

Writing Job/Position Descriptions

As a large part of your company's comprehensive Human Resources strategy, having detailed job descriptions helps you in several ways, such as:

- Mapping of job functions within the overall system,
- Solidifying specific job duties,
- Ensuring that the best applicants are hired specific to the duties of the job,
- Ensuring that job applicants have the proper credentials to excel,
- Facilitating the training of new employees,
- Positioning an accountability structure to ensure work gets done,

Therefore, before you simply begin to compile a list or write text to simply "describe" a job or position, you must first look into all of the details that the employee will perform. The more detailed that you can be, the better both you and your employee will understand exactly what is called for in their job. Once you have completed this, you will then detail the qualifications that a person would need to perform the duties. Finally, you will decide who the employee will report results to on a regular basis.

The first step is to document the tasks performed by the person filling this position. This can be broken down into two main areas: the work itself, and the authority to make decisions. There are two ways to document the tasks.

1. If you have an existing employee, you can use them to document their duties for you. Once they have returned it to you, you can then add to (or subtract from) their responses when preparing the final document. Obviously this method is preferred because you are leveraging more effectively.
2. If you are creating a new position, obviously you will have to do the activity yourself.

See the "Job Description Questionnaire" on Pages 2-3.

Next, you must document *who* this particular job position reports to - in addition to *what* they report. *Please fill out the Questionnaire on Page 4.*

The third step is to collect the list of duties, and determine the qualifications for the person needed to perform the function. New applicants and employees will bring a diverse mix of experiences, educational awards, and abilities that will qualify them best for each position in your company. *See the "Job Qualifications Requirements" on Page 5.*

Once you have filled out this exercise completely, you will have all of the information that you need to complete an effective and useful Job Description for hiring, training, accountability, etc. I have provided a sample on pages 6-7 to use as a guide.

Job Description Questionnaire

Job/Position _____

Completed By _____ Date _____

This form is designed to document all of the various duties of a particular job. Please be as thorough as possible. Use the following scale to rank the importance of the particular duty and to document how often the duty is performed:

P - This is a **P**rimary function of this job that only the person with this description will perform. For example, an accounts payable clerk would open mail, input bills, etc.

S - This is a **S**econdary function that needs to be performed, but is not primary to the job itself, and other people may help or share in the duty. For example the accounts payable clerk might answer phones, open the office, turn on the office machines, etc.

O - This is **another** duty that would be performed if no one else was available at the time to perform it. For example, the accounts payable clerk might make sure the lunch room is tidy, run errands, make coffee, etc.

D - This is a function performed **D**aily on a regular basis

D2 - This is a regular function performed almost daily

W - This is a function performed once per **W**eek on a regular basis

W2 - This is a regular function performed 2-3 times per month

M - This is a function performed **M**onthly on a regular basis

Y - This is a function performed **Y**early on a regular basis

N - This is a function performed on an "as **N**eeded" basis

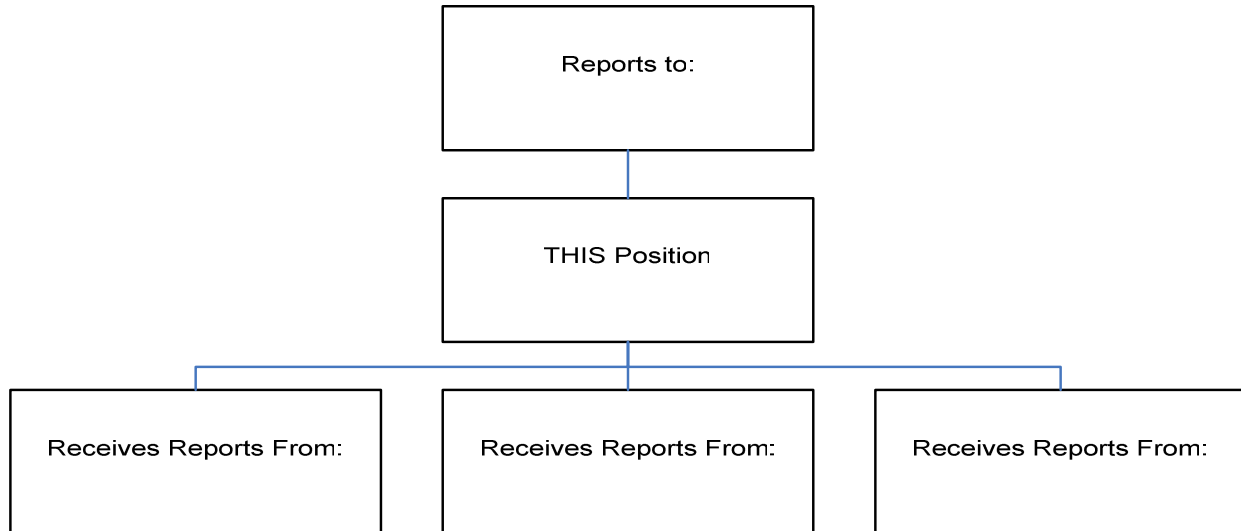
Specific duties

Importance

How Often?

