Introduction

The intention of this manual is to provide instructions on the use of the job description database. Anyone within the University may propose updates or changes to a job description. Human Resources is responsible for reviewing and approving changes made to a job description in consultation with the supervisor of the position.

Job Description Database Link: https://www1.baylor.edu/JobDescription/
A good job description or PAQ is a brief concise document and should not detail individual functions performed by the position. A department should document detail functions within a departmental operations manual, which serves a different purpose than a job description or PAQ. Job descriptions or PAQ are a list of 8-15 short sentences or functions, which cover the main responsibilities of the position. See Appendix 3 and 4 for additional details on what to include in a job description or PAQ, along with example of a good job description.

Importance of a Job Description (See Staff Compensation Plan Section 3.B):

- Outlines the responsibilities of the positions
- Creates an understanding of expectations for the person within the position
- Allows Human Resources to perform job evaluations
- Sets the working conditions for the position (physical and mental requirements)
When you log into the job description database, the following screen is displayed. This document discusses each of the green highlighted links in detail within the following pages.
Search by Department

To search for all job descriptions within a department, click on the Search by Department link. The first selection within the drop down box is Job Profiles, and the second is Grant profiles. See appendix for definitions of job and grant profiles.

Job Description

Search by Dept
Search by Position Class
Search by Position Number
View/Print my job description
Edit my job description
Add a new job description

Select a department: Job Profiles
Search for job description(s)

To view job profiles, search by department and select either Job Profiles or Grant Profiles.

Click the down arrow to view a list of departments.
Search for a Department

To select a department: click on the down arrow for a list of departments, and then select the department. After Job Profiles and Grant Funded Profiles, the departments are listed in alphabetical order. The database uses Banner to populate the department list. After the selection of a department, click Search for job description(s) button.

Tip: Within the database you cannot view all Athletic positions by department. To view the Athletic job descriptions, either search by PCLS (position classification) or by POSN (position number).
Search by a Position Classification (PCLS)

To search by a position classification (PCLS), select the Search by Position Class link. Next, type the PCLS number and click the Search by job description(s) button.

Tip: You must click the Search by job description(s) button, simply clicking the enter button on the keyboard will not activate the search.
Search by Position Number (POSN)

To search by a position number (POSN), select the Search by Position Number link. Next, type the POSN and click the Search by job description(s) button.

Tip: **You must click the Search by job description(s) button**, simply clicking the enter button on the keyboard will not activate the search.
To view or print your own job description, select the View/Print my job description. *To print your job description to a pdf document: Click File, Print, Select Adobe PDF from printer selection, and Save the file to your computer.*

**Tip:** To print the job description as a PDF, you must have Adobe Acrobat install on your computer. Adobe Acrobat can be installed onto a University Computer from the Information Technology Services website. If you need assistance with the installation, please contact the help line at 710-(HELP) 4359

Link to Software Installer: [https://www.baylor.edu/appcenter/bin/core.asp?path=home](https://www.baylor.edu/appcenter/bin/core.asp?path=home)
To edit your own job description, click on the Edit my Job Description link. Every field on the screen is required. See the Editing a Job Description section for additional details.
Add a New Job Description

To add a new job description, enter the position and click continue. The next screens will take you step by step to add the job description.

Tip: This is a rare occurrence; BearQuest transfers all new job descriptions into the job description database from EMS.

- If the approved position is in BearQuest, and it does not show up within the job description database: The EMS check box is not check to transfer the description over into the database. A Talent Acquisition Specialist can check this box.
- Some older position on campus may not have a job description. Use the add a job description function to enter job descriptions for positions that have never been through BearQuest or EMS.
- If an approved request is in BearQuest and the EMS job description transfer box is checked: See Job Description Admin Sections; Change a Position Number and Archive Job Descriptions (list only, not active) for possible solutions.

Job Description

Enter new position number:

[Continue]

Enter position number and click the continue button.

