Designing, analysing and grading jobs
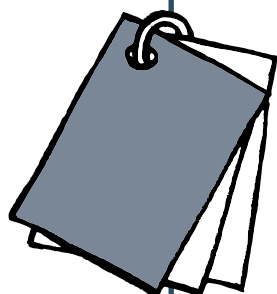
Technique

Best practice people management begins with good job design and role definition. Well-designed jobs lead to better organisation and people management outcomes and improved support for people with disability.

Decisions taken about jobs and job levels need to be managed and coordinated in a consistent way to ensure alignment with an organisation's strategy and operational goals, efficiency, value for money and the maintenance of a positive work culture.

Process

This technique is relevant to:
* Analysing an existing job;

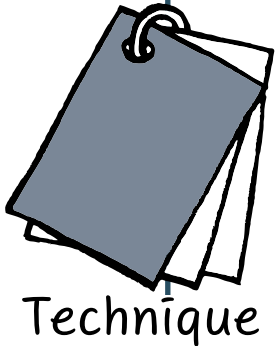* Re-defining an existing job; or

* Designing a new job.

Applying the technique involves using the **job design and analysis tool** to summarise the important responsibilities of the role.

It is important to identify the key responsibilities of the role via a thorough and objective analysis. Poor job design and job level management is often a result of inadequate analysis. Over reliance on past practice, lack of consultation with key stakeholders including individuals with disability or irrelevant considerations i.e. relying on job titles or pay rates, also result in poor decision making about job design and job levels.

Use the job design and analysis tool to undertake the analysis and document the results. The documentation will provide a basis for sound decision making about the job level and will also be useful in any subsequent review. It is appropriate to review the job level and position description of a role at regular intervals or if the responsibilities change.
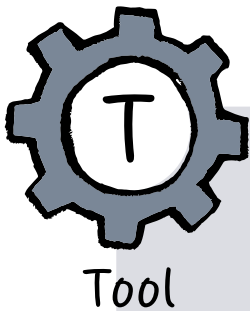
With a thorough understanding of the key responsibilities of the job, achieved through an analysis process, an alignment with a job level in the **Workforce Capability Framework** can be undertaken – this is the process of job grading.

Job design

When grading jobs, it is important to understand and match the key responsibilities identified in the analysis to the whole job level in the Workforce Capability Framework, not just to one or two specific requirements.

The framework provides a foundation for well-designed jobs and consistent decision making about jobs by articulating the capability requirements at 14 different standard levels of work. These attributes are maintained and reinforced by ensuring that the capability statements from the framework are utilised in the development of position descriptions and performance measures for the job.

Technique

Tool

Job design and analysis tool

Step 1: Team and organisation design and analysis

Before every job design or analysis exercise is commenced, the question is asked '**what roles do customers, the team and organisation need to meet current and known future needs?**' This is especially the case when an analysis is about to be undertaken to determine the responsibility of a new role. This is the opportunity to ask:

* Can the proposed work be distributed to other roles that do not have a full workload?

* Can we enhance other roles and design a different position to recruit for?

* Does our current job structure provide a development pathway for employees?

* What will the role add for the customers, the team and the organisation?

* What will be the specific responsibilities?

* Are any of these responsibilities also carried by other roles? Is there an overlap of responsibilities and how will this be resolved?

* What is the role of the immediate team leader or manager and is there any overlap?

* Considering **what's important to and important for** customers and the overall goals and workplans of the team and organisation, are there any responsibilities not covered?

In many cases when reviewing or analysing existing roles, changes to the organisation's structure or the impact on other roles, will be minor.

Once there is a clear view of how the role will support customers, fit into the team and organisation and how it will interact with other roles, the next step is to conduct a detailed analysis.

In the case of designing a new role it may be the case that several options are looked at before settling on the preferred approach.

