

Job Design Guide

These are prompts for Managers to brainstorm and clearly define the role, whether it's brand new or a review of an existing role. Often it can be more helpful to step away from a position description template, title and salary/classification and concentrate on exactly what this role is supposed to do. You can write notes for each question and then easily slot them into a position description later.

You might want to consider having another member of your team or another subject matter expert complete this independently of you and then you can compare notes to ensure you protect yourselves from any unconscious bias or assumptions and cover all bases.

Purpose

What is the purpose of the team?

- Try to articulate 2-3 statements that explain why your team exists and their main outputs

What is the purpose of this position?

- Try to articulate 2-3 sentences that clearly articulate the objective of the role – this should flow on nicely from the purpose of your team
- It should be articulated in a structure that follows WHAT is done and WHY it is done. You can also include the HOW but don't feel you need to get too prescriptive.
- The answer to this question should both encompass and limit the scope of the role and differentiate it from others. All internal and external readers should easily understand the purpose of the role and why it exists from these sentences.

Context

What environment does this role have to operate in?

- What are the current challenges facing the role?
- Organisational context?
- Technological context?
- Community and social context?
- Economic context?
- Market context? Customer and client expectations?
- Legislation/government policies
- Geographical/climate factors?

Does this role have any supervisory responsibilities of paid employees or volunteers?

- How many?
- What are their responsibilities?
- How much supervision, coaching and development is required? How often?

Does this role have any oversight of a budget?

- Size?
- Risk associated?

Who are the key stakeholders of this role?

- Who does this role communicate to/with? How often?
- Internal?
- External?
- How easy are they to influence?

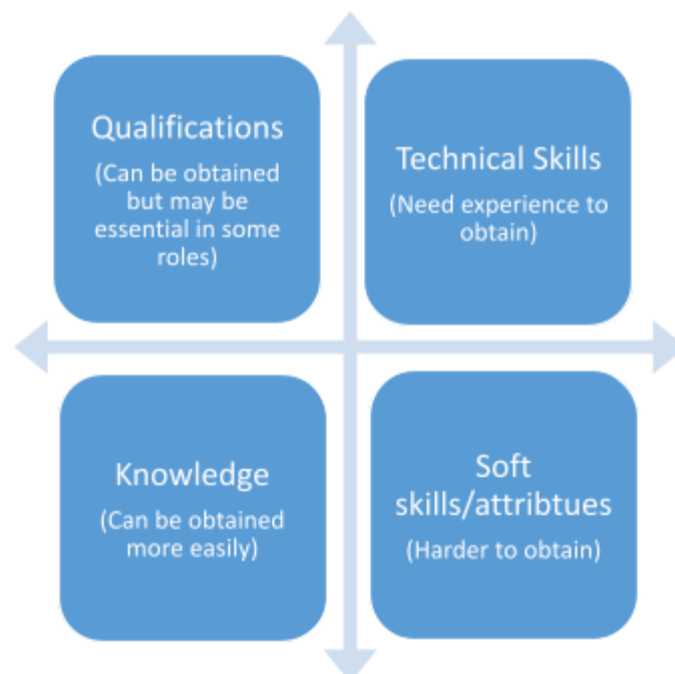
Responsibilities

What are the key responsibilities of this role?

- Is this service-based or knowledge-based work?
- What are the main areas that this role is accountable for? Does the buck stop with this role or is there shared accountability?

- Use verbs to start each one (see P&C for an extensive glossary)
- How autonomous is the role? Does it work under direct supervision or not?
- What decision making capacity does this role have? Is it independent? In consultation with their manager?
- How much can this role delegate? And to whom?
- Are policies and procedures clearly established for this role or do they need to be created by the role?
- How strategic is the role?
- What is the scope of influence of the role? (i.e does the role provide basic service according to standard, does the role define the service standard, does the role provide advice/develop policy, does the role indirectly enable other business units to achieve their strategic goals or does the role set strategic goals/is directly accountable for their achievement?)
- How broad is the scope of influence of this role? Across the team? Different teams and programs? The organisation? External to the organisation?

Requirements



What qualifications does this role require?

- Is a tertiary qualification necessary?
- Any industry accreditations or professional memberships required or desired?

What knowledge does this role require?

- Are there role/specialisation specific areas that need to be covered?
- Are there program/project or industry specific areas? How basic/extensive does this need to be?
- Is experience in a similar role enough?
- Try to separate 'nice to have' and 'need to have'

What technical skills does this role require?

- Try not to assign the depth e.g. 'excellent', 'demonstrated' or 'proficient' just yet – just list what you need for now, you can get to that later
- Verbal and written communication skills?
- Organisation and time management skills? Attention to detail and process improvement skills?
- Technological skills? Customer service skills? Problem solving skills? Analytical skills?
- Try to separate 'nice to have' and 'need to have'

What soft skills/attributes will the ideal candidate have? How do you expect this role to behave?

- Collaboration skills/a team player?
- Stakeholder/relationship management skills?
- Managerial/leadership skills?
- Judgement/negotiation skills?
- Innovation/creativity skills?
- Flexibility/adaptability skills? Ability to cope with/manage change?