[Cancel]
## Job Description Admin

When a job description is updated and submitted, it is sent to the Job Description Admin page for approval. See Job Description Approval section for additional detail.

This page allows you to: add a new job description, change a position number, search archive, and view archive job descriptions.

### Pending Job Description Modifications

<table>
<thead>
<tr>
<th>Position Number</th>
<th>Title</th>
<th>Date</th>
<th>Authorized By</th>
</tr>
</thead>
<tbody>
<tr>
<td>112205</td>
<td>Compensation Specialist</td>
<td>11/10/2010</td>
<td>Julie</td>
</tr>
</tbody>
</table>

Click Select to review changes made to a job description.
If a position number changes because of reorganization or an upgrade, the position number needs to be updated manually in the database. On this screen enter the old (or current) position number, the new position number, and click continue. The job description application will verify the change.

**Tip:** When searching the job description database, if a person’s name is not associated with the job description:

1. The position is either vacant, or
2. The position number changed and the manual updating of the position did not occur
Job descriptions with inactive position numbers are stored in archives. Search for an archive job description using Search Archives link.
Job Description Admin: Archive Job Descriptions (list only, not active)

Job descriptions with inactive position numbers are stored in archives. The Achieve Job Descriptions (list only, not active), list all archived positions.

**Tip**: If an old position does not have a job description, search the archive for the description. If you find a job description, use the Change Position Number function to activate the job. You will need the active position number, along with the inactive position number listed within the archives.

<table>
<thead>
<tr>
<th>Check to archive</th>
<th>Department</th>
<th>Position Title</th>
<th>Position Number</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>President Emeritus</td>
<td>Personal Assistant to President Emeritus</td>
<td>102101</td>
<td>View/Print</td>
</tr>
<tr>
<td></td>
<td>President</td>
<td>Administrative Assistant III</td>
<td>103504</td>
<td>View/Print</td>
</tr>
<tr>
<td></td>
<td>President</td>
<td>Administrative Assistant III</td>
<td>103505</td>
<td>View/Print</td>
</tr>
<tr>
<td></td>
<td>President</td>
<td>Administrative Assistant - PT</td>
<td>103508</td>
<td>View/Print</td>
</tr>
<tr>
<td></td>
<td>Prof &amp; Org Development</td>
<td>Administrative Assistant - PT</td>
<td>103508</td>
<td>View/Print</td>
</tr>
<tr>
<td></td>
<td>Prof &amp; Org Development</td>
<td>Program Coordinator/Training Specialist</td>
<td>106401</td>
<td>View/Print</td>
</tr>
<tr>
<td></td>
<td>Prof &amp; Org Development</td>
<td>Prof &amp; Organizational Development Specialist</td>
<td>106403</td>
<td>View/Print</td>
</tr>
<tr>
<td></td>
<td>Prof &amp; Org Development</td>
<td>Program Coordinator/Training Specialist</td>
<td>106501</td>
<td>View/Print</td>
</tr>
<tr>
<td></td>
<td>Institutional Research/Testing</td>
<td>Assistant VP for Institutional Research &amp; Testing</td>
<td>108101</td>
<td>View/Print</td>
</tr>
<tr>
<td></td>
<td>Institutional Research/Testing</td>
<td>Research Assistant</td>
<td>108405</td>
<td>View/Print</td>
</tr>
<tr>
<td></td>
<td>Institutional Research/Testing</td>
<td>Senior Research Analyst</td>
<td>108406</td>
<td>View/Print</td>
</tr>
<tr>
<td></td>
<td>Enrollment Management</td>
<td>VP for Enrollment and Retention Management</td>
<td>111001</td>
<td>View/Print</td>
</tr>
</tbody>
</table>
To edit a job description, first search for the job description using Search by Department, Search by Position Classification or Search by Position number links. Once the job description is located, click on the edit button. See Appendix 3 and 4 for additional details on how to editing a job description.

After clicking the edit button, the job description edit screen will appear.
The level of independence is a required section; you must select a radio button.

