



Mongolia:
Enhancing Resource
Management through
Institutional Transformation

JOB ANALYSIS/ JOB DESCRIPTION: THE FOUNDATION TO EFFECTIVE MANAGEMENT

TA: Will Gow

May 2019

MERIT хөтөлбөр

“МОНГОЛ УЛС: ИНСТИТУЦИЙН ӨӨРЧЛӨЛТ ХИЙХ ЗАМААР ЭРДЭС БАЯЛГИЙН МЕНЕЖМЕНТИЙГ САЙЖРУУЛАХ НЬ” (MERIT)

Канад Улсын Гадаад хэргийн яамнаас санхүүжүүлж буй MERIT төслийн зорилго нь төрийн байгууллагуудын менежментийг сайжруулах замаар олборлох салбарын нийгэм, эдийн засгийн тогтвортой хөгжилд оруулж буй хувь нэмрийг нэмэгдүүлэх явдал юм.



Overview

- Job analysis
- Job description
- Interview
- RACI tool
- Core and technical competency
- Develop the job description

Introduction

- Welcome to all participants
- Introduce yourself
- State:
 - What is the one learning experience I would like to receive today

Why?

- The directive from Civil service council
- MERIT team mandate
- Question and answer

Job analysis

- What is it?
- What is the process?
- What type of data collect?
- What is importance?
 - Job design
 - Compensation
 - Performance
 - Training needs
 - Recruitment
 - On boarding / Orientation

Job analysis

- Job analysis vs job evaluation
- Time frame to review job analysis
- Benefits

- Your job analysis tool

How to perform a job analysis

- The work action and behavior
- Focus on details of job being performed
- Methods:
 - Observation
 - Interviews
 - Questionnaire
 - Interviews with external staffs

Outcome

- Establish level of existing experience and knowledge
- Establish required qualifications and skills
- Establish knowledge and capacity needed
- Establish job task, responsibility for annual duties
- Ready for job description

Structured interview

- Keep accurate diary of every interview
- Same questions and same order
- Record every detail of job duties
- Conduct every interview as same procedure and same questionnaire
- Interview tips:
 - Explain why
 - Open ended questions
 - STAR method
 - Establishing trust and openness

INTRODUCTION AND PREVIEW

RACI

RESPONSIBLE

ACCOUNTABLE

CONSULTING

INFORMED

RESPONSIBLE	ACCOUNTABLE	CONSULTED	INFORMED
The doer	The buck stop here	Information gathering	Brief informed
Person who completes a particular process step or leads the people who do	Person who is held accountable by top management for implementation	Person whose advice is sought before a final decision is made and/or implementation takes place	Person or persons who are notified once a final decision has been made or after implementation takes place
Position working on the activity and responsible for implementation	Position with Yes/No authority	Position involved prior to decisions or action	Position that needs to know of the decision or action
Responsibility level determined by individual with the "A"	Only one A per function	Two-way communication	Informed after and only one-way communication.

RACI tool

НИЙГМИЙН БОДЛОГЫН ХЭЛТЭС						
	ЧИГ ҮҮРГҮҮД	БАЙГАЛМАА	АЛТАНЦЭЦЭГ	ТӨМӨРЧУЛҮҮН	ГАНЧИМЭГ	ГҮНТАМИР
1						
2	1					
3	2					
4	3					
5	4					
6	5					
7						



Албан тушаалын тодорхойлолт боловсруулах нийтлэг журам

- Төрийн албаны зөвлөлийн 2019 оны 03 дугаар тогтоолын нэгдүгээр хавсралт
- 3.10.Албан тушаалын тодорхойлолтыг батлах зөвшөөрөл хүсэх албан бичигт дараах баримт бичгийг хавсаргана:
- 3.10.1.төрийн захиргааны байгууллагын тогтолцоо, бүтцийн ерөнхий будуувч, байгууллага, нэгжийн чиг үүргийн шинжилгээ, стратеги төлөвлөгөө, гүйцэтгэлийн төлөвлөгөө;
- 3.10.2.ажлын байрны шинжилгээ хийсэн тухай тайлан (ажлын байрны шинжилгээ хийх тухай томилох эрх бүхий этгээдийн шийдвэрийн хуулбарыг хавсаргах);
- 3.10.3.албан тушаалын тодорхойлолтыг боловсруулах тухай томилох эрх бүхий этгээдийн шийдвэрийн хуулбар;
- 3.10.4.албан тушаалын тодорхойлолтыг “Шалгах хуудас” боловсруулсан тухай танилцуулга;
- 3.10.5.зөвшөөрөл хүсч буй албан тушаалын тодорхойлолт.

Job description

- Critical documents for the organization and employee
- Skills and competencies
- Fit within in organization hierarchy
- Performance management tools
- Gender neutral

Job description

- What to include in job description from job analysis
- Skills vs competencies
- Relationship reporting
- Obstacles:
 - Overlapping jobs
 - Lack of clarity for some annual duties
 - Unplanned tasks
 - Staff coverage/ lack of knowledge
 - Duplication

Competencies

- Skills knowledge and behavior = high performance
- Ability and personality traits
- Core competency 11
- Technical competencies

Competencies

- How competency levels can be established and ranked
- Ranking skills
- Capability vs capacity

Group participation

- Breaking into 6 groups of 6
- Discuss the challenges of completing JA and JD
- List the challenges
- Group representative to present the challenges (3 min)

INTRODUCTION

- Skills and gap analysis

Congratulations

- You are the first aimag to have this
- Evaluation sheet

- NOW
- Where do we go from here?

Thank you for your attention

