

# Job design

## Achieving person-centred people management practices through good job design and recruitment approaches (for organisations)

Workforce capability and culture change is high on the agenda for disability organisations – person-centred people management will be critical to the sustainability of organisations of all sizes.

Person-centred people management is achieved through the alignment of people management systems, policies and processes.



Tips

Use the **Workforce Capability Framework** as the foundation for people management systems, policies and processes in the organisation to achieve this alignment.

**Person-centred people management begins with good job design and role definition consistent with organisation business direction and customer requirements.**



Tips

Achieve good job design by using the framework as the basis for review, analysis and specification of coherent roles, including short-term, contract and volunteer roles.

Support consistent role definition and job grades in the organisation by aligning roles with the relevant job level in the relevant job family in the framework.

Engage with customers and key stakeholders using appropriate channels, to ensure the design of jobs is meeting the requirements of the customer as well as the organisation.

**Accurate position descriptions form the basis for making sound hiring and promotion decisions, and communicating job goals and employee performance.**



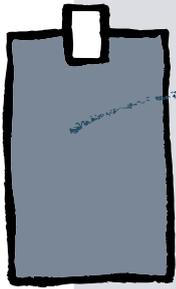
Tips

Develop position descriptions that reflect the relevant job level capabilities described in the framework.

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Base performance measures for the position on the relevant job level capabilities to ensure the required job complexity is properly reflected in the position documentation and job goals.

Consult with the customer and key stakeholders to ensure the position requirements and performance measures reflect customer expectations for the role.

## Tips

**Focused and effective policy, processes, and decision making in recruitment and selection will provide a significant return on investment through better job fit for employees, improved performance and increased retention.**



Base the selection criteria of the role on capabilities described in the relevant job level of the Framework.

Attract the most appropriate candidates by writing job advertisements specifically pitched at the capability level of the role.

Prepare interview questions and other selection techniques based on the relevant capabilities for the job level.

Involve customers and key stakeholders in the recruitment process in appropriate and agreed ways.

Ask referees to provide comments against the capability requirements for the relevant job level, as well as against any specific selection criteria.

## Tips

**Hiring the right candidate or selecting a volunteer who is the best fit with the requirements of the role and then aligning performance achievement with organisation goals and strategy is critical to organisational effectiveness.**



Make a detailed comparison of two or more competitive candidates by assessing strengths in more detail against the capability requirements in the Framework, as well as against the specific selection criteria, in order to identify the preferred candidate.

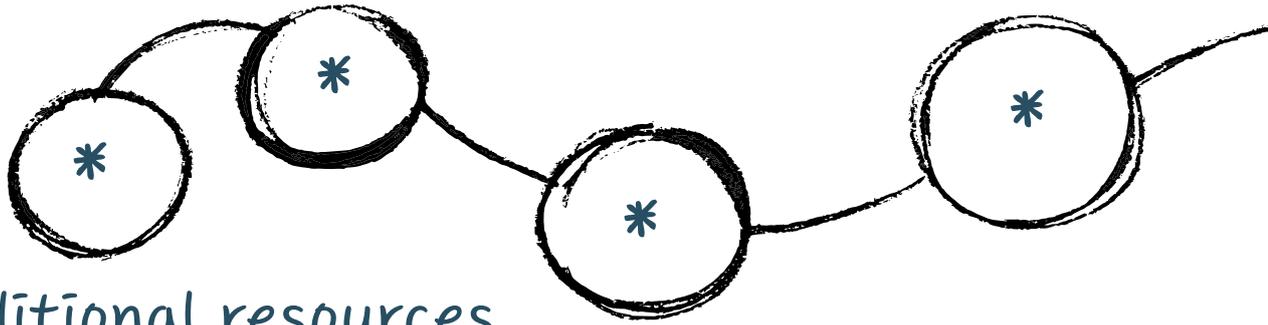
Achieve consistency in the drafting of performance measures by managers across the organisation by using the Framework to reflect and reinforce the capabilities and key responsibility areas required for roles at all job levels.

## Tips

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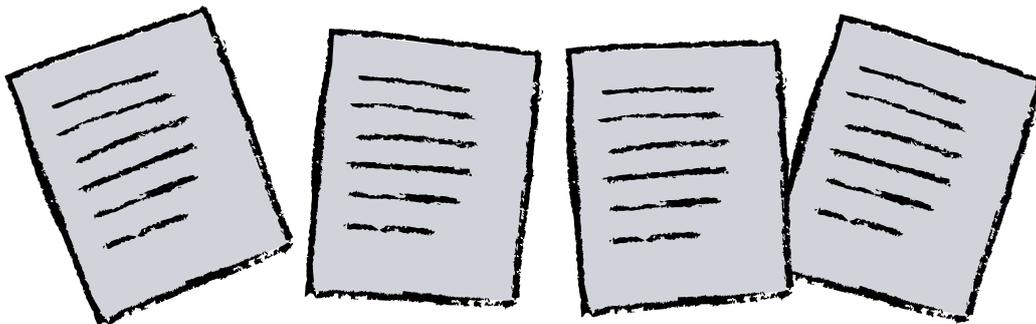
## Additional resources

- \* The Workforce Capability Framework.
- \* The disability career planner and capability framework implementation guide.
- \* Tips – understanding the relationship between job design, pay and performance [for organisations]

## \*Definitions

The term **individual(s)** refers to an individual with a disability and their family and/or circle of support.

The terms **staff/employee(s)** refer to paid or unpaid members of the workforce regardless of their employment relationship with their employer i.e. permanent, casual, full-time, volunteer, etc.




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