

HOW TO EXTRACT MAXIMUM VALUE FROM YOUR JOB DESCRIPTIONS

This paper will help you understand the importance of effective job descriptions' management for successful HCM and will enable you to achieve a competitive advantage by improving your HR practices.



HOW JOB DESCRIPTIONS SUPPORT ALL TALENT MANAGEMENT PROGRAMS AND CAPTURE UNESTIMATED VALUE



THE PAIN POINTS EXPERIENCE BY GLOBAL ORGANIZATIONS WHEN DEALING WITH JOB DESCRIPTIONS TODAY



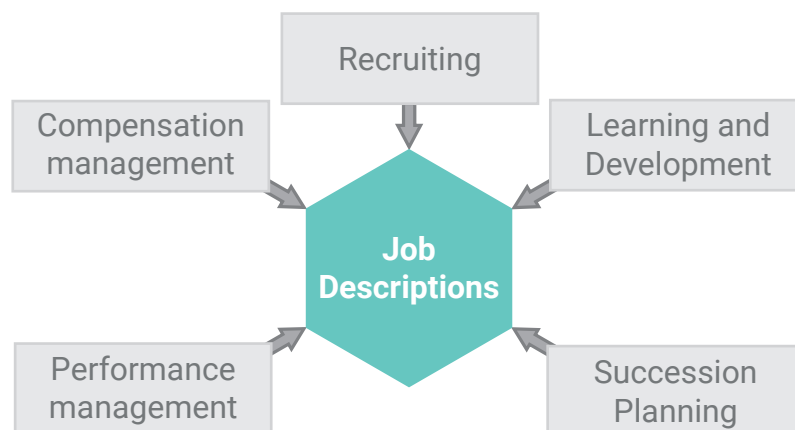
HOW TO BEST ADDRESS THESE ISSUES AND UNLEASH THE FULL POTENTIAL OF YOUR JOB DESCRIPTIONS

ACHIEVE A COMPETITIVE ADVANTAGE THROUGH EFFECTIVE JOB DESCRIPTION CREATION AND -MANAGEMENT

Today's workforce is becoming increasingly more global and digital, making it crucial for multinational organizations to adapt their HCM processes to gain speed and flexibility. The major elements at the centre of every HR process are job descriptions executed by your employees.

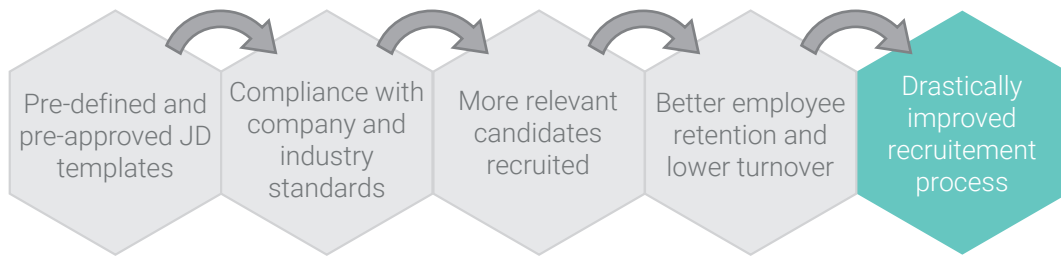
JOB DESCRIPTIONS AT THE CENTRE OF TALENT MANAGEMENT

Job descriptions (JD) have evolved into more than a simple definition of tasks, and are today used to designate all documentation that comes with a job profile such as competency profiles, compensation data, performance measures, promotion opportunities, compliance classifications etc. JDs are the foundation of every talent management process:



Recruiting and retaining the right talent

Well-written JDs that contain the right requirements can enable a selection of more suitable candidates and can be used as a solid foundation for interview questions. This ensures that candidates properly understand their tasks and responsibilities, reducing the risk of job dissatisfaction thus increasing talent retention and lowering turnover. Moreover, established norms for writing JDs can help insure compliance with industry standards. This is particularly crucial for companies in highly regulated industries such as life sciences, energy, pharmaceuticals and so on. Lastly, through JDs, global companies can establish a unified employment brand that will greatly strengthen their corporate identity.



Compensation

Compensation teams use JDs to compare and evaluate job profiles to make compensation decisions. Consistent and comparable JDs are therefore essential to define a fair compensation structure that will strengthen talent attraction and retention, as well as insure compliance with pay-equality regulations.

Performance management

Up-to-date and consolidated JDs are the basis for accurately measuring employee performance by providing well-defined and carefully revised

achievement goals for career progression. HR professionals can determine whether the work an employee is currently doing reflects or not on their JDs and regularly update them. With the right JD basis, global companies can keep their career progression goals as an ongoing activity that enables continuous feedback, thus gain significant flexibility in terms of performance management.

