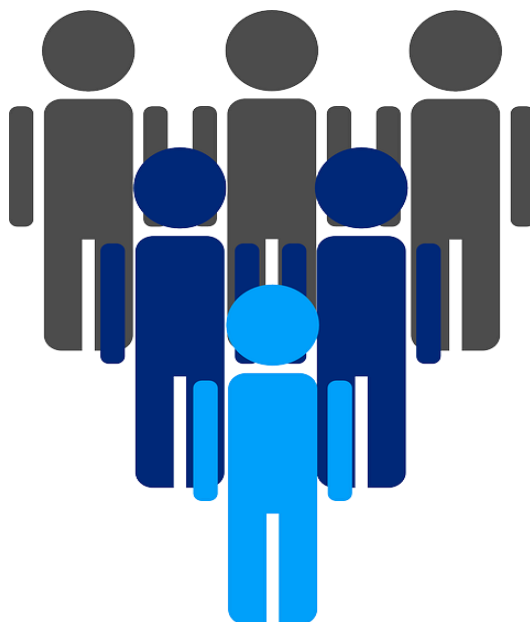




## Describing a Job at Bentley A Manager's Guide to Writing Effective Position Descriptions



<b>INTRODUCTION</b>	<p>At Bentley all staff should have a Position Description (PD). A Position Description is a written statement of <i>what</i> the job holder does, <i>how</i> the job is done, and <i>why</i> it is done. All PDs are stored in the Recruitment module of the Workday system. It is the responsibility of managers and employees to undertake an annual review of the PD together. If changes are going to be made, you can make those edits in Workday, or contact your HR Business Partner for help.</p> <p>A Position Description is the same as a job description, but not the same as a posting or an advertisement for a position, although a posting is based on the PD.</p>
<b>WHAT IS IN A POSITION DESCRIPTION</b>	<p>The basic elements of the PD format used at Bentley include the following:</p> <ul style="list-style-type: none"><li>• <b>Summary/Objective of the Position</b> - This section is an overview of the role described in one to three sentences. It includes a high-level summary of the job, where it fits in the organization, and why it exists.</li></ul>

	<ul style="list-style-type: none"> <li>• <b>Essential Functions</b> - This section is the heart of the PD, and includes the major functions and responsibilities of the role. It is not a detailed or all-inclusive accounting of every task. The statements in this section should be written in descending order of frequency or importance, and should begin with an action verb. (See link to list of Action Verbs below).</li> <li>• <b>Marginal Duties</b> - This section includes information on those duties that are performed infrequently or sporadically, may be shared with others, or are of generally less importance to the overall job.</li> <li>• <b>Minimum Qualifications</b> - In addition to the minimum education and work experience required to do the job, this section might include experience using software, or it may include behavioral qualifications such as organizational or communication skills.</li> <li>• <b>Preferred Qualifications</b> - Some qualifications may be desirable, but not required for the role. For example, experience in higher education, or a second language proficiency might enhance a job, but the job could still be performed without this skill.</li> <li>• <b>Requirements to Work</b> - Some positions require licensure, certification, or other credential.</li> <li>• <b>Working Environment</b> - While many jobs are performed in a typical office environment, others, such as in athletics or facilities, require that the person perform the job under various weather conditions.</li> <li>• <b>Physical Demands</b> - This section is especially important when describing demands that are beyond those of the typical office environment or that might require strength, dexterity, or excessive physical movement.</li> </ul>
<b>HOW POSITION DESCRIPTIONS ARE USED</b>	<p>Position Descriptions have different functions, depending on the user.</p> <p><b>Employees</b></p> <ul style="list-style-type: none"> <li>• Mission and purpose</li> <li>• Job responsibilities and priorities</li> <li>• Performance and goal planning</li> <li>• Career opportunities</li> </ul> <p><b>Managers</b></p> <ul style="list-style-type: none"> <li>• Work organization and structure within the department</li> <li>• Criteria for promotion</li> <li>• Criteria for selection</li> <li>• Performance expectations</li> </ul>

	<b>Human Resources</b> <ul style="list-style-type: none"> <li>• Organizational development</li> <li>• Compliance</li> <li>• Compensation – basis for job evaluation and market analysis</li> <li>• Recruitment – basis for job posting</li> <li>• Other job details, such as FLSA status</li> </ul>
<b>WHAT A PD IS NOT</b>	<p>In addition to understanding what a PD includes, and its uses, it is also important to understand what it is not, such as:</p> <ul style="list-style-type: none"> <li>• Standard operating procedure or detailed list of work processes</li> <li>• Based mainly on the incumbent's background or capabilities</li> <li>• "Wish list" of how the job will look</li> <li>• A Job advertisement</li> <li>• An all-inclusive list of what is expected of someone</li> <li>• Substitution for a performance appraisal system</li> <li>• Vehicle for inflating a role</li> </ul>
<b>HOW TO WRITE EFFECTIVE PDS</b>	<p>The following tools are helpful to consider when writing a Position Description.</p> <ul style="list-style-type: none"> <li>• <a href="#">Quick Reference Guide to Writing Effective PDs</a></li> <li>• <a href="#">Quick Reference Guide to Action Verbs</a></li> </ul>