UMB New Job Description Tool

Program Overview
Why Change the Job Descriptions?

SUPPORTING THE 2017-2021 UMB STRATEGIC PLAN

Human Resources designed the new Job Description Program to support the University of Maryland, Baltimore 2017 – 2021 Strategic Plan. The Program’s primary purpose is to define standard and consistent job description language, and establish access to job descriptions for employees and managers.

• 2017 – 2021 UMB Strategic Plan Theme 4 Outcome 1: Provide “opportunities at UMB that enable faculty, staff, and trainees to excel and advance in their careers”.
  – The Job Description Program supports this goal by clarifying distinction between types of jobs at the University, helping to build a line of sight for employees to assist in career planning.

• 2017 – 2021 UMB Strategic Plan Theme 6 Outcome 2: UMB is “perceived, internally and externally, as an institution that uses best business and operating practices to realize greater efficiency and effectiveness in the stewardship of its resources”.
  – The Job Description Program supports this goal by making job descriptions readily available and adopts best practices of other higher education institutions (including UMB peer institutions).

The program can further support the University in attracting, engaging, and developing the best employees by integrating job descriptions with recruitment, career planning, employee development, workforce planning, performance management, and compensation.
What is a Job Description?

- A job description is a useful, concise, practical tool that describes purpose and expectations of a job. It consists of primary duties, qualifications, knowledge/skills/abilities and describes the position to someone who is unfamiliar with the job, department, and organization.

- A job description is not an exhaustive list of duties; it focuses on primary duties written in a factual style. A primary duty is a key, critical activity, of the job. A primary duty should represent at least 5% of a full time workweek. Job descriptions contain “other duties as assigned”.
What are the Main Components of the Job Description?

- The Job description program uses a job family approach. Jobs are assigned and organized into four main components: job family, subfamily, career point, and job role level.

<table>
<thead>
<tr>
<th><strong>Job Family</strong></th>
<th>Broad groupings of occupations that perform similar nature of work.</th>
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</thead>
<tbody>
<tr>
<td><strong>Sub Family</strong></td>
<td>Subsets of the job family that are closely related based on specialization of work.</td>
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<tr>
<td><strong>Career Point</strong></td>
<td>Describes the type and level of work performed, as opposed to occupation or subject matter. There are two career points.</td>
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<tr>
<td><strong>Job Role Level</strong></td>
<td>Subsets of career point. Describes incremental changes in job scope, responsibility, qualifications. There are four job role levels in each career point.</td>
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<table>
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<tr>
<th><strong>Professional</strong></th>
<th><strong>Senior Professional</strong></th>
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<tbody>
<tr>
<td>Professional IV</td>
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</tr>
<tr>
<td>Professional III</td>
<td>Senior Professional III</td>
</tr>
<tr>
<td>Professional II</td>
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</tr>
<tr>
<td>Professional I</td>
<td>Senior Professional I</td>
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Example of Components

The job role level includes primary duties and minimum qualifications which are copied and modified from existing job descriptions. Please see the Appendix for detailed definitions of the career points and job role levels. Each job is assigned a technical role which is a concatenation of the job family, sub family, career point, and job role level.

Compensation Specialist
• Job Family = Human Resources
• Sub Family = Compensation
• Career Point = Professional
• Job Role Level = Level 2

Career Development Manager
• Job Family = Human Resources
• Sub Family = Career Development
• Career Point = Senior Professional
• Job Role Level = Level 1
Through the New Tool...

• Employees will be able to:
  – Access their job description
  – Explore what jobs exist across the University and how they’re grouped together by the type of work and level of work
  – Use the Job description tool to assist in career planning

• Managers will be able to:
  – Access a variety of job descriptions
  – Better support their staff in career planning
  – Have a better understanding of what jobs exist across the University and how they’re grouped together by the scope of work and level of work
The New Tool will not...

• The Job Description Tool will not:
  – Change current pay or pay range of jobs
  – Change current job titles
  – Change job duties; rather, the program provides clearer definition of how employees should already be functioning
  – Increase or decrease the value of a job
  – Impact senior leadership, nonexempt, faculty, or student jobs at this time
APPENDIX
## Career Point Characteristics

<table>
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<th>Career Point</th>
<th>General Characteristics Definitions</th>
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| **Professional**   | • Accomplishes responsibilities by applying specialized and theoretical knowledge, principles, and concepts of a professional discipline normally acquired through advanced education or specialized training. Resolves issues and significant matters on behalf of management by utilizing independent judgment, discretion, creativity, and analytical thinking. Contributes to development and evaluation of goals and objectives. Creates solutions to ensure legal and policy compliance.  
• May supervise, mentor, or coordinate work of others (positions that supervise are responsible for service delivery, quality assurance, and employee performance). May independently manage or administer programs, processes, projects, or resources.  
• Most positions require a Bachelor’s degree.                                                                                                                                                                                                                                                                                                                                                   |
| **Senior Professional** | • Accomplishes responsibilities by primarily (>50%) performing significant managerial functions within area of responsibility. Possesses subject matter expertise in a professional discipline. Achieves objectives through coordinated efforts of others, typically by managing recruitment, engagement, performance, and development of employees. Develops, implements, and manages goals and objectives. Participates in strategic planning. Determines and manages processes, practices, and/or policies. Manages operations, workflow, projects, and/or systems that have strategic impact. Accountable for operational and/or financial resources. Accountable for legal and policy compliance.  
• Performs duties that oversee, manage, direct, and strategize.  
• Positions require a Bachelor’s degree.  
• Most positions require supervisory/management experience.                                                                                                  |
# Professional Job Role Characteristics

