





Results-Oriented Job Descriptions

Aligning position descriptions
with the library mission and
strategic plan

Staff Training—1.5 Hours



Training Outcomes:

-  Participants will have a better understanding of results-oriented job descriptions
-  Participants will create a results-oriented job description that aligns with the library mission, vision, values and strategic plan

Agenda:

Agenda Review, Overview, Icebreaker	10 minutes
What is an ROJD?	20 minutes
Break	10 minutes
Creating an ROJD that aligns	50 minutes

Results-Oriented Job Description



What is a Results-Oriented Job Description?

A results-oriented job description (ROJD) provides information on the added value a job brings to the organization. A good ROJD is an excellent tool of communication between the supervisor and employee to manage expectations of the organization and its employees.

An ROJD does not just describe what the employee is doing, but what added value the organization can expect from the position. When jobs are defined based on the expectations of the organization, the relationship between the library's mission and the employee's position and work plan is identified.

How are ROJDs Used?

ROJDs show how the mission and goals of the organization are translated into individual positions. They clarify the expected end results of each employee's activities and provide a communication tool between supervisors and employees.

A good results-oriented job description serves many purposes by providing:

- ◆ A breakdown of the organization results to be achieved by individual positions.
- ◆ A communication tool showing the expectations of the organization to job seekers.
- ◆ A supportive tool for:
 - ◆ Performance assessment
 - ◆ Job evaluation
 - ◆ Recruitment
 - ◆ Human resource planning and development

Results Orientation

In many organizations, job descriptions are task oriented. They list all the tasks that the person in the position has to do. ROJDs are result oriented and give guidance to the jobholder on the results that are expected.

ROJD - Part of a Performance Management Cycle



LEARN

Reflect & Revise

Documents to refer to:

- Performance Appraisal
- Other feedback
- Performance Standards
- Work Plan
- ROJD

PLANNING/GOAL SETTING

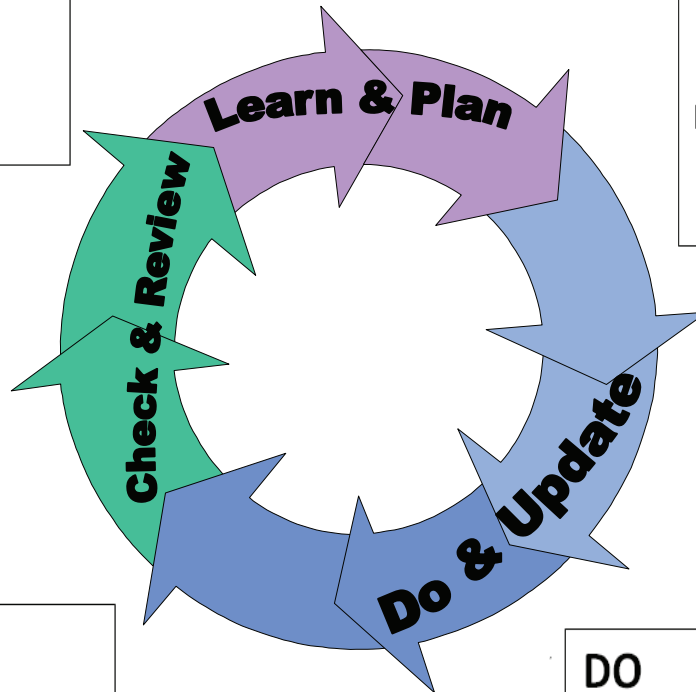
Plan Your Work

Documents to refer to:

- Vision, Mission & Strategic Plan Goals
- Performance Standards

Form to complete:

- Results-Oriented Job Description (ROJD)



CHECK

Review Your Work

Documents to refer to:

- Supervisor notes
- Previous year's ROJD
- Performance Standards

Forms to complete:

- Employee Self-Assessment Form
- Co-worker/customer Input
- Performance Review Form

DO

Work Your Plan

Documents to refer to:

- Vision, mission statement, strategic plan and measurement

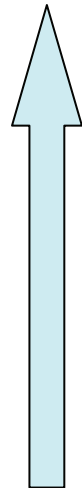
Form to update:

- Results-Oriented Job Description (ROJD)

Developing a Results-Oriented Job Description



ROJDs are built by understanding the big picture of the organization—mission, vision, values, strategic plan.



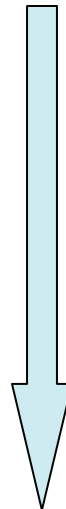
The Library's Mission

Strategic Plan

Position Purpose

End Results

Activities



Writing a Results-Oriented Job Description



Focus on Core Contribution

ROJDs focus on the core contributions of the job, resulting in a focused job description. The core element of the job is what is relevant for performance assessment, recruitment, job evaluation and people development. One advantage of this approach is the insight provided on the real contribution of the job to the organization.

Position Title

To identify jobs properly for systems and record purposes, specific identification is required.

Organization Mission

This information is needed to relate the job to the accomplishment of the library's mission.

