

Job design & job descriptions



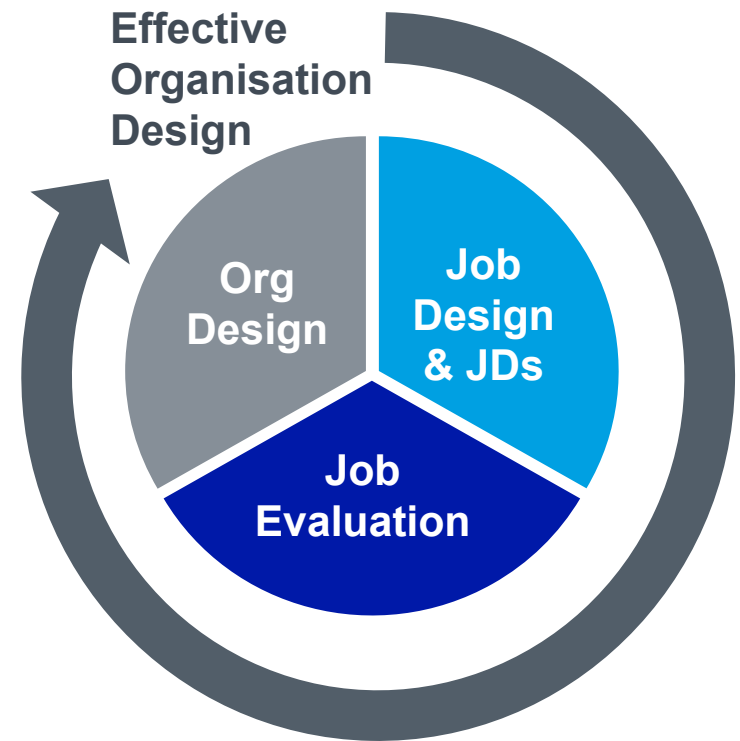
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Introduction

Why is effective job design important?

- Effective job design ensures clarity on what individuals need to do and how their job contributes to the delivery of our business strategy
- Effective job design and well-written job descriptions ensure we get the correct outputs from job evaluations



Job design and organisation design

Good organisation design and job design have three key principles:

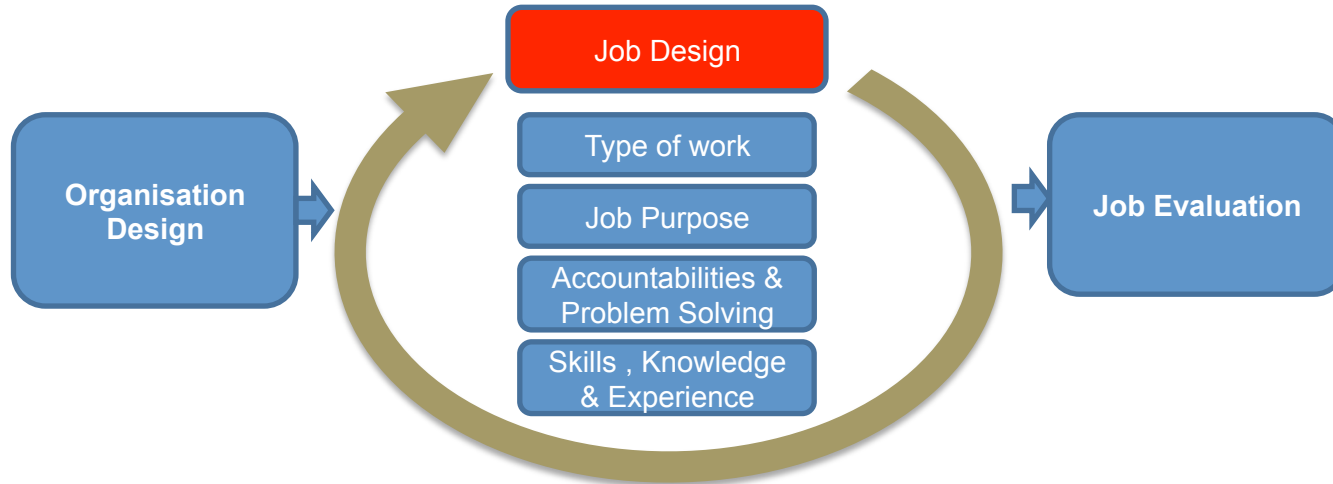
- Effective job design is based on the organisation design principles
- In summary, you should comply with the principles set out below when you're designing your jobs:

S t r a t e g y	
S t r a t e g y a l i g n m e n t	A l i g n e d t o t h e T f L S t r a t e g y
C u s t o m e r	B a s e d o n c u s t o m e r r e q u i r e m e n t s
B e t t e r , s i m p l e r , c h e a p e r	I m p r o v e s h o w w e o p e r a t e
P r o c e s s e s	
H i e r a r c h y	N o d u p l i c a t i o n o f a c t i v i t y
A c c o u n t a b i l i t y	C l e a r o n w h e r e d e c i s i o n s a r e m a d e
F l e x i b i l i t y	A d a p t a b l e t o f u t u r e c h a n g e s
P e o p l e	
P e o p l e	C l e a r o n t h e s k i l l s r e q u i r e d a n d h o w p e o p l e w o r k
F e a s i b i l i t y	C o n s t r a i n t s a r e t a k e n i n t o a c c o u n t

- Job descriptions are a tangible output of organisation design activity

How does it all fit together?

If we have strong job design, we'll be well placed to deliver on the objectives we outline as part of the organisation design process.



- Organisational design involves aligning our strategy, processes and people to effectively achieve what we set out to do
- Job design provides clarity on what individuals need to do and how their job contributes to the delivery of the strategy
- Job design enables you to produce a clear job description
- Job evaluation provides a framework for determining the value different jobs add in relation to the TfL strategy

Job design: Why?

By getting the job design right, we can create an environment where different jobs can work effectively to achieve TfL's strategy.

Do you recognise the symptoms of ineffective job design?

- Reduced effectiveness or efficiencies
- Delays in decision making
- Failure to realise strategy
- Conflict and duplication
- Abdication, no ownership of issues
- Increased costs
- High turnover, especially in key roles

Job description: Key parts



Job descriptions are important for a number of reasons and are made up of four main components:

Key parts	Description
Type of work	This describes the job and its nature, this can be mainly split into 3 types of work: expert, partner or front line
Job Purpose	One sentence or paragraph on why the job is there (its overall purpose) – what it's responsible for (from TfL's perspective)
Accountabilities & Problem Solving	One sentence statements that define the key outputs or deliverables that the job holder is accountable for. In forming these statements consider: <ul style="list-style-type: none">• Thinking environment – the extent to which solutions are pre-determined within the job• Thinking challenge and whether decisions are routine within the job
Skills, knowledge, experience	Describe the knowledge, skills & experience required to adequately fulfil the duties of the job

Job description: Key parts



It's important to make sure you include all four components in your job description – the more complete the job description, the more likely it will be that you'll assign its responsibilities to the right person, and that they can carry them out in the right way.

A good job description provides clarity on:

- The outputs required
- How the job needs to be carried out in relation to other organisation e.g. its boss, its subordinates, etc.
- The information necessary to evaluate the job

Job Design :Type of work



Type of work – things you need to consider.

As part of designing the job(s) it's important to be clear on the type of work that will be undertaken. This ensures that:

- There's a clear link between the job purpose and what the individual is accountable for
- The skills knowledge and experience required are accurate
- Accountabilities are reflective of the work that needs to be undertaken by the jobholder
- There's clarity on how the job fits with the organisation design

Job Design :Type of work

Type of work – things you need to consider.

As you'd expect, different types of role have clear differentiation in terms of accountability.

Type of work	Summary
Expert (managerial)	Roles are technical, professional subject matter specialists who lead a specialist function (may involve policy development and/or planning)
Expert (Specialist)	Roles are technical, professional subject matter specialists (may involve policy development and/or planning)
Partner	Roles work in partnership with internal & external partners to deliver the business output
Front-line	Roles are directly accountable for measurable and highly visible results, with direct control of resources

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In practice, you don't want an expert role that has accountabilities which cross over to front-line delivery. This creates confusion. A well-balanced organisation (Directorate) will have a mix of expert, technical and partner and front line jobs at all levels.

Job purpose

When you're designing any job, it's important to be clear on the key output – the job purpose.

Once you're clear on the type of work and the key output, you can start constructing the job description.