Step 2: Job Design and Analysis

The following questions are designed to help ensure the key responsibilities of a role are understood, i.e. the major areas of work or functions to be performed by the role. Concentrate on what the role requires rather than any particular qualities a current employee or ideal recruit may bring to the role.

Focus on the role now and for the next few months, not as it was in the past or as it could be into the distant future.

If significant change is expected, design the role as it is now, recognise that it may need to be re-designed once the change is implemented. This is especially relevant to the rapid change being experienced in the disability sector at present, particularly in terms of work practices and the expectations and future requirements of people with disability.

Part A: Organisation context

1. **What is the primary purpose/objective of the role?**

In one or two sentences describe the purpose of the role. In general terms you should cover what needs to be done and why it needs to be done.

What is it that needs to be done?

e.g.

Provide daily living skills support to a person with disability that meets their requirements, enables them to live their life as they choose and assists them in the implementation of their personal plan.

e.g.

Why this needs to be done?

To support the person with disability to have the things that are important to them now and in the future, while also maintaining positive control over the balance of what is important to and for them.

2. What are the organisation relationships?

What is the role and title of manager/supervisor?
What are the position and titles of roles that also report to the manager/supervisor?

3. What is the organisational context of the role?

What are the roles and objectives of the team in which the role is located?

4. How many staff will report directly to this role?

5. How many staff will report indirectly to this role?

6. What is the annual budget that this role will have responsibility for (if applicable)?

7. What financial delegation of authority will the role have (if applicable)?

Part B: Nature and scope of the role

1. Describe at least 3 challenging aspects specific to this role

These may be relevant in the short or long term. They might involve working alone with customers, meeting customer demands, the implementation of new procedures, the use of technology, developing new approaches, variations in workload, achieving deadlines, etc.

Why are these aspects challenging?

2. Describe the scope of decision making within the role

What kinds of decisions does the job holder make without referring to the manager/supervisor?
What kind of decisions does the job holder make after consultation with the manager/supervisor or others?
Are there policies/guidelines to guide the job holder in their decision making?

What kind of decisions does the job holder refer to the manager/ supervisor to be made by that person?

3. What are the primary communication responsibilities in the role?

Who/what are the key stakeholders, customers, families, circles of support, committees, organisations or groups that the job holder deals with inside and outside the organisation? Only include those that the job holder will contact or meet regularly and are important to their work.
Describe the purpose of the contact (e.g. to provide agreed support in the home, to give information about the team and organisation, to advise and assist customers, to plan work priorities, etc.)

Contact: medical practice
Purpose and frequency of contact: contacting weekly to confirm pick up time for physiotherapy appointment

Part C: Key responsibilities
1. State in order of importance the key responsibilities of the role.

These should be the major areas of work or functions that are performed in the role. There are often around six responsibilities for most roles, however some very focused roles may have only two or three responsibilities. A role with more than ten clear responsibilities suggests a rethink.

For each responsibility indicate what is to be achieved and why. Remember to include any important activities that the job holder may only do at certain times of the year. Estimate the approximate percentage of working time devoted to each major area in a typical month, quarter or year (depending on the way the work is organised).

What is done: The job holder is responsible for responding to local media and community enquiries for information. They identify opportunities to market and promote the organisation.

Why it is done: To increase the profile of the organisation and inform others about the services we provide. Ensuring the organisation is accurately and favourably presented. Percentage of time: 10%.

Part D: Qualifications

1. Are there any mandatory qualifications that apply to this role e.g. membership of professional body?

2. Are there qualifications that would be beneficial to the performance of the role?

For some job roles a qualification is not a compulsory requirement but may be recommended or desirable. Organisations generally detail whether qualifications are essential or desirable in the selection criteria for the role.

A relatively small number of jobs in the disability sector have a compulsory professional qualification requirement. Generally these qualifications are linked to requirements for registration with a professional body before an employee is able to practice e.g. speech pathology, nursing, psychology, etc.