- Instructions and guidelines are specifically written or verbally given. Work is subject to minor or infrequent changes. Work is closely supervised and frequently reviewed. Decision making authority is limited to the supervisor.
- Instructions and guidelines are limited to objectives, priorities and deadlines. Questions are referred to supervisor. Decision making authority is limited to the supervisor.
- Instructions and guidelines define overall goals and priorities under limited supervision. This position may have the authority to commit the employer in matters that have financial impact. Advanced knowledge is required in planning and completing assignments, resolving conflicts and coordinating work with others. This position has the authority to make decisions without direction from supervisor.
- Instructions and guidelines consist of broadly defined assignments and functions. Programs, projects and other work products are considered authoritative and normally accepted by others without significant change. This position has authority to waive or deviate from established policies and procedures without prior approval. This position has the authority to make decisions without direction from supervisor.
- Instructions are limited to reviewing mission statements and general responsibilities. This position is responsible for planning long or short term objectives; determining organizational strategies, and establishing guidelines. This position makes final decisions.
**Job Functions**

Each essential and each secondary function is edited, saved, or deleted individually by using the links in the grid.

Please list the essential and secondary functions of this position and estimated percent of time represented by each function over a given period of time.

Essential functions are those duties and responsibilities that are the main focus and purpose of the position. Usually an incumbent will spend 20% or more time on these duties or responsibilities.

Secondary functions are those duties and responsibilities that are performed on an irregular basis, or to assist other team members as needed.

**Percentage of time allotted to essential and secondary functions should total 100%**.

### Essential Functions

<table>
<thead>
<tr>
<th>Function Description</th>
<th>Pct Of Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaborate and coordinate with Payroll and Human Resource Services the ongoing administration of the compensation plan with respect to job classification and compensation adjustments.</td>
<td>10.00%</td>
</tr>
<tr>
<td>Administer and assist in the implementation and evaluation of compensation policies and systems.</td>
<td>15.00%</td>
</tr>
<tr>
<td>Provide assistance, guidance, and information as necessary to support department heads, supervisors, and employees in following and understanding the university staff compensation plan. This will include participation in website design and other written communication vehicles.</td>
<td>15.00%</td>
</tr>
<tr>
<td>Participate in the design and enhancement of human resources information systems in order to achieve maximum utilization of available technology.</td>
<td>5.00%</td>
</tr>
<tr>
<td>Develop and prepare analytical reports concerning compensation and benefit issues.</td>
<td>10.00%</td>
</tr>
<tr>
<td>Develop and maintain a network of contacts with comparable organizations to serve the need for obtaining salary data for positions across the university.</td>
<td>10.00%</td>
</tr>
<tr>
<td>Conduct national, regional, and local wage and salary surveys with organizations with which Baylor would want to compare.</td>
<td>10.00%</td>
</tr>
<tr>
<td>Develop the parameters of the Staff Compensation Plan within the HRIS System.</td>
<td>5.00%</td>
</tr>
<tr>
<td>Recommend equity/market adjustments based on analysis of internal and external data.</td>
<td>10.00%</td>
</tr>
</tbody>
</table>

**Total**: 90.00%

### Secondary Functions

<table>
<thead>
<tr>
<th>Function Description</th>
<th>Pct of Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research and recommend plans for improvement of university compensation and benefit programs, policy, and practices.</td>
<td>5.00%</td>
</tr>
<tr>
<td>Assist with the administration of various insurance products and the Section 125 plan.</td>
<td>5.00%</td>
</tr>
</tbody>
</table>

**Total**: 10.00%

**Total percent of time for both essential and secondary functions**: 100.00%

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*Click the Delete this Function link to remove a function*

*Click the Edit this function link to make changes to the essential functions*

*The percentage (Pct) of Time must be at least 5%.*

*The essential functions character limit is 255.*

*Use the Add a New Essential Function button to add a new function to the job description.*

*Secondary Functions section works the same as the Essential Functions section.*

*Essential and Secondary Functions must equal 100%*
Supervisory Responsibilities

Existing supervisory responsibilities can be edited, saved, or deleted using the links in the grid below. To add new supervisory responsibilities, click add position supervised. If this position has supervisory responsibilities, the nature of the work supervised, must be specified.

