

## USER'S GUIDE TO JOB DESCRIPTION PREPARATION

A Job Description (JD) is a written agreement between the employer and the employee. It clearly sets out the purpose of the job, how it fits into the Ministry's Organizational Structure and the specific duties that are required to be performed by the employee in his/her substantive position.

### What needs to be in place for preparing a Job Description?

- (i) Corporate Plan;
- (ii) Organizational Structure;
- (iii) Yearly Divisional Plan;
- (iv) Internal Systems and Processes;
- (v) Knowledge of Legislations, Regulations and Policies;

### How to fill in the main sections of the Job Description Template

| Sections    | Heading                       | Description   |
|-------------|-------------------------------|---|
| Section 1   | <b>Ministry</b>               | Insert name of the Ministry /Organization.  |
| Section 2   | <b>Job Title</b>              | Input the job title of the position.  |
| Section 3   | <b>Level</b>                  | Insert level of position as per the Classification of Posts.  |
|             | <b>Job Number</b>             | Seniority of position (according to Organizational Structure). The Head of Division shall receive 1 as its Job Number and the rest of the staff shall receive a number in a descending order throughout the Division.   |
|             | <b>Location</b>               | This refer to the physical location where the position is based.  |
| Section 4   | <b>Purpose</b>                | This will provide details on why the position exists and its main contribution to the Outputs. This section establishes the linkage between the position and the Ministry's CP/AMP which will have an impact on what the position will be responsible for.  |
| Section 5   | <b>Outputs</b>                | <p>This section provides details of the key outputs required of the position that contributes to the achievement of the Division Outputs and ultimately the Ministry's Outcomes/Outputs overall.</p> <p>For junior positions (i.e. Lv. 14 - 10) the template requires only to list key outputs which are specific to their individual positions. However for senior position (i.e. Lv. 9 - 2), there are other outputs that are common to their positions (i.e. planning, organizing and leading) apart from the technical outputs the position is responsible for, reflecting their management responsibilities.</p> |
|             | <b>Performance Indicators</b> | This section provides details on the measures in place to capture the employee's actual performance against the Outputs the employee is responsible for. The performance indicators will be subject to the Ministry's work systems/processes, work environment and work requirements. However regardless of the aforementioned factors, each performance indicator should follow the S.M.A.R.T criteria.  |
| Section 5.1 | <b>Planning</b>               | This section provides details on the assistance required of the position in contributing to planning the work to be carried out the Ministry, Division, Section or employees throughout the Financial Year. This output should be common amongst managers (whether at middle or senior levels) but differentiated in terms of their accountability levels which is cascaded down from positions at Lv.2 - 9.  |
| Section 5.2 | <b>Organizing</b>             | This section provides details on the assistance required of the position in contributing to reviewing the Divisional Structure and designing/revising the internal processes of the division. This output should be common amongst managers (whether at middle or senior levels) but differentiated in terms of their accountability levels which is cascaded down from positions at Lv.2 - 9.  |
| Section 5.3 | <b>Leading</b>                | This section provides details on the leadership required of the position to contribute to the overall management of the staff within the Division. This output should be common amongst managers (whether at middle or senior   |

| Sections    | Heading                            | Description  |
|-------------|------------------------------------|--|
|             |                                    | levels) but differentiated in terms of their accountability levels which is cascaded down from positions at Lv.2 – Lv .9.  |
| Section 5.4 | <b>Technical</b>                   | <p>This section provides the details of the specific tasks required of the position. This will vary for each position, depending on its role in the Division. The employee's core deliverables/accountability areas should be specified in this section which should be aligned to the overarching outcomes and outputs specified in the Ministry's Corporate Plan and Annual Management Plan.</p> <p>At the end of this section, there should be a statement inserted to read something similar to "<b><i>performs any other duties as may be directed by the CEO or Immediate supervisor</i></b>". There should however, be an agreement between the employee and his/her immediate supervisor on what these other duties may entail. Based on agreement between supervisor and employee, all '<u>other duties</u>' requirements must be listed under this section.</p>  |
| Section 6   | <b>Reports directly to</b>         | It is important to identify the immediate supervisor of the position to clarify who the employee reports to for accountability purposes.   |
| Section 7   | <b>Person Specifications</b>       | This specifies the minimum selection criteria for the position which the position must meet to be eligible for consideration for the position.   |
| Section 7.1 | <b>Special Skills</b>              | Each position requires an array of skills which will vary from one position to another across the Public Service. The Ministry should determine the right combination of skills required by the position in order to deliver the required outputs.   |
| Section 7.2 | <b>Education</b>                   | This section sets out the minimum level of educational qualification that is necessary for the position. The Ministry is able to propose the desired educational qualifications required but should follow the standard requirements set by and governed by the PSC Office.  |
| Section 7.3 | <b>Experience</b>                  | This section sets out the minimum years of experience required for the position. The desired years of work experience should complement the educational qualifications proposed in order to effectively deliver the expected outputs.  |
| Section 8   | <b>Position Competencies</b>       | <p>Apart from the necessary qualification(s) and relevant work experience, there are other behavioral attributes required for the position holder to possess to be competent in the performance of his/her job.</p> <p>The position competencies should follow the values and principles of the Tonga Public Service which is stipulated in the Public Service (Amendment) Act 2010 and further elaborated on in the Code of Ethics and Conduct 2010. The higher the position, the greater the need for behavioral competencies in light of his/her management responsibilities Some generic behavioral competencies are listed hereunder as a simple reference (but not limited to these);</p> <ul style="list-style-type: none"> <li>- Communication</li> <li>- Leadership</li> <li>- Teamwork</li> <li>- Results Orientation</li> </ul> <p>The standards of the above competencies must be specified for a common understanding of what level of competence is required of the position and the requirements would differ depending on the seniority.</p> |
| Section 9   | <b>Endorsement &amp; Signature</b> | As abovementioned, a Job Description is a written agreement between an employer and the employee. It is imperative that employees, prior to signing, discuss and agree with their supervisor on the details of the Job and what is expected of them. Once signed, the JD becomes a legally binding document that an employee will strive to deliver <b>all</b> the outputs and meet the expected competencies prior agreed to in the above sections. All JDs are to be signed off by the employee, the immediate supervisor and the Ministry's CEO.  |