Part E: Other information

1. List any other information (not already covered) which will be helpful in understanding the nature, scope or purpose of this position (e.g. special assignments or projects, involvement in budget management, financial authorities, the level of reliance of other people on the job holder, contact with customers/ stakeholders, geographical areas covered, etc.).

Step 3: Using the Workforce Capability Framework to grade the role

Once you have used this tool to design and clarify the scope and responsibilities of the role, you can use the Workforce Capability Framework to determine the grade of the role.

Consider the following questions:

* What job family is the work most closely aligned to?

* How does the work align with the relevant level in the Workforce Capability Framework?

* Is the level of capability described in the strategic core requirements at the likely job level consistent with expectations for the role?

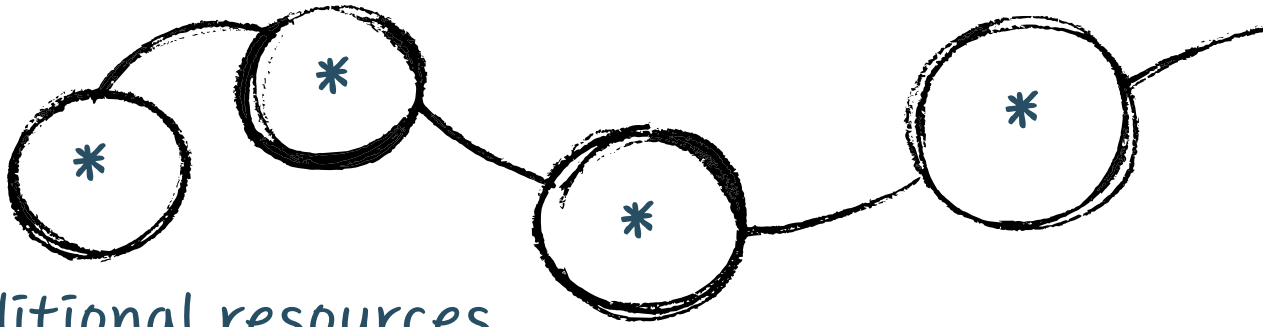* Which functional requirements in the Workforce Capability Framework are relevant to the role and which are not?

Job design

* Is the level of capability described in the functional requirements at the likely job level consistent with expectations for the role?

The most appropriate job level will be the description of capabilities in the Workforce Capability Framework that aligns most closely with the responsibilities of the role.

Once the job has been graded, you can develop a position description based on the capabilities at the job level that has been decided upon from the framework.
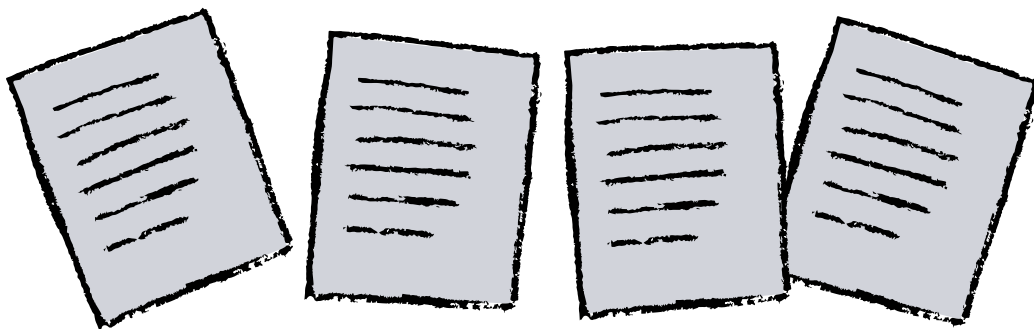
Additional resources

* The Workforce Capability Framework
* The disability career planner and capability framework implementation guide
* Technique and Tips – designing, redesigning and grading jobs.
* Technique, Tips and Template – writing position descriptions
* Technique, tips and template – using 'important to and for' in job design and recruitment.

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.