How to write a role analysis

Role analysis documents are designed to reflect the ongoing context of the role and responsibilities and the full suite of capabilities required to succeed in the role.

The role analysis can be used for job evaluation (JEMS) and long-term workforce planning. It is not designed for the job advertising process. The role analysis can also be used to support performance and development discussions, identifying priorities and developmental focus areas.

Preparing/updating the analysis when workforce planning is undertaken will help ensure currency of the document and maximise its use for other purposes.

Role analysis

Role title:

Team / business unit:

Classification:

Role purpose and context

This section should provide information about the reason the role exists (i.e. what does it deliver or contribute) and the context it exists within (i.e. what team/business unit does it exist within and what is that team's/unit's purpose).

This can include information about the working environment and community, for example:

- Whether its regional or remote.
- If relevant to the role, information about the core client group including its size, cultural diversity and socio-economic factors.

An organisational chart, showing the reporting relationships for the role should also be included here. Where there is significant geographical separation between the role and its reports/managers this should be specified.

Mandatory requirements

Any mandatory requirements of the role should be listed here, including qualifications, licenses, registration, fitness/health requirements (providing such are genuine occupational requirements). Mandatory requirements should not be confused with highly desirable skills or qualifications.

Capability profile

This section should detail the capability profile for the role. Roles often include a mix of leadership and management competencies, and technical/specialist competencies – the balance of which will depend on the nature and classification of the role.

Unlike the role description, which focuses on the key capabilities needed at the time of recruitment, the capability profile should canvas the full range of capabilities utilised in the role. The capability framework being used should be clearly stated.

For example, the Leadership competencies for Queensland describe what highly effective, everyday leadership looks like in the public sector for individual contributors, team leaders, program leaders, executives and chief executives. The technical/specialist knowledge sets for a range of sector wide disciplines often have specialised models such as the Skills Framework for the Information Age (SFIA) (digital and IT) and the Queensland Government's HR Capability Model (human resources).

You may wish to refine the capability profile to reflect the nature of the role, and append it, rather than have it in full in the body of the role profile.

When it's time to recruit, the information in the capability profile is used to identify the attributes the hiring manager wants to focus on, considering the mix of skills and experience currently in the team. This is then transferred to the 'What we're looking for' section of the role description.

Duties and accountabilities

This section should detail the duties and accountabilities of the role. It should reflect the full range of duties to be performed by the role but does not need to list every single task. Not listing a task does not mean an employee cannot be asked to undertake it, provided such a request is reasonable.

Key relationships

This section should outline the key relationships with the role (internal and external stakeholders/customers) that the role will regularly interact with and the purpose of such interaction.

Delegations / budget

This section should outline the delegations the role has. It does not need to list every delegation but indicate whether there is human resource, financial, operational (for example, specific powers under legislation) delegations. If the role has a budget it is responsible for, this should be specified, along with any significant financial delegations.

All public servants have a responsibility to ensure the efficient and appropriate use of public resources. Agencies should consider whether this needs to be emphasised for particular roles, notwithstanding that financial delegations may not apply (for example, project roles).

Supervision / management

This section should outline the supervision/management responsibilities of the role. It supplements the organisational diagram, reflecting the number of direct and indirect reports.

Learning, training and development

This section should outline the formal/structured training occupants of the role are required/have the option to undertake. It does not limit training/development activities that can be undertaken.

Potential career paths

This section should outline potential career paths for the role (NB: it does not guarantee progression).

Employment framework

This section should outline the employment instruments applying to the employee.

Risk matrix and employment screening

This section should outline the identified risks associated with the role and the employment screening to be undertaken to mitigate against such. Risks are not based on lack of capability but intentional conduct, for example, a role with significant financial delegations may have risks associated with fraud, with one of the corresponding risk mitigation strategies being screening for prior criminal convictions and ASIC/bankruptcy.

Additional matters

Your role analysis should include any additional headings/information that assist in providing an holistic picture of the role and its context.

Approved by

Approving role title: [Delegate]

[Agency name]

Date: [Date]