Role and Job Design

From the Jon Ingham Strategic HR Academy

The Importance of Job Design

Jobs are the traditional unit of work in most organisations, although work is also increasingly being undertaken through broader roles focused on the flow of work, and more discreet tasks, linked to particular skills. Jobs, roles and tasks are therefore all key parts of how companies improve productivity and their ongoing performance.

Jobs are also changing quickly, with the rapid implementation of digital technologies and associated ways of working. Jobs may not disappear to the extent that has often been predicted but they will certainly change, for example, by being linked to the skills and relationships a job holder must have rather than to tasks. It is important that these changes are planned proactively and that they are not just left as the consequence of digital disruption.

And jobs are also vitally important to job holders and are still the main basis of the way people experience their work, and whether they will be engaged. It is therefore a major concern that, according to the World Economic Forum, a growing number of people think their jobs are useless. We need jobs which will allow people to be intrinsic motivated rather than relying on extrinsic manipulation.

Job design used to be a key part of HR but other than at executive levels has received less attention recently. However, the need to improve productivity and low levels of engagement, together with new opportunities for using digital technologies, and the need for more flexibility following the covid-19 pandemic, all increase focus on this area.

Course Outline

Reinventing jobs to improve productivity
- How job design is informed by and itself informs organisation design
- Job design within organisation, team, process and workplace design
- Cascading processes into job / role design
- Defining clear skill / competency requirements
- Identifying job responsibilities through RACI / RAPID analysis

Re-orienting jobs towards good work
- Socio-technical approach to job design, links to employee experience
- Developing new social contracts for different workforce segments
- Responding to diversity across generations, cultures & other attributes
- Opportunities for flexible working and self-management etc.
- Making a business case for progressive management and design of the organisation

Designing roles and jobs
- Job specialisation, enlargement, simplification, extension, enrichment
- Job design techniques including repertory grid, critical incidents, etc.
- New approaches in job design and the shift from jobs to roles
- Role and job analysis, new workforce analytical tools, job evaluation
- Balancing consistency and flexibility in job and role titles

Reviewing potential job changes in the 4th Industrial Revolution
- Changing nature of jobs and roles with more use of new technology
- Designing the manager role to ensure good management and increased levels of trust
- Linking a job architecture to skills
- New measurement and analysis tools and approaches
- Case studies and examples of potential future job changes

Providing better opportunities for progression
- Effective but flexible career management, dual career structures
- Navigating organisations as a lattice rather than a ladder
- Technological support for career management
- Identifying transferrable skills and career drivers
- Role of mentoring in supporting career development

NEW study group: 28 February 2022 – 22 April 2022

The Academy's study groups are small cohorts of participants focused on a particular course. These last for about two months and are run one or more times per year for each course. Study groups provide the main basis for Q&A with Jon Ingham, and also asynchronous chat based discussion about the course, and your own opportunities around the course with other participants.

Study groups are also supported by four Zoom calls during the life of a study group. These help members of the group get to know each other, enable us to discuss more complex issues, support activities and provide a basis for reviewing the application of content to your own organisation.

The schedule for the forthcoming Job design study group will be:

