"COMPETENCY-BASED"

These are real aspects of the organisation, resource-based, actual, and a matter of historical record.

The movement of people and ideas into and out of the organisation is ongoing, and ensures that the stock of beliefs, skills, knowledge and experience is constantly being renewed and replenished.

Unique Personal History

EMPLOYEE VALUE PROPOSITION

KNOWLEDGE, SKILLS & EXPERIENCE

COMPETENCY "WHAT" (No Choice)

BELIEFS

BEHAVIOUR "HOW" (Choice)

On & Off-the-job learning

Performance Management

CORPORATE EFFECTIVENESS

STAKEHOLDER & CLIENT NEEDS

PUBLIC VALUE

BUSINESS PLAN

PEOPLE PLAN

WORKFORCE DEVELOPMENT PLAN

RETENTION PLAN

RECRUITMENT PLAN

ROLE

CULTURE

VALUES

"JOB-BASED"

These are virtual aspects of the organisation, systematic, ideal, and with a future focus.

Qualifications (eg: AQF) Industry & Social Expectations

QUALIFICATION STANDARD

WORK LEVEL STANDARD

CLASSIFICATION STRUCTURE

COMPETENCY PROFILE

ORGANISATION STRUCTURE
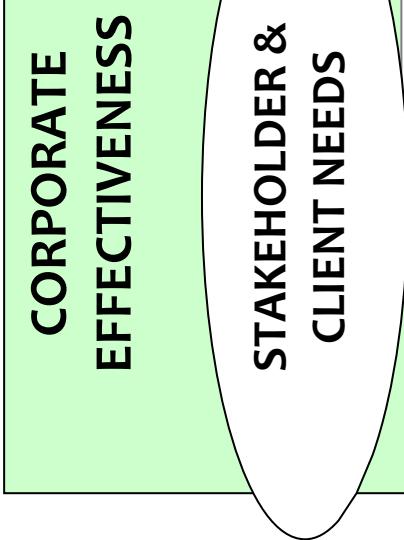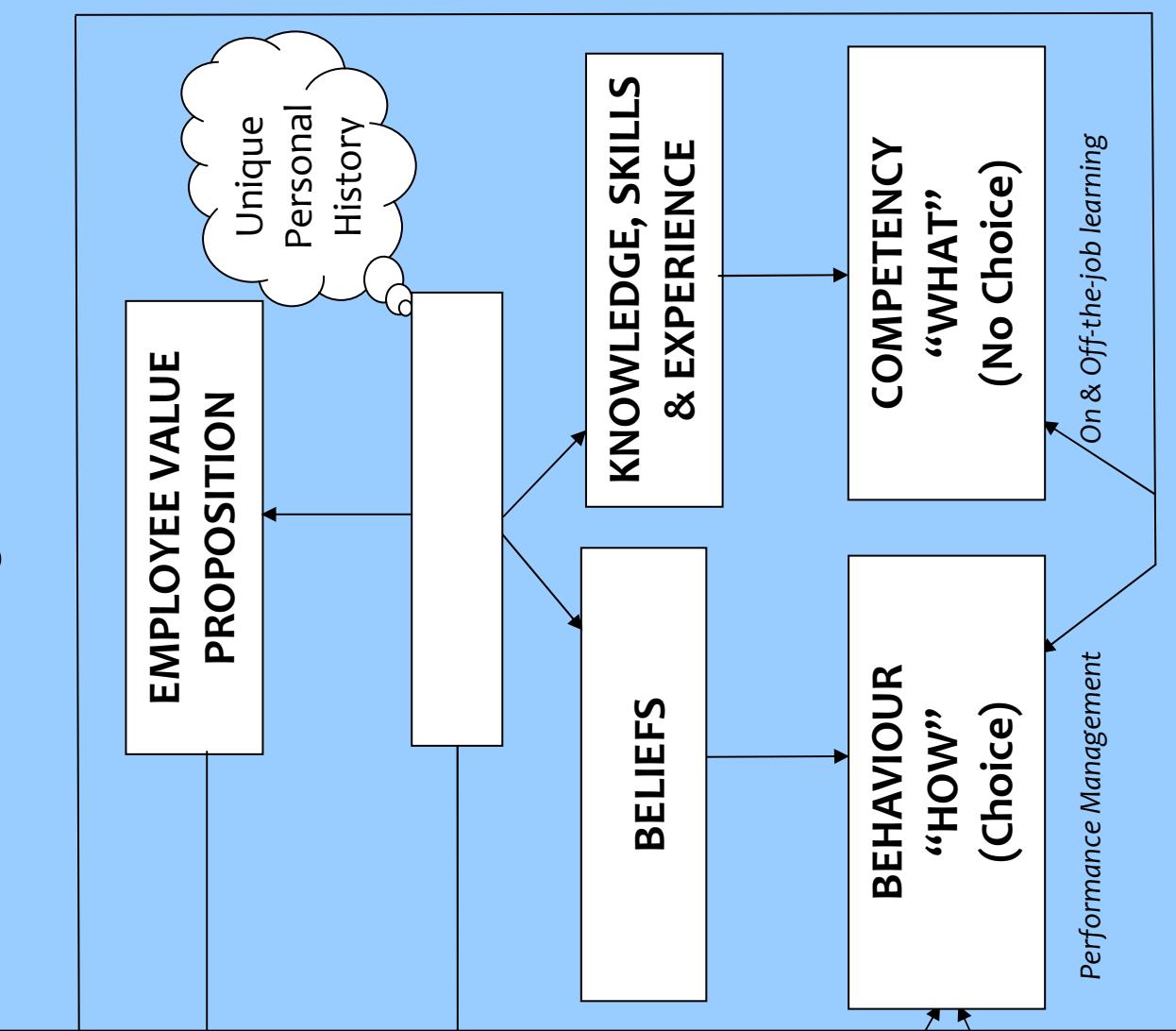
POSITION

