CONVERTING OBJECTIVES AND TASKS INTO ESSENTIAL FUNCTIONS

Manager Example

Current Format
- An overall objective is stated and is followed by nearly every task to accomplish the objective.

Job Title: Section Manager

Objective B: Budget Management (35%)

Task 1. Prepares the annual budget.

Task 2. Makes projections of new-year budgetary requirements based on a number of factors, including, but not limited to, predicted revenue, personnel costs and capital improvements.

Task 3. Conducts analysis and prepares financial reports for the division director and management team to aid in planning, monitoring and decision making for both short-term objectives and long-term objectives.

Task 4. Prepares a variety of budget-related materials and makes budget presentations to the division, department and County Council.

Task 5. Prepares and reviews budget reports spreadsheets.

Task 6. Conducts budgetary calculations and prepares budget-related graphs and other illustrations.

New Format
- Combine similar tasks to create essential functions.

Section Manager

Essential Functions
1. Prepares the annual budget by conducting analysis of previous budgets, projecting new budgetary needs and studying economic trends. (15%)
2. Develops budgetary recommendations to be used in the development of division-wide short-and long-term objectives. (10%)
3. Develops budget presentations and prepares reports and spreadsheets to aid in understanding of the division's budgetary requests. (10%)