Week	Commencing Week	Focus
1	28 February	• Orientation
2	7 March	• Introduction • Initial Zoom call – Overview and connections
3	14 March	• Section 1 – Reinventing jobs to improve productivity
4	21 March	• Section 2 – Re-orienting jobs towards good work • Second Zoom call – Considering changes
5	28 March	• Section 3 – Designing roles and jobs
6	4 April	• Section 4 – Reviewing potential job changes in the 4th industrial revolution • Third Zoom call – Considering changes
7	11 April	• Section 5 – Providing better opportunities for progression
8	18 April	• Summary • Final Zoom call – Action planning
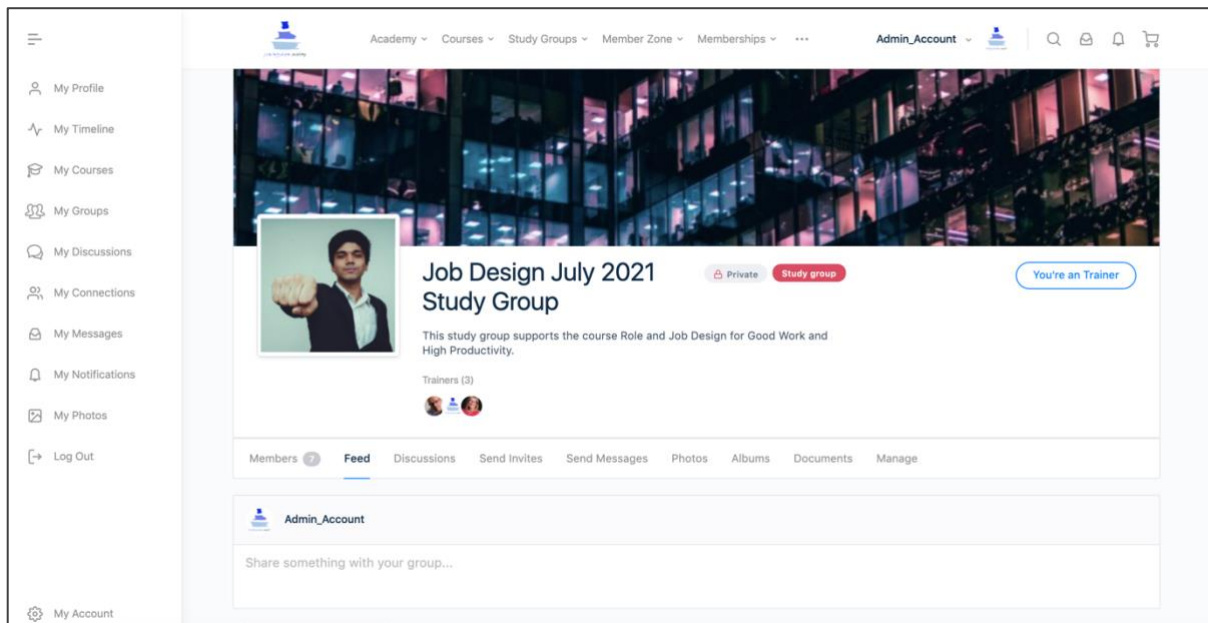
About the Jon Ingham Strategic HR Academy

The Academy provides online capability development which is obviously particularly relevant to support remote working during the pandemic. However, this also offers an enhanced learning experience compared to traditional, face-to-face training:

> **Key benefits:**
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> - **Study at the time and in the location which is most convenient for you**
> - **Participate from anywhere in the world*, avoiding travel time and costs**
> - **Review or fast forward content to support your own learning needs**
> - **Share insights, experiences and plan actions within small cohorts**
> - **Learn from other discussions taking place across the whole Academy.**

Video, other learning materials and study group facilitation are provided by globally recognised HR strategist, Jon Ingham:

- Co-author with Dave Ulrich of 'Building Better HR Departments'
- Author of 'The Social Organization'
- Top Global HR Tech Influencer 2019, 2020 - Human Resource Executive (USA)
- Mover and Shaker 2019 (& 7th Top UK HR Influencer, 2013) - HR Magazine (UK)
- HRD Thought Leader - HRD Connect (UK).

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Study Group Timetable

Month	Study groups
September 2021	• Culture change - what and how • Organisation design for modern, compelling and effective working
October 2021	• Digital transformation for HR • Putting people first providing meaning and performance • Employee experience to create and share value • Strategic partnering to improve HR credibility and contribution • HR transformation for creating value • Performance management re-engineering • Reward innovation: true transformation vs timid tinkering
January 2022	• Wellbeing and resilience: moving beyond engagement • Business relationship management skills • Process design in both HR and the business
February 2022	• Employer branding through organisational differentiation • Teams and teaming: high performance for the new world • Leadership and management in the new world of work

Notes: course content will be made available shortly before the relevant study group.

Courses cost £298 GBP including optional participation in a study group. All course fees include ongoing Silver membership providing access to all non-course learning resources in the Academy.

Find more information and enrol at www.joningham.academy

Or contact admin@joningham.academy

Follow the academy on Linkedin for updates and general insights at www.linkedin.com/school/jon-ingham-strategic-hr-academy