RESPONSIBILITY ACCOUNTABILITY & AUTHORITY "HOW" (Choice)

FUNCTION "WHAT" (No Choice)

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THE CONTEXT OF WORK ROLES

The starting point for any consideration of Work Roles is an appreciation of Stakeholder and Client Needs, which may be modulated and refined through the Public Value model. For work roles that are not involved in the direct delivery of services to clients, the 'chain of service' requires that it exist to provide services to staff in work roles that do. Looked at from this perspective, all of the activity entailed in the model is directed to meeting stakeholder/client expectations—an entirely appropriate perspective for a service-oriented public sector organisation.

Here, a work role is a unique combination of organisational need and individual ability. Neither the Position nor the Person by themselves are sufficient to describe what will or should be done, nor how well it will or should be done, to meet client needs. Practices such as broad-banding of positions and promotion to level implicitly recognise this relationship between positions and persons. Thus if a position can be either level 4 or level 5 and work is available at both levels, then it is the impact of the individual that will determine the actual level. Furthermore, this relationship highlights and promotes the critical importance of Performance Management in ensuring the delivery of corporate outcomes.

Work role occupies a central position in the diagram and in the model. The succession of roles an employee takes in the organisation corresponds to the trajectory of the employee's career within the organisation. This trajectory can be influenced by both performance management and also Learning and Development activities. On this basis, our sense is that the function known as "people management" would be more satisfactorily described as "role management".

Corporate Effectiveness is implemented through the Business Plan, which contributes to and is supported by the People Plan (and corresponding resource plans for Technological Assets, Financial Resources and so on). The People Plan includes planning for Recruitment, Retention and Workforce Development (covering training, performance management, succession planning and the like). It implements the Organisation Structure and provides the detailed implementation path for the Recruitment Strategy, Retention Strategy, Indigenous Participation Strategy, and so on. Work Roles are accordingly linked directly back to stakeholder needs and expectations via the Business Plan.

The model has two parts giving effect to the Business Plan and its associated roles.

First is the job-based domain of the model, outlined on the left-hand side of the diagram. This is logical, static, virtual, ideal: it deals with systematic and technical aspects of the organisation. It is also the future-focused domain, as its purpose is (or should be) to establish the vehicle for delivering programs developed to meet identified client needs.

The other is the competency-based domain of the model, shown on the right-hand side of the diagram. This deals with resource-based factors from the real world—it is physical, and dynamic. Particularly important for making sense of the employment relationship is the idea that a person comes to an organisation with a unique personal history. The knowledge, skills, experience, and the beliefs that the person will bring into the workplace are thus unique. Each person will accordingly have a unique relationship with the organisation—their Employee Value Proposition (EVP), which must be taken into account when developing and implementing the People Plan for it to be fully successful.

Earlier researchers (such as Lawler) have used the terms job-based and competency-based to designate two ends of a spectrum of practice. In this model, the two are presented as different co-existing aspects of the organisation.

Broadly speaking, "capability frameworks" (eg: APS Integrated Leadership System) attempt to bring together a set of concepts (such as ideal competencies, desired behaviours and performance requirements) which we have shown separately on this diagram. While frameworks of this kind may assist organisations to move their human resource management practices from job-based towards competency-based, they are still tools of the systematic domain (on the left-hand side of the diagram).

The functions of a position—what is or will be done—are fixed by client need and by industry and social expectations. Functions in the job-based domain correspond to the competencies that a person brings to the workplace to deliver those functions. Just as organisations have no choice about what functions they will perform to meet client needs, a person has no choice about the competencies they are required to possess at any one time. It may be necessary to acquire additional competencies, to maintain existing competencies, or to permit competencies to deteriorate as the functional requirements of the role change over time.

Within the "job-based" domain, a position is characterised as follows:

- it has a level within the Classification Structure;
- it draws its key characteristics from Work Level Standards; and
- it may specify qualifications and competencies

However, these functional terms are not in themselves sufficient. Equally important in characterising the role are:

- responsibility,
- accountability, and
- authority.

Responsibility, accountability and authority account for how a job is to be performed. This aspect corresponds to the actual behaviours that people demonstrate in the workplace, how they deliver their competencies. Performance management is primarily focused around strengthening the alignment of personal behaviours and with organisational requirements.

Organisations have considerable choice around what levels of responsibility, accountability and authority to confer on members. Behaviour is also a choice for individuals. In our view, therefore, the triangular dynamic between culture, values and behaviour is incomplete. A more complete account of the dynamic includes the responsibility, accountability and authority which an organisation confers on its members. These form the organisational contribution to the behaviours, the 'degrees of freedom' corresponding to the personal choices (behaviours) of the individual fulfilling the role. These relationships are depicted in the lower half of the diagram