Indicate full time equivalence (FTE) for each position this position supervises. Example: 1.0 = 40 hours per week; 0.75 = 30 hours per week. If there were 2 positions, one worked 20 hours/week and the other 40 hours/week, the FTE would = 1.5.

Direct Supervision: Responsibility for hiring decisions, performance evaluations, counseling and assigning work.

Indirect Supervision: Project assignments or administrative procedures only.

Positions Supervised

No positions supervised by this position. Add position(s) supervised.

Title

FTE

Direct Supervision

Indirect Supervision

Insert Cancel

The FTE is calculated by dividing the hours per week by 40 hours. Example: 20/40 = .50

Click this button first to add supervisory positions.

Title of supervised positions. (e.g. Director, Administrative Assistant, etc...)

Number of FTEs with similar titles.

Once the supervisory position information is entered, click insert to add the information. If you accidently clicked the Add position(s) button, click cancel to remove these fields.

Working Conditions, Physical Requirements, Mental Requirements

Use the following frequency definitions to indicate the working conditions and physical demands of this position.

Never = Activity is not a regular requirement. (20% or less of the normal workday)

Occasional = No more than 2.5 hours per 8 hour day

Frequent = 2.5 to 5 hours per 8 hour day

Constant = 5 or more hours per 8 hour day

Select the appropriate frequency for each of the following characteristics of this position:

Working Conditions

Work performed in a normal office environment. Constant

Work performed in an environment requiring exposure to weather extremes. Never

Work performed in an environment requiring exposure to fumes, odors and noise. Never

Physical Demands

Physical effort with some handling of light weight such as supplies or materials (0 to 15 lbs). Occasional

Physical efforts including standing, lifting and carrying light to moderately heavy materials or equipment. (15 to 50 lbs). Never

Physical effort such as pushing, pulling, bending, lifting, and carrying heavy objects (50 lbs+). Never

Visual/Mental Demands

Demands require close visual attention. Constant

Demands require prolonged mental concentration. Constant

Exposure to Hazards

Exposure to hazards that may result in some injury, lost time, or threat to one’s personal health. Never

Exposure to job hazards that may result in injury, lost time, total disability or death. Never

Exposure to Hazards is rare. Most positions should have Never as the frequency for this category. (e.g. positions with exposure to hazards: Radiation Specialist, Nurses, Lab Coordinators, ect...)
<table>
<thead>
<tr>
<th>Software</th>
<th>Required Skill Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Microsoft Windows</td>
<td>None</td>
</tr>
<tr>
<td>Mac OS</td>
<td>None</td>
</tr>
<tr>
<td>Microsoft Excel</td>
<td>None</td>
</tr>
<tr>
<td>Microsoft PowerPoint</td>
<td>None</td>
</tr>
<tr>
<td>Microsoft Word</td>
<td>None</td>
</tr>
<tr>
<td>FileMaker Pro</td>
<td>None</td>
</tr>
<tr>
<td>Adobe Photoshop</td>
<td>None</td>
</tr>
<tr>
<td>Adobe PageMaker</td>
<td>None</td>
</tr>
<tr>
<td>Microsoft Outlook</td>
<td>None</td>
</tr>
<tr>
<td>Web Browser (Internet)</td>
<td>None</td>
</tr>
<tr>
<td>Website Maintenance</td>
<td>None</td>
</tr>
<tr>
<td>Banner</td>
<td>None</td>
</tr>
<tr>
<td>CBORD CSGold</td>
<td>None</td>
</tr>
<tr>
<td>Nolij</td>
<td>None</td>
</tr>
<tr>
<td>Peoplesoft</td>
<td>None</td>
</tr>
<tr>
<td>Persona</td>
<td>None</td>
</tr>
<tr>
<td>Other Software</td>
<td>None</td>
</tr>
<tr>
<td>BearQuest</td>
<td>None</td>
</tr>
</tbody>
</table>

Novice - basic or no previous knowledge with this software is required to perform the essential functions of the job.

