participates direct to the accomplishment of the working analysis process coordinated by the DRU analyst.

**D. Description of the Procedure**

The elaboration process, modification or revise of the job descriptions is defined by three imposed situations, mainly by the need of correlation of their content with the objectives established by the management, with the change of the legal framework regarding the course of the job's activity with the development of technologies and techniques of working and with other aspects concerning the structure of the institution.

Thus there are three situations defined as follows:

a) the elaboration of the job descriptions is made in the following situations:

- establishing a new job within the organizational structure;
- organizing the contest for the occupation of the vacant job;
- changing the organizational structure of the institution with implications on the redefining of the jobs;
- if there is a situation where the job has been already established and previously occupied but there wasn't formally established the working tasks for the job holder it is imposed the elaboration of a new job description with the purpose of regulating an already existing situation.

b) change of the job descriptions is made in following situations:

- as a result of performing the process of working analysis;
- the change of the regulations of organization and working with repercussions over the content of the already existing job descriptions;
- arranging the exam for the promotion on positions and superior ranks of the staff;
- modification of the present legal regulations which establish a set of compulsory working tasks;

- change of technologies and of working techniques or introducing new technologies, respectively some new working tasks (ex: new computer applications, new methodologies of labor, new working equipment, etc.);
- modification of the system regarding the quality's management documents.

c) The revising of the job descriptions is made in the following situations:

- consequence of making the work analysis process;
- as annually or recurrent planned, as established in the calendar by the institution's lead;
- occasionally at the demand of the institution's manager, the hierarchic head of the structure, the DRU analyst or the compartment of the assurance of quality.

The manager of the institution, the superior hierarchic head, the DRU analyst or the AC agent can demand the elaboration, modification or revise of the job descriptions. In the table no.

1 are established the situations and positions that can initiate the process of elaboration, change or revise of the job description.

**Manager = A**  
**Superior hierarchic head = B**  
**DRU Analyst = C**  
**AC Agent = D**

TABLE I

Situation	A	B	C	D
<b>Elaboration of the job descriptions</b>				
Establishing a new job within the organizational structure	x			
Organization of the contest for the occupation of a vacant position		x		
Change of the organizational structure of the institution with involvement on the redefining of jobs	x	x		
If there is a situation where the job has been already established and previously occupied but there wasn't formally established the working tasks for the jobholder it is imposed the elaboration of a new job description with the purpose of regulating an already existing situation.			x	
<b>Change of the job descriptions</b>				
Consequence of making the work analysis process	x	x	x	
Change of the organizational and running regulations with repercussions over the existing job descriptions' content	x			
Arranging the exam for the promotion on positions and superior ranks of the staff		x		
Change of the present legal regulations which establish a set of compulsory working tasks		x	x	
Change of technologies and of working techniques or introducing new technologies, respectively some new working tasks	x	x		
Modification of the system regarding the quality's management documents.				x

<i>The revision of the job description</i>				
Consequence of making the work analysis process			x	
As annually or recurrent planned, as established in the calendar by the institution's lead	x		x	
Occasionally at the demand of the institution's manager, the hierarchic head of the structure, the DRU analyst or the compartment of the assurance of quality	x	x	x	x

### ***The process of elaboration of the job descriptions***

In the situation where one of the responsible people regarding the initiation of the job descriptions' elaboration process identifies one of the previous mentioned situations, submits to the management of the institution the request concerning the elaboration of the job description.

The request must include a minimum of data, namely: the name of the job, the structure where it belongs to and the purpose of the requested elaboration of it.

The opportunity of initiation of the job description elaboration process is analyzed by the institution's management that approves the initiation of the process and forwards the request to the superior hierarchic head and to the DRU analyst.

The hierarchic head identifies the sources of information that are decisive in the establishment of the working tasks. Defining the working tasks is realized in an imperative manner, briefly, using a coincided formulation which would emphasize what must be realized, when it must be realized, with what purpose and with what results.

