



eBook

*Developing Aligned Job Descriptions, Interviews and
Appraisal Systems (EAs, ECEs, Office Assistants)*

A Practical Resource for Human Resources

2020



For the sole use of the webinar participant and eBook recipient



Section 1: Introduction

Introduction

The purpose of this *eBook* is to provide Human Resources personnel and principals with a guide for developing usable job descriptions for three sample positions: Educational Assistants (EAs), Early Childhood Educators (ECEs) and Office Assistants in schools and to suggest, further, a more fulsome system for selecting, evaluating and addressing professional development for these positions.

How the eBook is Organized

This ebook includes the following sections:

[Section 2: The Case for Simplicity and Alignment in Job Descriptions](#)

- Simplicity
- The Concepts of Most Important/Most Observable
- Alignment
- The Bendel Model and Its Four Competencies

[Section 3: A New and Abbreviated Approach to Gathering Data for a Usable Job Description](#)

- Multiple Data Sources and the Principle of Triangulation
- How Much Information Do You Need?
- What are the Best Sources of Information?
 - ◆ People
 - ◆ Paper
 - ◆ Places
- What are the Best Vehicles for Gathering Information from These Sources?

[Section 4: Putting It All Together: Three Job Descriptions and Attendant Job Postings](#)

- Three Job Descriptions and Attendant Job Postings

Section 5: Selection of Early Childhood Educators, Office Assistants and Educational Assistants

- Standard Interviews Technique (General)
- The New Arrival - Case Studies or Questions Requiring Written Responses - Samples and Indicators
- Using a Four Point Scale for Rating
- A Quick Note on Other Methods of Selection

Section 6: The Function and Form of Supervision and Evaluation

- Guiding Principles for Evaluation of Staff
- Performance Improvement
- Organizational Alignment Again

Section 7: The Concept of Multiple Data Sources and Triangulation

- Multiple Data Sources: What and Why
- Self Evaluation
- E-Mail Analysis
- Essential Task Observation
- Time Logs
- 360-Degree Feedback Mechanisms
- Structured and Unstructured Interviews with Employer or Third Party

Selecting the Best (and Most Time Efficient) of the Above

How Many Sources?

A Prototypical (Blank) Assessment Form

Sample Completed Form

Section 8: Cascading from Appraisal to Professional Improvement: The Formal P.D. Plan

Section 9: Conclusion

Section 10: Definition of Terms

Appendix B: A Sample of Bendel's Offerings



Section 2: The Case for Simplicity and Alignment in Job Descriptions

Introduction

Many organizations engaged in the development of job descriptions often outsource the task to companies well known for their work in this area. Job descriptions that are externally developed, however, are often the product of extensive 30-page questionnaires and are themselves overly long. They include a bewildering set of terms which are often somewhat redundant including such language as deliverables, employment requirements, outputs, essential competencies and the list goes on. It's time to rethink job descriptions and the reliance on sources outside the organization for developing job descriptions.

The Case for Simplicity

The primary purpose of a job description is communication - communication between the employee and the employer in general terms, between the employee and his/her supervisor, between the employee and various parts of the organization including, in particular, Human Resources and Finance.

Those relationships are characterized by complex interactions. The case for starting out with a clear, simple and readable job description is made stronger by the existence of these complex interactions. If the basis for the interactions is clear and simple, and phrased in clear and simple language, the chances of discord and lack of understanding are minimized.

Most job descriptions have an interminable list of expectations, key indicators and outputs. This is, on the one hand, not surprising, because organizations make a determined effort to capture all elements of a position. In doing so, however, they extend the base of the selection-training-appraisal continuum which means advertising for the position, creating questions and indicators for an interview or case study or developing systems for other methods of selection being used. As a result, training plans are destined to become overly detailed, complex and hard to manage.