Reports to

This identifies the location of the job in the library, and who supervises the job.

Works with

This defines the scope of co-workers, whether library employees, board members, volunteers, etc.

Customers

This identifies who the job serves and what areas it impacts.

Position Purpose

This gives insight on the position responsibilities and context (why does this position exist?). As each job has a purpose, this element gives a brief summary of the job, covering the main responsibilities, the framework within which the job operates and the main contribution to the organization.

Writing a Results-Oriented Job Description



Results

This is the most important part of the job description from a job evaluation perspective. The purpose of the job can be broken down into different responsibilities/end results. Typically a job has 2–3 core end results, each of which shows what the job is accountable for, within what framework, and what the added value is.

Activities

For each end result the major activities should be described/listed. It may also include activities that are the focus of the upcoming year's work as well.

Sample—ROJD for an Library Assistant



JOB TITLE: Library Assistant

LIBRARY MISSION: Assist libraries to build the capacity to better serve their clientele.

REPORTS TO: Public Services Librarian

WORKS WITH: Public Services Librarian, Library Clerks, other library staff

CUSTOMERS: Library customers, staff and board members of libraries, other library staff.

JOB PURPOSE: Performs paraprofessional library work including: serving customers; maintaining library collection and databases; acquiring, cataloging and classifying materials; performing interlibrary loans.

RESULTS:

Result 1: Idaho citizens receive appropriate information and materials requested in a timely and efficient manner.

Activities:

- Interviews/questions customers to identify, analyze and respond to information needs.
- Directs and instructs users on materials and use of on-line catalog and classification systems, indexes, archives and a variety of library equipment.
- Interprets, applies and explains library policies and procedures.
- Authorizes reduction or cancellation of fines, bills, or administrative holds.

Result 2: The library's collection is current and readily accessible to the citizens and libraries in Idaho.

Activities:

- Performs online searching of bibliographic databases related to acquisitions and cataloging.
- Performs online ordering and enters information into accounting and ordering system.
- Contacts publishers and vendors to resolve and order problems.
- Performs original cataloging using an online bibliographic library system and following national and international standards.
- Creates cataloging descriptions and assigns main and added entries, subject headings, classification numbers, etc.
- Does authority work.
- Performs copy cataloging.

Sample—ROJD for an Library Assistant—Continued



Result 3: Information and materials that are not available locally are readily available to Idaho libraries in a timely, clear and efficient manner.

Activities:

- Accepts requests, gathers additional clarifying information from libraries.
- Performs online searching of automated bibliographic databases.
- Verifies accuracy of cited references.
- Identifies and selects locations for obtaining items.
- Creates and sends requests.
- Interacts with libraries to answer questions and resolve problems related to interlibrary loan.



Implementing Learning



Purpose of the Position

Why does this position exist? - Why is it part of the library's infrastructure? - What is its main contribution to the library?

Provide a brief summary of the position, covering the main responsibilities, the framework and the main contribution to the organization.

Results-Oriented Job Description



POSITION TITLE:

MISSION:

REPORTS TO:

WORKS WITH:

CUSTOMERS:

POSITION PURPOSE:

Results-Oriented Job Description



RESULTS:

Result 1:

Activities:

Result 2:

Activities:

Results-Oriented Job Descriptions



Location: Idaho Commission for Libraries

Date:

Evaluation

BEFORE the workshop, where were you on the skills and knowledge ladder? (1 is low and 5 is high)	AFTER the workshop, where are you on the skills and knowledge ladder? (1 is low and 5 is high)
<p>1. I understand the purpose of a results-oriented job description</p> <p>(low) 1 - 2 - 3 - 4 - 5 (high)</p>	<p>1. I understand the purpose of a results-oriented job description</p> <p>(low) 1 - 2 - 3 - 4 - 5 (high)</p>
<p>2. I feel comfortable creating results-oriented job descriptions</p> <p>(low) 1 - 2 - 3 - 4 - 5 (high)</p>	<p>2. I feel comfortable creating results-oriented job descriptions</p> <p>(low) 1 - 2 - 3 - 4 - 5 (high)</p>

Results-Oriented Job Description

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Workshop Methods	Disagree ----- Agree
5. Training methods were appropriate to achieve objectives.	1 - 2 - 3 - 4 - 5
6. Important ideas were clearly stated and explained.	1 - 2 - 3 - 4 - 5
7. New and useful information was presented.	1 - 2 - 3 - 4 - 5
8. Presenter(s) responded effectively to questions and comments.	1 - 2 - 3 - 4 - 5
9. Instructional aids (handouts) were helpful.	1 - 2 - 3 - 4 - 5
10. Overall, I found the workshop valuable.	1 - 2 - 3 - 4 - 5
11. Time allowed for the workshop was: (circle one)	Too short - About right - Too long
12. The most useful part of the workshop was:	
13. In order to make this workshop better, I suggest:	
14. Other training or workshops I would like to see:	
15. Other comments	

Thank you!

Idaho Commission for Libraries