Intermediate - moderate knowledge of the software to perform the essential functions of the job. The person should be proficient in using the software.

Advanced - specialized knowledge of the software to perform the essential functions of the job. Typically requires a certification or extensive experience with the software.
Job Description Approval

Submitting a Job Description for Approval:

To submit a job description for approval, the check box at the bottom of the edited job description is a required field. Clicking the Save / Submit button without checking the box, will only save the changes.

Approval Process:

Human Resources will review the changes to the job description and refer any questions about the changes to the supervisor. After all questions are answered and the changes are review, Human Resources will approve the job description.
COMPENSATION TERMS

EEO Codes – Are defined by the EEOC for required reporting. EEO codes are grouped together by similar skill sets and various job families.

Employment Classification (ECLS) – Benefit classification assigned to individual positions: Executive Management, Staff Executive, Staff Monthly, Full Time Bi-weekly, and Part Time Bi-Weekly.

FLSA Status - Determines if a position qualified for overtime (Non-exempt / Bi-Weekly Paid) or does not qualify for overtime (Exempt / Monthly Paid).

Grant Funded Profile – is a general description of functions, and responsibilities for typical grant funded positions.

Job Profile – is a general description of functions, and responsibilities for typical university funded positions.

Position Analysis Questionnaire (PAQ) – Is used in BearQuest to evaluate positions. When a position is approved within BearQuest, the PAQ will transfer over into the job description database.

Position Classification (PCLS) Number – For internal administration purposes, jobs are grouped together and are similar either in requirements, skills, responsibility level, benefits and/or EEOC classification. Several PCLS at are similar in nature are grouped into Job Families.

Position Classification (PCLS) Title – Descriptive title for PCLS number.

Position Number (POSN) – Unique identifier for positions, in which individuals are assigned.
Baylor’s EEO Codes

EEO Codes – Are defined by the Equal Employment Opportunity Commission (EEOC) for required reporting. EEO codes are grouped together by similar skills sets and various job families

1. Executive Management:

Staff whose positions involve primary and major responsibilities for decision making and/or management of the university. These persons exercise discretion and independent judgment and usually direct the work of others. Staff with major responsibilities include: the president, vice presidents, general counsel, athletic director, deans, department heads, associate/assistant directors and manager positions.

2. Professional:

Staff whose positions normally require either a college degree or comparable experience and entail high-level and diverse responsibilities.

3. Administrative Support:

Staff whose positions require clerical or secretarial duties; including staff responsible for internal and external communications, recording and retrieval of data or information, and other clerical work.

4. Paraprofessional/Technical:

Paraprofessional/Technical are staff whose positions require a combination of basic scientific knowledge and manual skill that can be obtained with a high school diploma plus additional technical education of the type offered in many technical institutes and junior colleges, or through equivalent on-the-job training.

5. Skilled Crafts:

Staff whose positions require specialized knowledge and skills acquired through on-the-job training, apprenticeship, or formal training/schooling.

6. Service/Maintenance:

Staff whose positions contribute to the safety and maintenance of campus life.

7. Temporary:

Staff who are employed in accordance with BU-PP 834 - Temporary Staff Employment.
Essential Items for a Job Description and Position Analysis Questionnaire (PAQ)

Position Title:
1. Common within the industry
2. Main identifier of the job

Summary (This position specifically supports the mission of the university by):
1. General summary – level of skills and responsibilities
2. Provides a brief general overview

Essential Functions:
1. Task necessary to fulfill the position’s objectives
2. Job Description / PAQ is a summary of the most important functions of a position
3. Should describe job functions instead of an individual person (If the position was replaced, what functions are the necessary for operations)
4. Essential Functions are defined as:
   a. The reason a job exists
   b. Functions that are specialized or require expertise
   c. An incumbent will usually spend 20% (at least 8 hours per week) or more time on these functions

A useful process for refining a job description or PAQ into fewer points, is to group the many individual functions into main areas of responsibility. An essential function must be at 5% (2 hours per week).