The job purpose is important because it ensures there is clarity on:

- How the job is consistent with TfL's values and strategy
- The need for it's existence and the added value to the organisation
- The job boundaries in the context of the manager/subordinate jobs to ensure clear accountabilities

Job purpose

There are a number of things you can do to make sure your job purpose is clear and comprehensive.

How to write a good job purpose:

Provide one sentence or a paragraph on why the job is there (its overall purpose) – in essence, what it's responsible for (from the company's perspective).

- Consider whether it is clear to someone outside of the team
- Try constructing the job purpose as follows:

Verb: What is done	Object: To what/ with whom	Result: With what outcome
Convey the action that is required.	To what part of TfL or business (customer)	What is the end result and what value does this job add?



A clear job purpose links to the OD principles of Strategy Alignment, Accountability and Hierarchy. If the job purpose is not clear there may be overlap between roles, decision making may be slow and it may not be clear who can be held to account.

Accountabilities (and problem solving)



How to write the accountabilities and problem solving section of your job descriptions.

When writing the job description write a statement for each of the main areas in which a job is expected to achieve results. Think of the detailed activities that support the job purpose. There should be no more than 6-8 accountability statements.

The characteristics of key accountability statements:

- They represent the key outputs of the job
- They describe the what – not the how
- They are worded to emphasise action that leads to an end result, not duties or activities
- Each statement describes a separate and distinct end result
- They are not broad and vague statements



Accountabilities (and problem solving)

How to write the accountabilities and problem solving section of your job descriptions.

Problem solving:

There's no need to write specific problem solving statements – instead you should think about, and make clear the level of:

- Innovative thinking within the job and/or the constraint to work within guidelines
- Decision making involved, and scope for influence
- Impact the role has across a business area/ organisation wide

Accountabilities (and problem solving)



How to write the accountabilities and problem solving section of your job descriptions.

- Try constructing your job descriptions using the following format – and look at how problem solving and accountability are linked:

Accountability

Problem Solving is included in the statement and reflects the level of decision making the role has.

Verb: What is done

Prepare monitor and control

Create and devise the approach

Object: To what/ with whom

The annual dept. budget

For developing the Directorate's budget

Result: With what outcome

To ensure expenditure is in line with the business plan

To ensure all teams are aware of their responsibilities and TfL's targets are met

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A clear job purpose links to the OD principles of Accountability and helps you to set specific objectives and targets

Skills, knowledge and experience

How to write the skills, knowledge and experience section of your job descriptions.

When writing a job description, it's important to be clear on the skills, knowledge and experience required. This is important because it:

- Assists the recruitment process
- Can help employees with identifying their career development

Area	Summary
Skills	The practical requirements of how the role may be undertaken
Knowledge	May be a particular qualification or understanding or a process or system
Experience	What is required and at what level to be a success.

Skills, knowledge and experience

How to write the skills, knowledge and experience section of your job descriptions.

- Make sure you include only the essential skills knowledge and experience that are appropriate to the job purpose and the accountabilities
- If these are set too low, the individual may not be able to deliver
- If these are set too high the individual may become bored and frustrated

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Accurate skills, knowledge and experience links to the OD principles of People and Flexibility. You can ensure employees are empowered to do their job and have the ability to do so. You can also consider how they can develop and be flexible in delivering other demands should there be a change of focus or peak in demand.

Conclusion: Testing job descriptions

The check list below will test the validity of the job description

Testing your job description			
Job purpose	<ul style="list-style-type: none">✓ There is clarity on how the job contributes to the organisation vision and deliverables✓ There is clarity on the job boundaries in the context of the manager/subordinates jobs to ensure clear accountabilities✓ There is clarity on the job and the need for it's existence and the added value to the organisation	<ul style="list-style-type: none">✗ Fails to provide clarity on how the job meets the strategic aim and contributes to the overall vision and deliverables.✗ Jobs' scope overlap, and duplications occur between jobs in the organisation✗ Fail to achieve the added value the roles should provide	
Accountabilities	<ul style="list-style-type: none">✓ One sentence statements that define the key outputs or deliverables that the job holder is accountable for✓ There are no more than 6-8 concise statements describing the key accountabilities✓ They represent the level of impact the role has across a business area/ organisation wide	<ul style="list-style-type: none">✗ They are too broad and vague and fail to provide a clear overview of the role✗ Long list of tasks✗ There is no ownership of issues and a lack of clarity around decision making	
Skills Knowledge & experience	<ul style="list-style-type: none">✓ Ensure that only essential skills knowledge and experience that are adequate to fulfil the accountabilities of the job are listed within the job description✓ Skills , knowledge & experience are balanced with the accountabilities of the Job	<ul style="list-style-type: none">✗ Designed around current skills knowledge & experience of people currently doing the job✗ SKE are overstated leading to employees that are under utilised/bored.	