Also, there will be mentioned the resources needed to be used in order for the desired results to be achieved. Establishing the sequence of the working tasks to be drawn up is made by following the sequence of the operations from the reference technology, which is correlated with the established deadlines for the achievement of the objectives or the deadlines foreseen in the legal regulations.

Result of the identification of the working tasks which constitute the attributions of each job description, the superior hierarchic head identifies the next elements of it:

- the responsibilities that devolve from the established attributions as also the general compulsory responsibilities to be included in the job description;
- the minimal requests regarding the occupation of the job, objectified by the definition of the knowledge, skills, aptitudes and personal abilities which must be satisfied by the holder of the job and which is constituted into a premise for obtaining the job, by him/her, of some performances at least satisfying regarding the accomplishment of the working attributions. The accurate defining of the job requests has a major importance in the situation where the process of elaboration of the job description has been initiated with the purpose of occupying a vacant position, the selection of the candidates being made in relation to these;
- the hierarchic and collaboration relations, internal and external;
- the field of authority and competence, of major importance in the case of defining the management and coordination positions.

In the elaboration of the job description the hierarchic head will obey the unitary format indicated by the DRU analyst.

The design of the job description will be forwarded to the manager of the institution, to the DRU analyst and to the AC agent to be verified as follows:

- The manager of the institution will verify the content of the job description regarding the correspondence of it with the organization and working regulations, and in a manner in which the mentioned working tasks will lead to the achievement of the assumed objectives in the assumed managerial plan;
- The DRU analyst verifies the design of the job description with the purpose of meeting the internal and external, procedural and legal regulations;
- The agent of the compartment for the quality's assurance verifies the existence in the content of the job description of the existing responsibilities in the procedures of the management of quality.

Changes and fillings requested by the manager of the institution, by the DRU analyst and by the AC agent will be communicated to the hierarchic head with the purpose of clarifying the aspects that could generate mistaken interpretations of the working tasks, wrong actions or nonconforming results. In the established deadline, the hierarchic head will effectuate the changes and fillings in agreement with the people responsible involved in the matter.

The hierarchic head will forward the signed job description to the DRU analyst with the purpose of approval by the manager of the institution and of communication to the holder of the job of these aspects.

The DRU analyst will enclose the job description:

- To the contest folder, to the extent in which this has been elaborated with the purpose of organizing a contest for the occupation of a vacant position within the institution's structure;
- To the staff folder of the job's holder to the extent to which this has been elaborated as an enclosure to an individual contract of employment already concluded.

### ***The process of modification of the job description***

The process of modification of the job descriptions is an unplanned process but predictable, determined by a set of changes imposed with the purpose of efficiency of the institution's activity within it.

The modification of the job description supposes the operation of some essential changes concerning the:

- working tasks by resizing them from the working volume perspective, by increasing the complexity of the activities, by eliminating the stale working tasks or which on the way of execution have become dull or useless;
- the minimal requests for occupying the position when introducing new working tasks supposes the definition of new requests;
- the hierarchic relations or of collaboration when the institution's schedule has been modified.

### ***The field of competence and authority***

The manager of the institution, the hierarchic head, the DRU analyst forwards to the leading of the institution the request regarding the modification of the job description that

is mandatory to contain the name of the position, the structure where it belongs to, the cause that determined the modification of the job description, the repercussions of the modification of the job description.

The hierarchic head, as the author of the job description, identifies and analyses the causes that led to the necessity of changing the job description, analyses the implications when operating the modifications on the job description and effectuates them to the extent to which these seem effective.

The hierarchic head forwards the modified job description to the manager of the institution with the purpose of approval and to the DRU analyst and to the CA agent with the purpose of verification.

The possible corrections brought to the modifications of the job descriptions will be operated by the superior hierarchic head.

The hierarchic head will forward the modified job description to the manager of the institution with the purpose of approval and to the DRU analyst with the purpose to communicate to the holder of the job and enclosing this to the individual contract of employment of the job's holder.