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<tr>
<td>I</td>
<td>Applies entry level knowledge, concepts, principles, and skills. Decision making occurs within defined parameters. Supervisor defines assignments, expectations, and deadlines. Supervisor may review work for quality. Demonstrates initiative and discretion to resolve routine and non-routine matters. Most positions typically require minimal related experience (0 – 2 years).</td>
</tr>
<tr>
<td>II</td>
<td>Applies intermediate level knowledge, concepts, principles, and skills. Decision making occurs within general guidelines and requires significant interpretation. Supervisor defines work guided by goals and objectives. Supervisor assists with unusual situations. Solutions require considerable analysis and evaluation of various alternatives. Independently anticipates needs and requirements to resolve non-routine matters. Most positions typically require several years of related experience (2 – 4 years).</td>
</tr>
<tr>
<td>III</td>
<td>Applies in-depth, senior level knowledge, concepts, principles, and skills. Wide latitude in decision making to interpret unclear or inadequate guidelines. Supervisor and employee collaborate to develop goals and objectives. Confers with supervisor only on controversial or far reaching matters. Proactively resolves broad and unique matters requiring sophisticated analysis and interpretation. Acts as resource to others. Most positions typically require considerable years of related experience (4 – 6 years).</td>
</tr>
<tr>
<td>IV</td>
<td>Applies advanced, expert level knowledge, concepts, principles, and skills. Substantial latitude in decision making. Sets goals and objectives to align with defined strategy. Informs supervisor of progress. Works on ambiguous matters generally without precedent or structure. Makes departures from traditional approaches to develop novel solutions. Influences strategy, program, policy development, and best practices. Acts as expert resource to others. Most positions typically require extensive years of related experience (6+ years).</td>
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## Senior Professional Job Role Characteristics

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<tr>
<td>I</td>
<td>Manages the <strong>daily operations</strong>, typically, of a <strong>work unit</strong> or <strong>function</strong>. Develops and achieves broadly stated goals and objectives in alignment with defined strategy. Primarily responsible for overall execution of results for a unit. Wide latitude to make managerial decisions within area of responsibility. Recommends financial, personnel, and significant strategic decisions for upper senior professional approval. Common titles: Manager</td>
</tr>
<tr>
<td>II</td>
<td>Primarily supports upper level senior professionals in the <strong>overall strategic direction</strong> (rather than daily operations) of, typically, a <strong>functional area</strong>. Develops and executes strategic goals and objectives. Responsible for planning, development, and implementation of strategies. Substantial latitude to make managerial decisions within area of responsibility. Upper senior professionals rely on expertise and advice to make financial, personnel, and significant strategic decisions. Significant authority to act on behalf of upper level senior professionals as needed. Common titles: Assistant or Associate Director</td>
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<tr>
<td>III</td>
<td>Oversees <strong>overall strategic direction</strong> of a <strong>functional area</strong> as the designated leader. May lead through subordinate senior professionals. Oversees and executes strategic goals and objectives that align with overall <strong>School/University</strong> strategy. Broad authority to make managerial decisions within area of responsibility, informing leadership of significant financial, personnel, and strategic decisions. Decisions and quality of execution have significant impact on other functional areas. Common titles: Director</td>
</tr>
<tr>
<td>IV</td>
<td>Oversees <strong>overall strategic direction</strong> of <strong>multiple functional areas</strong> that have significant <strong>University impact</strong> as the designated senior leader. Leads through subordinate senior professionals. Oversees and executes strategic goals and objectives that directly align with University strategy. Full authority to make managerial decisions within areas of responsibility, informing leadership of results. Provides transformational advice and support to leadership on University long term strategic vision. Decisions and quality of execution have significant impact to the University. Common titles: Executive Director or Administrator</td>
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IMPORTANT VOCABULARY
• Old Job Description – The old job descriptions will cease to exist for each job that is converted to the new job description format. The old job descriptions have a brief job summary, a list of primary duties, minimum qualifications, and a list of knowledge, skills, and abilities (KSAs).

• New Job description – Job descriptions created within the new Job Description Tool are standardized, clear and concise descriptions that include a job summary with the definitions of the job family and subfamily; a scope of role section that includes the definition of the career point and the job role level; primary duties, minimum qualifications and KSA’s related to the career point.
• Job Title – The job title listed in My eUMB will not change as a result of the new Job Description. It will remain the same as before. An example of a job title might be Sr. Compensation Specialist.

• Technical Role – The technical role is a concatenation of the job family, subfamily, career point, and job role level. An example of a technical role would be: Human Resources Compensation Professional III.

• Job Family - A job family is a group of occupations that perform similar nature of work and have like knowledge, skills, and abilities.
• Job Subfamily - A job subfamily is a subset of a job family that is a more specific area of specialization within the job family.

• Career Point - Career points describe the type and level of work performed, as opposed to occupation or specialization. The new job description structure is centered on two career points – Professional and Senior Professional.
  – Professionals typically include individual contributor staff with learned knowledge where discretion and independent judgment are critical job functions.
  – Senior Professionals includes individuals with strategic level responsibilities and are primarily (>50%) performing significant managerial functions within an area of responsibility. Each career point level has a predefined definition.
• Job Role Level- Within each Career Point (Professional and Senior Professional) there are four job role levels.
  – Each level describes the incremental changes in job scope, responsibilities, and qualifications, and will have a unique definition. For example for Professionals:
    • Entry
    • Transitional
    • Proficient
    • Advisor
  – Each job role level has predefined definition, primary duties, and minimum qualifications vetted with subject matter experts.