Position Reporting Requirements

Every position in a business is accountable to someone (except perhaps the CEO!). It is important that you clearly define WHO the position report to, WHEN and HOW they report to them, and finally WHAT they report. Use the following to document these areas:



Please detail WHEN this position reports to their manager/superior. If they have subordinates, also detail the same for receiving reports:

Please detail HOW they report. For example, is it by phone, e-mail, in-person, etc?

Please detail the information that they will be reporting (and if sub-ordinates, the information that they will be receiving. For example, a salesperson would detail # of calls made, # of meetings held, total sales, etc.

Job Qualification Requirements

Experience - Ideal employees would bring a background of similar type of experiences to the job that you are filling. Setting “minimum” number of years experience in a field is very commonplace and effective. However, remember that some different jobs have similar types of skills needed for success. For example, if you are looking for a position in customer service where your position has a tremendous amount of direct person-to-person contact, you may be able to fill the position with someone in an unrelated field, but who has had a high degree of interaction with people.

Ideal Experience for this job _____

Minimum Experience for this job _____

Education - While most employers require at least a High School Degree (or its equivalency), jobs that are more technical often require more advanced education. Therefore, some jobs as an accountant at a CPA firm, etc. have obvious educational requirements. Also, please note that training received at a former employer or less traditional educational opportunities exist, such as specialized sales courses, working as an apprentice under a great chef, as well as community college courses.

School Requirements _____

Other Educational Factors _____

Abilities - Abilities are a bit harder to clearly define than experience and education, but are as important – if not more important! It is critical that you define the abilities needed to perform the job properly. Abilities such as effective communication, good writing skills, ability to lift heavy objects, leadership, etc. are much easier to recognize once you have clearly defined what you are looking for. Please list specific abilities needed for this job.

Job Description

Title: ASSISTANT MANAGER

Reports to: Owner/General Manager

Summary of Position:

Oversee and coordinate the planning, organizing, training and leadership necessary to achieve stated objectives in sales, costs, employee retention, guest service and satisfaction, food quality, cleanliness and sanitation.

Duties & Responsibilities:

- Understand completely all policies, procedures, standards, specifications, guidelines and training programs.
- Ensure that all guests feel welcome and are given responsive, friendly and courteous service at all times.
- Ensure that all food and products are consistently prepared and served according to the restaurant's recipes, portioning, cooking and serving standards.
- Achieve company objectives in sales, service, quality, appearance of facility and sanitation and cleanliness through training of employees and creating a positive, productive working environment.
- Control cash and other receipts by adhering to cash handling and reconciliation procedures in accordance with restaurant policies and procedures.
- Make employment and termination decisions consistent with General Manager Guidelines for approval or review.
- Fill in where needed to ensure guest service standards and efficient operations.
- Continually strive to develop your staff in all areas of managerial and professional development.
- Prepare all required paperwork, including forms, reports and schedules in an organized and timely manner.
- Ensure that all equipment is kept clean and kept in excellent working condition through personal inspection and by following the restaurant's preventative maintenance programs.
- Ensure that all products are received in correct unit count and condition and deliveries are performed in accordance with the restaurant's receiving policies and procedures.
- Oversee and ensure that restaurant policies on employee performance appraisals are followed and completed on a timely basis.

- Schedule labor as required by anticipated business activity while ensuring that all positions are staffed when and as needed and labor cost objectives are met.
- Be knowledgeable of restaurant policies regarding personnel and administer prompt, fair and consistent corrective action for any and all violations of company policies, rules and procedures.
- Fully understand and comply with all federal, state, county and municipal regulations that pertain to health, safety and labor requirements of the restaurant, employees and guests.
- Provide advice and suggestions to General Manager as needed.

Qualifications:

- Be 21 years of age.
- Be able to communicate and understand the predominant language(s) of the restaurant's trading area.
- Have knowledge of service and food and beverage, generally involving at least three years of front-of-the-house operations and/or assistant management positions.
- Possess excellent basic math skills and have the ability to operate a cash register or POS system.
- Be able to work in a standing position for long periods of time (up to 5 hours).
- Be able to reach, bend, stoop and frequently lift up to 50 pounds.
- Must have the stamina to work 50 to 60 hours per week.