**The process of performing the job descriptions' revises**

The performing of the revision of a job description supposes the analysis of it with the elaboration conditions aiming the observation of the extent to which it still corresponds to the reality.

In other words the revision supposes a simulation of the job description's elaboration process in a present context and overlapping it on the already existing content.

The comparison of the two versions can lead to small adjustments of the job description's content without modifying it essentially.

This process will be effectuated by the superior hierarchic head under the observance of the DRU analyst.

The DRU analyst will keep evidence of the job descriptions' revisions.

The versions of keeping evidence of the revisions are multiple and they begin from the simple note of the revision's number in the blank space made on purpose for this, of the format of the job description and it goes to the editing of a new job description which follows the same path regarding the elaboration, verification, approval, communication and archiving.

The modality of performing the revisions in a quality's assurance system must obey the procedure of documents revising, established on the level of institution.

**E. THE CIRCUIT OF INFORMATIONS**

Of a major importance in the elaboration of a procedure is the establishment of the informational flow,

The informational circuit established within the procedure concerning the elaboration of the job description is represented in the figure no. 1.

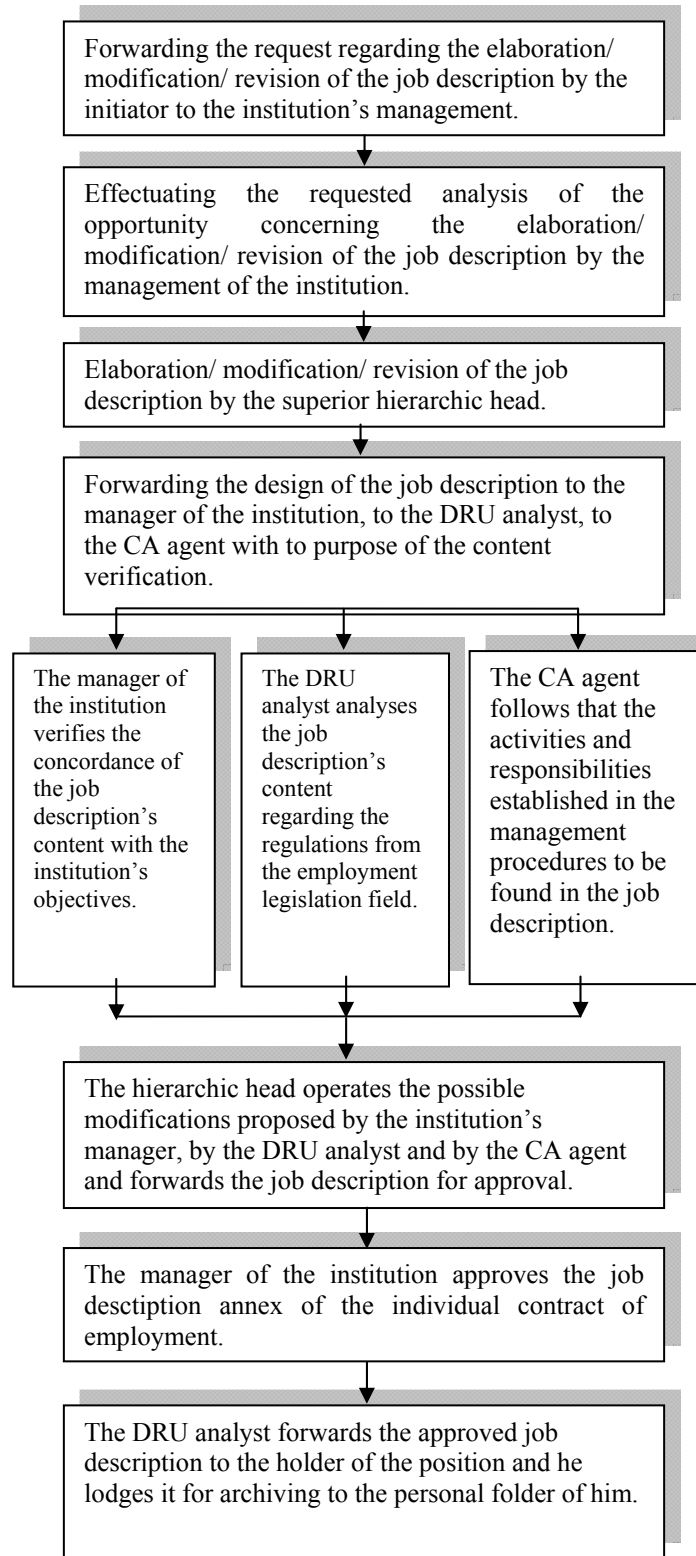


Fig. 1. The informational circuit in the process of elaboration/ modification/ revision of the job description

#### IV. CONCLUSIONS

The definition of the procedural aspects within the process of elaboration/ modification/ revision of the job descriptions allows the evolution of a controllable and coherent process, with the possibility of eliminate the risks of non-compliances appearances of the job descriptions.

By non-compliances we understand:

- omission of some working tasks;
- inaccurate definition of the working tasks;
- unbalanced charge of the jobs within a structure in what concerns the working tasks and the responsibilities;
- non specifying the deadlines for the accomplishment of the working tasks with repercussions on the structure's/ structures' activity which forms the entity;
- the lack of correlation of the working tasks accomplishment with the calendar of structure's activities, aspect that may cause problems of unbalances in the activity of the structure;
