

Right person, right job: Designing a new role to meet the organisation's needs

Industry:
Tertiary Education

TMS Product:
Types of Work Profile and
Team Management Profile

Total Staff Number:
25,000

Organisational Challenge:
Job Design

THE PROBLEM

A team of 12, responsible for career development support within a university Student Development Centre, were experiencing difficulties promoting their services and meeting the needs of key stakeholders within the organisation. To address these issues the team decided to establish a new role which would: directly liaise with key faculty members to identify their needs; deliver information sessions; and, promote the services of the Centre.

ACTION TAKEN

The consultant working with the team suggested they use the Types of Work Profile. This multi-rater feedback tool identifies the critical activities (as defined by the Types of Work Wheel) associated with a particular role. The Profile would enable the group to gain a clearer understanding of what they thought the job should be and align role expectations if there were any differences among team members.

When all team members had completed the Types of Work Profile questionnaire the Profile feedback identified two areas for consideration. Firstly, the critical functions for the role were seen to be 'Promoting', 'Maintaining' and 'Organising'. Secondly, one team member saw the role in a very different way to the rest of the group.

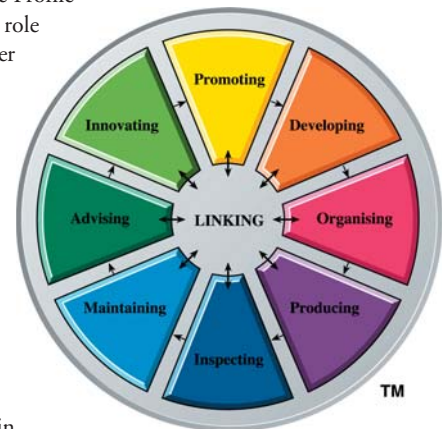
Given these results, the consultant felt it would be of value for the group to complete the Team Management Profile. This would provide the team with practical data to help them communicate effectively to discuss the more detailed requirements of the role. The Profile would also identify if individual work preferences were impacting team members' perceptions of what the role should be.

As the group discussed the data, the team member who had seen the role quite differently to the others was able to explain the rationale behind his feedback. He felt the new role provided an opportunity to change the face of the Centre and to make significant improvements in how they positioned their services to the rest of the organisation. While the rest of the team could identify with this perspective, they felt that moving too fast with these changes might not actually be achievable in the short term, and that it would be more effective to 'grow into' them over a period of time. Alignment was achieved by allocating the main tasks for the role between 'Promoting', 'Maintaining' and 'Organising' as the Profile feedback had suggested.

Because the requirements for the new role were so diverse, the group decided to split the job between two existing members of the team, rather than rely on a single person to perform all tasks. Some concern was raised as to how well this might work, so they agreed to trial the new structure for 6 months and then review the positions.

OUTCOME

Splitting the job between two team members turned out to be very effective, as the role did indeed require very different areas of focus. One person could primarily focus on initial contact with the other faculties, determining their needs, and promoting the services of the centre. The other team member could deliver on these needs either through existing services or by developing new ones to meet stakeholder requirements. The TMS Profiles provided the data and feedback to enable the group to openly discuss their perceptions of the role and determine the critical tasks required. As a result, they were able to develop a workable solution that would ensure the team and its stakeholder's needs were met.



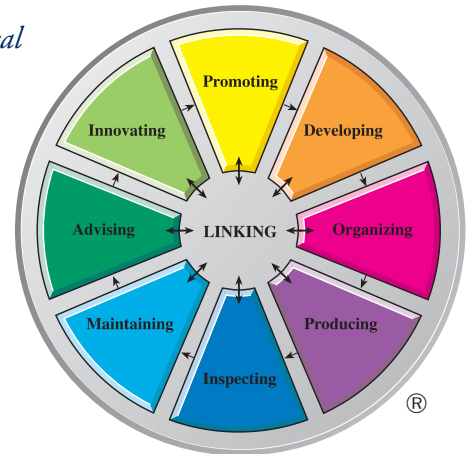
Types of Work Wheel

TYPES OF WORK PROFILE

Whether designing a new job or restructuring an existing one, the critical activities that the job holder will have to perform must be identified.

Based on the fundamental question, "Does this activity make the difference between good and poor performance in the job?" the Types of Work Profile identifies the critical activities (as defined by the Types of Work Wheel) associated with a particular job or position.

Research has shown that while many of these critical job activities can be carried out by a wide variety of people, certain key activities need to be carried out by people with particular abilities, preferences, and skills. In most jobs there are likely to be two or three activities that are critical to successful performance. If these activities are carried out effectively, it can make the difference between high and low performance in a job.



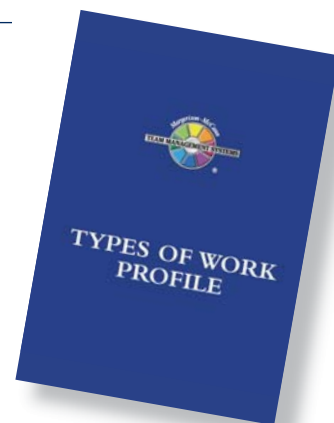
THE QUESTIONNAIRE

- A 64-item individual or multi-rater assessment
- Can be completed by just the job holder, or by multiple respondents, who can include the manager, colleagues and independent raters
- Available electronically or paper based
- Takes approximately 10 - 15 minutes to complete
- Rigorously researched and validated
- Written in straightforward, positive language

APPLICATIONS

The Types of Work Profile is versatile, allowing any of the following uses and approaches:

- Job clarification
- Performance reviews
- Creating new jobs or redesigning existing ones
- Identifying job, communication and skills development needs
- Helping people understand each others' jobs and clarifying how they fit together
- Improving task and role allocation
- Identifying which jobs could maximise a person's potential



BENEFITS

- Gives a complementary view of the perceived demand of a particular job
- Provides rich and varied feedback from different sources
- Provides an excellent starting point for ongoing development work

JOB MATCH

The Types of Work Profile can be used with the Team Management Profile to show the overlap between the demands of the job and the individual's work preferences, to identify gaps and matches. This is particularly useful in applications such as project team selection, task allocation, and performance appraisal.

"Our consulting company helps senior people learn to manage processes and lead staff. The most valuable tool we've found that helps describe personal preferences and details the actual demands of a job, is the Types of Work Profile. Very user friendly, lots of long term benefit."

B J Mithen,
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