Job evaluation

Job evaluation is a framework to determine the scope of a job in relation to others.

What is job evaluation?

The job evaluation process supports organisation design by providing a single, logical framework within which consistent and informed judgements are made regarding size and scope of jobs, and the value they add in relation to the TfL strategy.

Why is job evaluation important?

- Provides a rational basis for equitable and defensible pay structures
- Enables consistent decisions to be made on grading across the organisation
- Establishes the extent to which there is comparable worth between jobs so that equal pay can be provided for work of equal value (subject to market relativities)
- Helps with internal job comparisons and to a degree, external job comparisons by providing a common language for use in discussing the relative worth of jobs within a hierarchical structure

Job description: Appendix

The next five slides provide further guidance on job descriptions as well as giving some examples.

The areas covered in more detail are:

1. Detailed descriptions of type of work and examples of these jobs within our organisation
2. Detailed description of skills, knowledge & experience and examples and the type of detail
3. Detailed description of accountabilities and problem solving with examples and how to write these

JD: Type of work

Type of work – we’ve covered the different types of work we do here at TfL on a very top line basis. Now we’ll look at them in more detail.

- There are three broad types of role in Transport for London (expert, partner or front line)
- It is important for these to be described accurately as it demonstrates the nature of the job correctly
- Clarity can ensure that the evaluator positions this appropriately when it comes to the evaluation process

JD: Type of work



Expert

Roles within this category provide advice & guidance. They tend to be:

- Technical, professional subject matter specialist.
- Responsible for research and analysis.
- At more senior level they are technical experts who interpret and/or apply policies to provide specialist support or advice.

Example roles

Expert (Managerial) – where jobs involve leading potentially large groups of experts at increasing strategic levels, Examples of these roles are design engineering manager, transport modelling lead, Head of Legal Specialism, Director of Internal Audit

Expert (Specialist) – where jobs involves increasingly deeper knowledge of a specialist area, examples of these role are - principal design engineer, communications specialist, project controls analyst

Partner roles

Roles within this category work in partnership with others to deliver . They tend to be

- Responsible for managing and co-ordinating resources to deliver business results in partnership with internal & external partners.
- They have shared accountabilities for delivering the results & work with or through others.

Example roles

Partner roles – project engineering manager, IT business partner, HR business partner, communications business consultant, Project Manager, Programme Manager, Director of Customer Experience, Transport Planning Coordinator

Front Line roles

Roles within this category are highly visible, results driven role. They tend to be

- Visible and accountable for the achievement of business results/ outputs.
- Directly accountable for measurable and highly visible results, with direct control of resources .
- At more senior/ strategic levels they might be in charge of a business unit.

Example roles

Front line roles – station manager, construction manager, IT support desk manager, Train Standard Operations Manager, Operations manager, General Manager London River Services, Chief Operating Officer, Managing Director (Surface, LU & Rail)

JD: Accountabilities and problem solving

Accountabilities and problem solving – in detail.

When writing the job description, write a statement for each of the main areas in which a job is expected to achieve results. Each statement should concentrate on WHAT is to be achieved – not the detail of HOW it is to be achieved.