- not specifying the results to be obtained as a consequence of effectuating the working task and/ or the qualitative parameters of these;
- the lack of correlation between the needed competences for occupying the position and the complexity of the working tasks;
- the inaccurate definition of the responsibilities or even the lack of their specification;
- the lack of correlation between authority and responsibility.

From the point of view of the juridical relation that the job description defines, the risk of appearance of these non-compliances could lead to legal related problems that are difficult to solve in these situations.

Taking into consideration that the process of elaboration/ modification/ revision of job descriptions is a collective

process. A major importance is held by the communication within the working group formed by all the implied factors, respectively the manager of the institution, the hierarchic head of the structure, the DRU analyst, the CA agent, and the holder of the job. The forming the working group and the establishment of its members is certainly attributed to the manager of the institution. The importance that he pays to the demarche defines the seriousness granted to the process itself by the members of the working group and as a consequence it determines the quality of the elaborated job description.

The procedure concerning the elaboration/ modification/ revision of the job descriptions is integrant part of the system of quality's management and it is subdued to the rigor's principles that govern it. The principle of the continuing improving of quality it successfully applies also on the job descriptions' content by two major directions and namely, by permanent adapting of the procedure to the dictated change by the management system's evolution, and on the other hand by adapting the content of the job descriptions to the evolution of the institution's objectives.

#### REFERENCES

- [1] Oprean, C., Țițu, M. *Managementul calității în economia și organizația bazate pe cunoștințe*, Editura AGIR, București, 2008.
- [2] Oprean, C., Țițu, M., Bucur, V. *Managementul global al organizației*, Editura AGIR, București, 2011.
- [3] Oprean, C., Kifor, Cl., V., *Managementul Calitatii*, Editura Universitatii "Lucian Blaga", Sibiu, 2002.
- [4] Olaru, Marieta, *Managementul Calitatii*, Editura Economica, Bucuresti, 1999.
- [5] Ceausu, I., *Memorator managerial*, Editura ATTR, Bucuresti, 1995.
- [6] Pitariu, H., D., *Proiectarea fișelor de post, evaluarea posturilor de munca și a personalului, ghid practic pentru manageri*, Casa de editura IRECSO, Bucuresti, 2003.
- [7] *Revista Calitate și Management*, Nr.10, Anul 9, Noiembrie 2010.