Example:

**Information Systems - 20%** - Do not enter this title or percentage on the PAQ; you only list the functions that are below.

- Database design and administration 10%
- Participate in the design and enhancement of human resources information systems in order to achieve maximum utilization of available technology within the parameters of the Staff Compensation Plan. 10%

**Compensation Analysis - 60%** - Do not enter this title or percentage on the PAQ; you only list the functions that are below.

- Administer and assist in the implementation and evaluation of compensation policies and systems. 15%
- Conduct national, regional, and local wage and salary surveys with organizations with which Baylor would want to compare. 10%
- Recommend equity/market adjustments based on analysis of internal and external data. 15%
- Develop and prepare analytical reports concerning compensation issues. 10%
- Review and recommend exemption for positions and classifications. 10%

Minimum Education and Experience Requirements:

1. Minimum qualified incumbent capable of performing the essential functions
2. Compensation and Benefits Considerations:
   a. Internal Equity
   b. Industry Standards
   c. Market Evaluations
Example of a good Job Description / PAQ:

Title: Sales and Marketing Associate
Reports to: Sales and Marketing Director, Newtown.

Job Summary:
To carry out direct marketing and sales activities, to maintain and develop sales; in accordance with agreed business plans.

Essential Functions:
- Maintain and develop a computerized customer and prospect database.
- Plan and carry out direct marketing activities (principally direct mail) to agreed budgets, sales volumes, products and timescales.
- Develop ideas and create offers for marketing to major accounts by market region and products.
- Respond to and follow up sales inquiries by mail, telephone, and personal visits.
- Maintain and develop existing and new customers through individual account support.
- Serve as a liaison with internal order-processing staff.
- Monitor and report on activities with relevant marketing information.
- Carry out market research, competitor and customer surveys.
- Recommend and purchase equipment and software for marketing and sales department

Example of Too Many or Inappropriate Essential Functions:
- Manage the movement of products/equipment/materials in and/or out of the country in accordance with organizational policy and procedure, and to comply with relevant local, country and international law and process.
- Manage the necessary documentation and online forms for the efficient, cost-effective and lawful execution of all import/export activities.
- Maintain and share with colleagues as appropriate, personal knowledge of all relevant import/export law and procedures; tariffs and duties; licenses and restrictions.
- Manage financial and currency processes and transactions in accordance with policy and law, and to optimize cost-effectiveness of activities.
- Communicate with export and import and related authorities, and customers and suppliers, in all relevant territories and countries, as necessary to ensure efficient, positive and lawful relations, support and activities.
- Anticipate research and report on future changes in import/export laws and in relevant local territory practices, and ensure such knowledge is factored into the planning of the department's own strategy, resources and procedures.
- Plan and implement import/export strategy and activities consistent with overall aims and requirements of the organization.
- Manage all staff reporting to the position so as to effectively recruit, train, evaluate, motivate, delegate and monitor their activities.
- Liaise with other departments in order to establish and maintain effective and relevant export/import activities and support in relation to the organization's sales, purchasing, materials management, production and overall operating functions.
- Adhere to local and externally relevant health and safety laws and policies.
- Use personal judgment and initiative to develop effective and constructive solutions to challenges and obstacles in import/export activity and procedures.
- Monitor, record, analyses and report on activities, trends, results and recommendations relating to import/export activity and procedures.
- Manage/liaise with stock control, warehousing, and distribution activities influenced by or reliant upon import/export activities.
- Manage and maintain effective and lawful insurance provisions relating to import/export activities.
- Plan and manage overseas sales through distributors and other relevant sales outlets.
- Plan and manage the effective and necessary conversion of weights, sizes, values, and quality standards interpretations between importing and exporting systems and territories.