Problem Solving	Jobs Usually	Example of accountabilities
Administration	<ul style="list-style-type: none"> • Simple tasks & works within existing procedures • Specialist skills and responsibilities for supervision of the work of others • Prioritisation of work to meet business needs and on previous experience acquired through the role 	<ul style="list-style-type: none"> • To undertake photocopying, typing and preparation of reporting and presentation material, filing to support their business area • Responsible for the reporting of periodic department expenditure against the budget to ensure is in line with forecast spending.
Support roles	<ul style="list-style-type: none"> • Reasoned application of methods, systems and procedures that is gained through significant experience. • Provide analysis, interpretation and reasoned advice based on a level of understanding. • Work within current process, no requirement to design or change the established frameworks and procedures but interpretation to solve problems. 	<ul style="list-style-type: none"> • Provide a wide range of ad-hoc analyses, to produce accurate, insightful and meaningful interpretation of customer travel behaviour. • Ensure documents are managed and organised to support stage gate reviews.
Managerial	<ul style="list-style-type: none"> • Understanding of a wide range of procedures role would have a requirement to feedback and provide improvement in the short to medium term. • Interpretation and apply policies successfully to support local, business area needs, role contributions to wider policy is based on feedback on how policies impact in the Business area or division. • Tactical in nature and they would be focused on specific parts of the organisation rather than TfL as a whole and is usually limited by the annual budget horizon. 	<ul style="list-style-type: none"> • Manage assigned projects, in accordance with the TfL PPM Methodology and working to relevant corporate standards, to ensure delivery of intended business benefits. • Manage specific transformation projects for Chief Officers, Directors and Senior Managers to contribute to TfL achieving its £8.9bn savings and efficiencies targets



JD: Accountabilities and problem solving

Accountabilities and problem solving – in detail (continued).

Problem Solving	Jobs Usually	Example of accountabilities
Senior management roles	<ul style="list-style-type: none"> • Translate policy into operating procedures and would contribute to policy development. • Concerned with longer term development • Jobs will provide solutions but these have to fit with existing internal/ external objectives • Responsible for working within a clear framework – however may deliver improvements on current practice. 	<ul style="list-style-type: none"> • Represent the needs of the business in the development of pan TfL policies and procedures ensuring that appropriate consultation/negotiation takes place.
Director roles	<ul style="list-style-type: none"> • Variable application of TfL policy locally (e.g. in a business area) – they turn policy into reality. • Thinking would go beyond the year ahead and would need to ensure that there is a requirement to understand impact of external influences to TfL. • Considerable degree of interpretative, evaluative and/or constructive judgement to ensure that we address issues that are noticeably different from what has been encountered previously. 	<ul style="list-style-type: none"> • Accountable for the performance targets as per specification of the contract and the business plans and delivering the improvement plans to meet future requirements. • Develops an associated framework of specific policies, delivery capability and management controls to ensure achievement of TfL strategy and to support operational performance targets.
Managing Director levels	<ul style="list-style-type: none"> • Determine the broad strategy for a mode or corporate function that is integral to the core purpose of TfL. • Thinking within this type of role is long-term (5 years and beyond) and needs to consider how to anticipate and integrate. • Constrained only by TfL corporate mission and values. They will include both setting TfL-wide functional policies and developing corporate objectives and strategies. 	<ul style="list-style-type: none"> • Develop and deliver the vision, strategy, key objectives and direction to achieve exemplar operations to deliver the outcomes set out in the Mayor's Transport Strategy and strategic goals. • Oversee and provide direction on the delivery of transport projects that form part of the TfL 5 year Investment programme, TfL Business Plan, Mayoral priorities and other major initiatives.

JD: Knowledge, skills & experience

Knowledge, skills and experience – in detail.

When writing a job description, it's important to ensure the skills knowledge and experience to fulfil the role are clearly thought out. This will help the recruitment process as well as enabling clear career development for employees within TfL.

<p>Knowledge This part is about the knowledge, skills & experience required to adequately fulfil the duties of the job; you should not state that of the current jobholder N.B Only include those essential qualifications required for the job or if necessary as a desirable or working towards qualifications.</p>	<p>Examples Degree, Chartered status, BTech, City & Guilds, CIPD, ACCA, CIMA Formal training Health & Safety, Excel, PowerPoint, SAP, Project Management Specialist and generalist knowledge Trades, Industries, Legislation, Processes, Procedures, Business Practices</p>
<p>Skills This part is about the particular practical skills that are required to do the job in a fully acceptable way.</p>	<p>Examples Interviewing, Presentation, Staff Management, Negotiating, Project Management, Planning, Commercial Acumen</p>
<p>Experience This part is about describing the work experience (not in years) required to be able to fulfil the duties of the job;</p>	<p>Examples Experience of managing / leading an accounting function reporting to Board level. Experience of managing large sections dealing with high volumes of transactions. Experience of leading a customer services / operational delivery environment Experience of operational management.</p>