Learning and development

A good overview of performance across the organization allows companies to identify learning opportunities. By setting the right training objectives, a company can help employees develop their knowledge and competencies thus strengthen the whole organization's know-how and close the skills gap.

Succession planning

Effective succession planning relies on having a deep understanding of all aspects of a job profile as well as an extensive talent overview across the organization to fill future positions. Detailed and accurate JDs are therefore the starting point to create a reliable talent pool to use for the future. The easier they are to create and maintain, the smoother and more effective succession planning will be.

THE CHALLENGES OF JOB DESCRIPTION MANAGEMENT AND HOW TO ADDRESS THEM

The evolution of JDs into a more complex set of documents also means that it has become increasingly difficult to create, edit and manage them. HR professionals are facing challenges that are important to acknowledge and address with an adequate solution. The most common pain points experienced by organizations when dealing with JDs are:

No unique storage location for job descriptions

JDs are indeed mostly stored on the local hard drives of an organization's different locations worldwide. This means that different records must be maintained manually leading to the creation of multiple versions of the same JD thus a duplication of effort for both HR and management. The lack of consistency in storage and maintenance turns JD management into an administrative burden that is unpleasant, time consuming and prone to errors.

Little to no visibility into organization's skills and know-how

This challenge results from the first one and is making performance management difficult. Due to JDs being not consolidated and stored differently, it is almost impossible to have an up-to-date and complete overview of what skills are available within the organization. Making effective people management decisions, such as identifying learning opportunities or

developing training, becomes a very demanding task based on unreliable data that greatly weakens the HR strategy.

What can you do about it?

It is necessary to have a central repository where all JDs are stored, with effective version control mechanisms that help insure that only the latest and most accurate version is available. This will save a great amount of time for HR professionals when maintaining JDs and will drastically reduce the risk of making mistakes. Role-based permissions in JD management is also essential to help ensure governance thus improve strategic decision making.

Similar tasks linked to many different job titles

Global organizations often have complex organisational structures with a high level of variation in job titles that has developed over the years. This means that many job titles have been and continue to be created for similar tasks and responsibilities across different locations. It is particularly the case in periods of growth that follow a structural change such as a M&A transaction or the implementation of a new technology. With a lack of consolidated job descriptions and titles, it is almost impossible to compare positions and thus define fair payment plans or create consistent career paths based on qualifications. Recruiting is also hindered, as candidates have little understanding of job requirements and career progression opportunities, leading to low employee retention and engagement.

What can you do about it?

It is essential to standardize and consolidate JDs across the organization. This can be done through a job catalogue with a framework including job families and sub-families based on well-defined job profiles that identify core tasks and responsibilities. The catalogue should also enable grading and career mapping for optimal use of JDs potential.

Job descriptions are an administrative burden with negative effects

JDs are often created with spreadsheet programs, which take a lot of time and effort while still resulting in un-structured JDs with no systematic documentation associated with them. This process is especially time-consuming for global companies who need to deal with JDs in a multitude of different languages. Compliance to both internal rules and industry standards also becomes difficult to ensure, given the lack of control that such programs offer. Audits are therefore an extremely challenging activity that is almost impossible to control and thus often leads to legal issues.

Significantly time-consuming translation of job descriptions

Global organizations operate in a multitude of different countries and are sometimes facing situations where they must translate hundreds of thousands of JDs in distinct languages. This process can lead to important time losses in terms of employee hours and the risk of errors is significant.

What can you do about it?

Create your JDs with a specialized editor that sets accurate and compliant standards for JD templates and ideally supports translation. Changes should be trackable and easy to use for audits as well as role/permission based to insure governance and compliance. Such an editor would enable enormous time savings and open the door for significant process efficiencies.

TO SUM IT UP

- ✓ JDs are at the centre of every talent management process: recruiting, performance management, compensation and succession planning
- ✓ They are the key to dealing with skill shortages, regulatory compliance and organizational efficiencies

Managing JDs is a time-consuming, bureaucratic and risky activity that can hinder revenue growth. It is necessary to address these issues with an appropriate solution that offers:

- ✓ Easy to access and unique storage location
- ✓ Standardized creation of JDs
- ✓ Job catalogue that enables grading and mapping
- ✓ Version control
- ✓ Role and permission-based management
- ✓ Translation and language support.



The COLMEIA cloud service was created by HR professionals for exactly the purpose of helping you unleash the full potential of your job descriptions, and even more...

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