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Mongolia:
Enhancing Resource Management through Institutional Transformation

JOB ANALYSIS/ JOB DESCRIPTION: THE FOUNDATION TO EFFECTIVE MANAGEMENT

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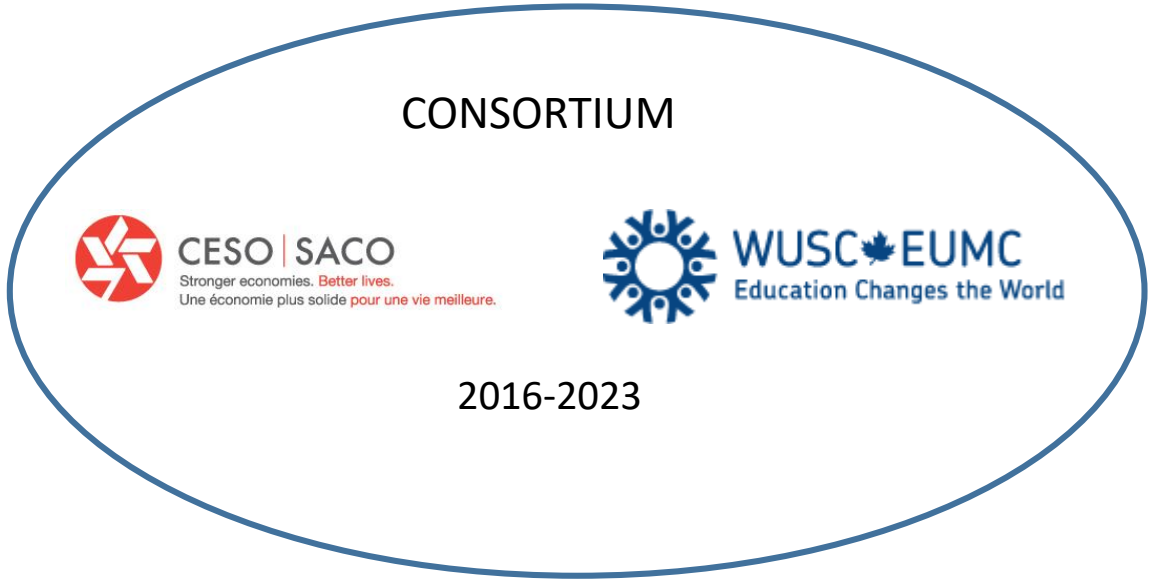
Overview

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

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MERIT Project

“MONGOLIA: ENHANCING RESOURCE MANAGEMENT THROUGH INSTITUTIONAL TRANSFORMATION” (MERIT)
Funded from Global Affairs of Canada, main objective of MERIT project is to stimulate sustainable economic growth in Mongolia by enhancing capacity of public institutions and local communities to effectively manage extractive sector.



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Introduction

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

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Why?

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

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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

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Job analysis

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

- Your job analysis tool

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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

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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

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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

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INTRODUCTION AND PREVIEW

RACI

RESPONSIBLE

ACCOUNTABLE

CONSULTING

INFORMED

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RESPONSIBLE ГҮЙЦЭТГЭГЧ	ACCOUNTABLE ХАРИУЦЛАГА ХҮЛЭЭГЧ	CONSULTED ЗӨВЛӨЛДӨХ	INFORMED МЭДЭЭЛЭЛ СОЛИЛЦОХ
The doer **Гүйцэтгэгч**	The buck stop here Тухайн ажлын хариуцагч	Information gathering Мэдээлэл цуглуулах	Brief informed Товч мэдээлэл түгээх
Person who completes a particular process step or leads the people who do **Ажлын аль нэг хэсгийг хийх эсвэл ажлыг хийж гүйцэтгэх хүмүүсийг удирдах**	Person who is held accountable by top management for implementation Дээд түвшний удирдлагын өмнө тухайн ажлын хариуцлага хүлээх хүн	Person whose advice is sought before a final decision is made and/or implementation takes place Тухайн ажлыг гүйцэтгэж, хэрэгжүүлэх талаар эцсийн шийдвэр гаргахаас өмнө зөвлөлдөх хүн	Person or persons who are notified once a final decision has been made or after implementation takes place Эцсийн шийдвэр гарсан, хэрэгжилтийн үр дүнгийн талаар мэдээлэл хуваалцах хүмүүс
Position working on the activity and responsible for implementation **Хэрэгжүүлэх үүрэгтэй ажиллаж байгаа албан хаагч**	Position with Yes/No authority Батлах, цуцлах эрх бүхий албан тушаалтан	Position involved prior to decisions or action Шийдвэр гаргалт, арга хэмжээ авахад оролцох албан хаагч	Position that needs to know of the decision or action Шийдвэр, үйл ажиллагааны талаар мэдэх ёстой албан хаагч
Responsibility level determined by individual with the “A” **Чиг үүргийн хэмжээг А албан тушаалтан тодорхойлно**	Only one A per function А албан тушаалтан	Two-way communication Харилцан зөвлөлдөх хоёр талт харилцаа	Informed after and only one-way communication. Мэдээлэл хүлээн авах нэг талт харилцаа

Job Description Development Guideline

Appendix # 1 of the Resolution #3 of the Civil Service Council in 2019

- 3.10. A letter requesting for the endorsement of any position description shall contain following enclosures:
- 3.10.1. Structure of the public administration organization, an organizational chart, analyses on the mandate of the organization and responsibilities of a structural unit, strategic plan and performance plan;
- 3.10.2. Report of the job analysis conducted (to enclose a copy of the decision by an appointing authority to conduct a job analysis);
- 3.10.3. A copy of the decision by an appointing authority to develop the position description;
- 3.10.4. An introduction about the development of 'Checklist' to check the position description; and
- 3.10.5. A draft position description that is seeking for the endorsement.

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Job description

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

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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

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Competencies

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

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Competencies

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

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Group participation

- Breaking into 5 groups of 5
- Discuss the challenges of completing JA and JD
- List the challenges
- Group representative to present the challenges (3 min)

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INTRODUCTION

- Skills and gap analysis

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Congratulations

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

- NOW
- Where do we go from here?

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Thank you for your attention

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