

# Staff Recruitment and Retention Community of Practice #1 Developing Position Descriptions

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## Today's Agenda

1. Know what elements to include in a position description
2. Develop performance evaluations using the position description as a guide
3. How to use the position description when developing interview questions so that the best candidate for the position is selected

## Why Develop Position Descriptions?

- Identifies what the responsibilities are of the position
- Establishes both Managers and Employee expectations
- Serves as a tool to determine if the position is non-exempt or exempt

## More About Position Descriptions

- Need to be continually updated
- Should be well written by someone skilled in writing position descriptions
- Assist with determining reasonable accommodations
- Should be written for the position and not the person in the position

## How to Develop Position Descriptions

- Perform Job Analysis
- List job tasks in priority of what the job entails
- Include what the position actually does
- Be specific yet allow for flexibility

## Content to Include

- General description of duties
- Reporting structure
- Fair Labor Standards Act
- Essential functions of the position
- Competencies

## More on Content

- Knowledge
- Skills
- Abilities
- Education Requirements
- Date

## Using the Position Description as a Interview Guide

- Develop questions from looking at the essential roles of the position
- What is most important to perform the position?
- Determine what you need to gather from the interviewee
- Make sure the questions ask what you need to know – practice them with someone prior to interviewing a candidate



## Get the Right People in the seats

- Application process
- Interviewing
- Selection



## Interview Question Types

- Close-ended questions
  - Direct
  - Yes/No
- Behavioral-Based: Open-ended questions
  - Situational
  - Requires a response beyond yes and no, if asked correctly

## Close-Ended Questions

Are you a  
team  
player?

Yes.



## Behavioral-Based Questions

- Based upon specific situations.
- What was the interviewee's role in the situation?
- What did they act upon in the situation?
- What was the outcome?

## S.T.A.R. Interview Technique

1. Use a **Situation** when asking the interview question
2. What was the **Task**?
3. What **Action** did they take?
4. What was the the **Result**?



## Example 1 – Team Work

- Since you are interviewing for a front desk position, please tell me about a time when you had to put your work aside to help another team member complete a task.
- What action did you take?
- How did you decide that helping with their tasks took priority over completing your own?
- What was the result of taking this action?

## Example 2 – Customer Service

- Tell me about a time when you made sure a patient received really good service.
- What action did you take?
- What was the outcome?

## Example 3 – Customer Service Cont.

- As a Medical Assistant you have always worked with people. Please tell me about a time when you had to work with a difficult patient.
- What steps did you take to resolve the situation?
- What was the outcome?



## Example 4 – Team Work

- Give me an example of a time when you have had a lot of change on your team.
- How did you adapt to the changes?
- How did you impact the change in a positive way?

# Developing Performance Evaluations from Position Descriptions

- Create the performance evaluation form
- Develop how performance is going to be measured
- Items that are concrete vs. variable
- Make sure employee's know what is being measured from the beginning
- A performance evaluation should not contain any surprise information

## Rating Criteria

- Numeric scale
- Measuring criteria
- Absolutes
- Define the expectations

## Sample Criteria

### Meets expectations

- Performance consistently met expectations in all essential areas of responsibility, at times possibly exceeding expectations, and the quality of work overall was very good. The most critical annual goals were met.
  - *UC Berkley Sample Criteria*

# Review

- Position Descriptions
- Interview Guide
- Performance Evaluations

# THANK YOU!!

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**NEXT SESSION:**  
**Staff Recruitment and Retention**  
**Community of Practice #2**  
**Tuesday, June 13, 2017**  
**12:00- 1:00 PM ET**

## **WE NEED YOU!**

Participate as Health Center co-presenter.

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Thank you for participating in this Webinar.  
We hope that you are able to find the information  
provided useful as you continue your P4C project.  
We ask that you take a few moments to complete  
the feedback survey you will receive when you  
close out of this webinar.

**Thank you for participating in today's webinar**

If you have any additional questions, please email us:

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