The Elsmar Cove Forum (*http://Elsmar.com/Forums/index.php*)
- **ISO 9000, ISO 9001, and ISO 9004 - Questions and Discussions** (*http://Elsmar.com/Forums /forumdisplay.php?f=24*)
- -

Job Descriptions for a two-man company

(*http://Elsmar.com/Forums/showthread.php?t=59375*)

StephanNL	16th April 2013 11:10 AM

Job Descriptions for a two-man company

Currently I'm doing an internship at a small service company with only 2 owners and a few people who occasionally do some work. During this internship i'm preparing the QMS for an ISO 9001 certificate. For the last couple of days I've been reading a lot of threads on this website and found answers to most of the questions I had. (thanks for that!)

We have determined the main business process and "created" different functions to make it logic. This functions may be filled by new employees in the upcoming years because the company is steady growing but at the moment the 2 owners of the company are doing almost everything. Because of this they would have a load of functions. How can I solve this problem? Is it possible to make job descriptions and say the owners are doing almost all the jobs?

Randy Lefferts	16th April 2013 11:41 AM

Re: Two man company job descriptions

Job descriptions or job instructions?

Can you share an example?

Ettore	16th April 2013 02:00 PM

Re: Job Descriptions for a two-man company

> Quote:
>
> ---
>
> *In Reply to Parent Post by* **StephanNL** (Post 517011)
> *.Is it possible to make job descriptions and say the owners are doing almost all the jobs?*
>
> ---

Yes, it is possible.

DannyK

Re: Job Descriptions for a two-man company

I would list the other positions such as Sales Manager, Administration, etc and describe the responsibilities.
One person can have multiple hats and it is very common in small companies.
Even though there are only 2 employees, you could have more than 2 job descriptions.

Jennifer Kirley

Re: Job Descriptions for a two-man company

I would add that it is also possible to list the tasks and who/what position does them in a matrix form, which could be more easily edited if someone leaves or is added. This is also an easier way to make sure nothing gets missed.
:2cents:

Rickser

Re: Job Descriptions for a two-man company

Stephan, Jennifer's suggestion would be the way to do it in this case. In the AS/ISO world, job descriptions aren't necessary, but identified and documented job tasks are. A matrix would be an excellent way to document and track change as new people are added. Be sure to include a method to identify when the change took place and the knowledge, skills and awareness of the new folks.

Jennifer Kirley

Re: Job Descriptions for a two-man company

I appreciate Rickser's approval of my suggestion, because as an auditor I know there is no specific requirement for a job description. However, organizations are required to define responsibilities (and authority; hopefully they line up - that isn't shown in a matrix) and flexibility is important as well as no mistakes from a hole in this process.
:2cents:

A belated Welcome to the Cove for StephanNL! :bigwave:

Colin

Re: Job Descriptions for a two-man company

1 Attachment(s)
    Quote:

> *In Reply to Parent Post by* **Jennifer Kirley** (Post 517051)
> *I appreciate Rickser's approval of my suggestion, because as an auditor I know there is no*

specific requirement for a job description. However, organizations are required to define responsibilities (and authority; hopefully they line up - that isn't shown in a matrix) and flexibility is important as well as no mistakes from a hole in this process.
:2cents:

A belated Welcome to the Cove for StephanNL! :bigwave:

I think Jennifer's and Rick's posts give you the answer, job descriptions can be useful but are not a requirement of ISO 9001. They can be very useful in large organisations but not so in smaller ones where everyone does most everything.

As an alternative, you could define responsibilities in the procedures. I usually put a section at the beginning of the procedure which identifies the key activities of each person within the procedure. See simple example attached.

StephanNL

Re: Job Descriptions for a two-man company

Thanks for the advice everyone, I think my question is answered. I will make a matrix with the functions in the organization.

Jennifer stated it is required to define the responsibilities. Is it enough to have the responsibilities defined in the procedures or does the standard require to have a separate document where the responsibilities are defined?

insect warfare

Re: Job Descriptions for a two-man company

> Quote:
>
> *In Reply to Parent Post by* **StephanNL** (Post 517084)
> *Is it enough to have the responsibilities defined in the procedures or does the standard require to have a separate document where the responsibilities are defined?*

Doing it either way means they are still defined, no? So it is your choice which is the preferred method. Don't forget though, that responsibilities and authorities should be **communicated** within your organization as well, because defining anything without communicating it defeats the purpose of defining it in the first place. Good luck...

Brian :rolleyes:

Jennifer Kirley

Re: Job Descriptions for a two-man company

What insect warfare said. :agree1:

There are various ways to define responsibilities. Job descriptions and procedures are typical, but other possibilities are projects, employee performance programs, organizational charts (at a high level) and action plans from management review at both top and mid-management levels.

StephanNL

18th April 2013 09:29 AM

Re: Job Descriptions for a two-men company

Thanks again, I will figure out a way to display the responsibilities and authorities and how to communicate them (shouldn't be to big of an issue in a two man company)

The time now is 04:23 AM. All times are GMT -4.
Your time zone can be changed in your UserCP --> Options.

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Identifying Waste	Pull Systems	Lead Time Reduction	Planned Maintenance	Quick Setup
Discovering Change	Process Capability - Cp vs. Cpk	Histogram Animation	Process Loop Animation	Taguchi Loss Function
		Fishbone / Cause and Effects Animation		