

MEMORANDUM



To: Mohammad Anwar Rashid ; DG (E&T)
From: Alan Gilmour; International HR Adviser, PGEIP / Crown Agents
CC: Gareth Rannamets; Project Manager, PGEIP / Crown Agents Alex Park; Technical Director , PGEIP / Crown Agents Suleman Yaqub; National HR Adviser, PGEIP / Crown Agents
Date: 27 October 2011
Subject: Job Description work stream

Sir,

Introduction

One of the priority areas for improvement identified for E&T Department was the preparation of up-to-date job descriptions for the Department.

In the latter part of May we interviewed several Property Tax Inspectors to prepare examples of a generic JD and a personal JD of a hypothetical Inspector working in property tax circle. These were submitted to you and discussed in early July. Unfortunately, for reasons outside our control we have been unable to make further progress with this work stream until now, but we now fortunate to have Suleman Yaqub, a qualified HR specialist, on the PGEIP project team.

For information, I attach copies of the two sample JDs and a note about the proposed process, and seek your approval to re-activate the Job Descriptions process.

The first essential step is to select and train a core group of E&TD personnel who will draft the generic JDs, under our guidance.

It will be important that the selection is done with care and with a view to the long term possibility of having at least some of the core team members become part of the future HR Unit. We will work with the Director (HQ) to specify the criteria against which the selection should be made and the number of persons required.

We would therefore be grateful if you would give the necessary instructions.

Attached:

- Annex I -- Approach to Job Descriptions
- Generic JD for Property Tax Inspector
- Personal JD for Property Tax Inspector

Annex 1 -- Approach to Job Descriptions

Benefits of the proposed approach

The proposed approach goes beyond simply producing a list of tasks & responsibilities. The format of the JD is designed to provide a basis for jobholders and their line managers to create an agreed contract setting out what the jobholder is expected to do, and also to set some performance measures. The key benefits will be:

- The JD will become a living document, regularly referred to and adjusted; it will not be consigned to the back of the bottom drawer of the furthest filing cabinet
- The Jobholder will always know what (s)he needs to do to be successful in the job
- The line-manager will have a mechanism promoting dialogue with his/her subordinates, and a basis for guiding the jobholder's activities in support of the Department's changing requirements.
- The inclusion of some performance measures will begin the process of introducing the skills and processes of performance management without interfering with PER / ACR system
- The performance measures will provide a means for appraising the jobholder's performance objectively and rationally
- In due course, if adopted and maintained, this approach will lead to full-scale performance management and additional rewards for the best performers.

Two-stage JDs

Since the JD is an individual agreement between the jobholder and line-manager, each JD will be unique. In order to ensure a reasonable degree of consistency between jobs of the same type, and to make the process easier for both parties, the writing of JDs will take place in two stages:

1. Generic JD -- this is a partially completed template for each job type in the Department. The example we have used is that of Tax Inspector (Property Tax). The generic JD describes the core tasks and responsibilities of a typical Tax Inspector, and will provide the line-manager and jobholder with a substantial starting point for developing the specific or personal JD
2. Personal JD -- this is the JD which is specific to a single jobholder in a specific location. Each manager / jobholder pair will take the nearest appropriate generic JD and tailor it to their specific needs. A few adjustments may need to be made to the list of tasks & responsibilities, but the key to the personalisation process will be the addition of the performance measures which the manager agrees with the jobholder, and the development plan identifying any training or counselling the jobholder may require in order to meet the agreed targets.

Special Features

There are three special features of the proposed JD format.

1. Person Specification -- The Generic JD contains a section to specify the special knowledge, skills and personal attributes necessary for the successful fulfilment of the job. This section is intended as a guide when seeking to fill a vacancy by transfer or by recruitment. It can only be advisory for the present, but the posting authority must be aware of the specification whether or not it is followed.
2. Performance Measures -- Most E&T employees work to annual revenue collection targets, which may be set at a team or individual level. These targets would only be listed if the jobholder has a specific personal target to meet. The performance measures or key results section is for the use of the specific jobholder / manager pair. As such, the focus should be on measures which lead to improvement in the

jobholder's operational performance. For example, a tax inspector might need to increase the number of cases (s)he processes in a given period. Or the target might be to reduce a backlog by a specified percentage in a specified period. Even subjective performance standards need a measuring yardstick. For example improved public interaction measured by a reduction in the number of complaints during a certain period, etc.

3. Development Plan -- This section is also specific to the jobholder and manager, and is where any training or development need would be noted. In the course of discussing the job and specific performance measures, the jobholder or the manager may identify a gap in the jobholder's knowledge or skills. The gap should be noted on the JD, and also communicated to the relevant person (a Training Co-ordinator is proposed in the HRM Report submitted in April 2011). If the need is not met, allowance must be made at the next appraisal, for any related shortfall in the jobholder's performance.

JD writing process

It is important that the JD process, once begun, is maintained and developed beyond the duration of the PGEOP project. For this reason the writing of JDs will be carried out by a small team of writers selected from E&T staff and trained in the process.

The steps in the proposed process are:

1. Train JD "Core Team"
2. Agree list of Generic JDs required
3. Core Team draft generic JDs
4. Draft JDs reviewed with core team and PGEIP HR advisers
5. Generic JDs published in printed and digital form
6. Key line managers trained in personalisation process
7. Line managers and subordinates agree modifications and performance measures.
8. Training requirements (from Personal Development Plans) collected, co-ordinated and addressed.

Training

There is a significant training requirement if full use is to be made of the proposed JD system. In addition to the training of the Core JD Team, all line managers will need to learn how to agree personal JDs with each of their subordinates.

Training of the Core JD Team will be done by the PGEIP HR consultants, and should be completed in 2-3 days, assuming the selected team members have good English language skills.

Training of the line managers should not require more than 1 day, and we can deal with them in fairly large groups. The training would be delivered in selected local venues around the province.

Conclusion

We trust that the proposed approach will meet your requirements. If you have any questions, please contact me or Suleman Yaqub, and we will be happy to provide any additional information you require.