

Inside-out



Inside-out jobcarving a roadmap

*The best distribution of tasks means
more benefits for both company and employee*



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Colofon

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Introduction

This roadplan provides an explanation of the phases in the Inside-out jobcarving procedure and what happens during each one.

Inside-out jobcarving

Inside-out jobcarving offers a practical method for allocating responsibilities as efficiently and effectively as possible among both existing and new employees. It is a method of achieving an optimal division of tasks that can be successfully applied by business owners, managers, HR officers, employment officers or training consultants. Jobcarving divides tasks in such a way that capitalises on the skills of existing, more highly qualified employees and creates new positions for less qualified personnel and/or people with a disability.

Jobcarver

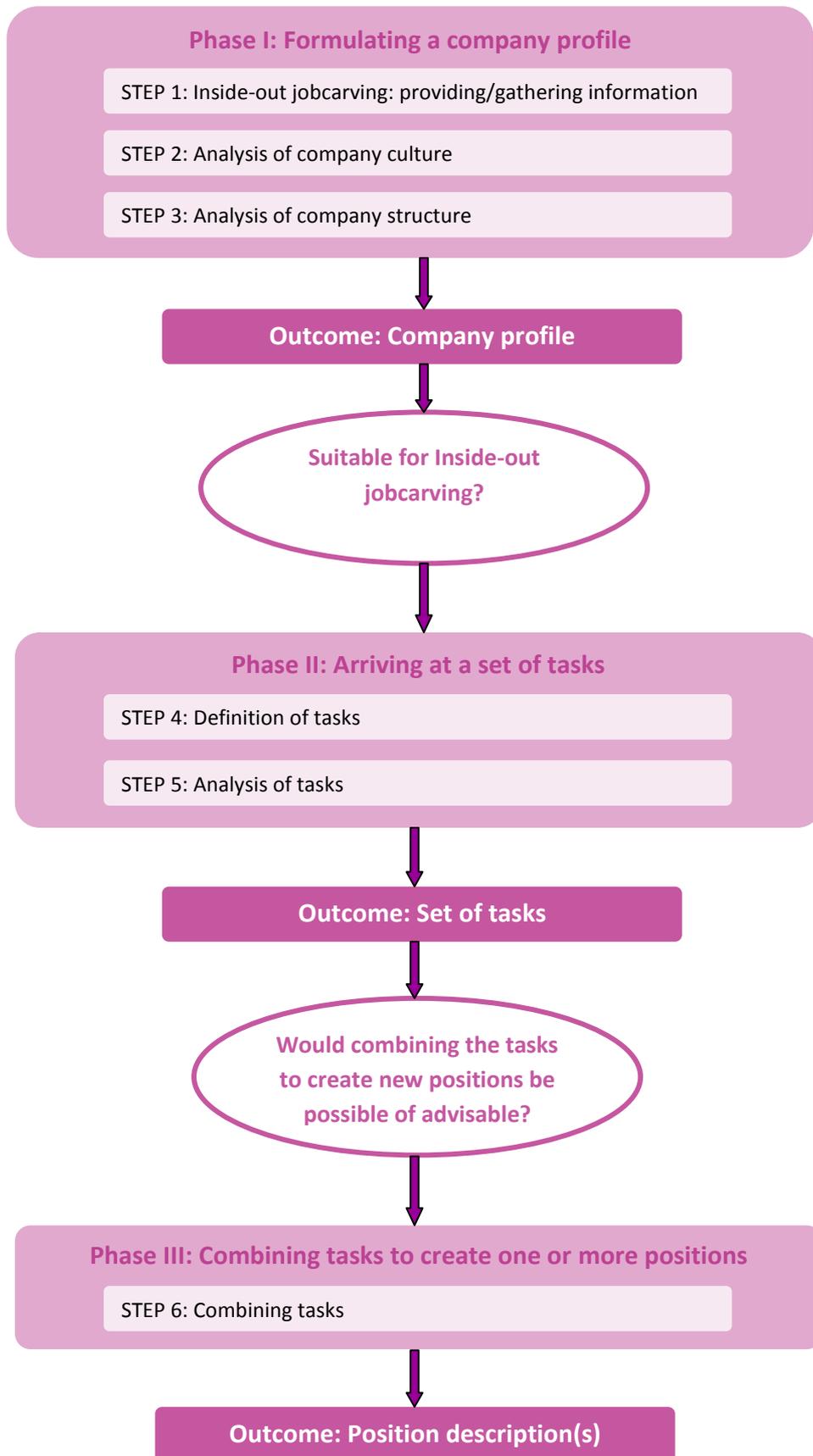
A specially trained consultant from organizations involved in Inside-out (the 'jobcarver') supervises the jobcarving process within the company. This jobcarver listens closely to the company's needs and preferences and coordinates all of the jobcarving activities with the client. Needless to say, confidentiality and privacy will be considered at all times. Depending on the scope of the project, the jobcarver will operate alone or together with fellow Inside-out jobcarvers.

Inside-out jobcarving: a 3-phase model

The Inside-out jobcarving method consists of three phases, each of which has one or more analytical steps that result in an interim product. The outcome of each phase is always communicated with the client (business owner, franchisee, department manager, HR manager, etc.). The company then uses these interim results to decide if and when the next phase will be implemented.

The 3-phase model is presented on the next page and then explained by phase in the following sections.

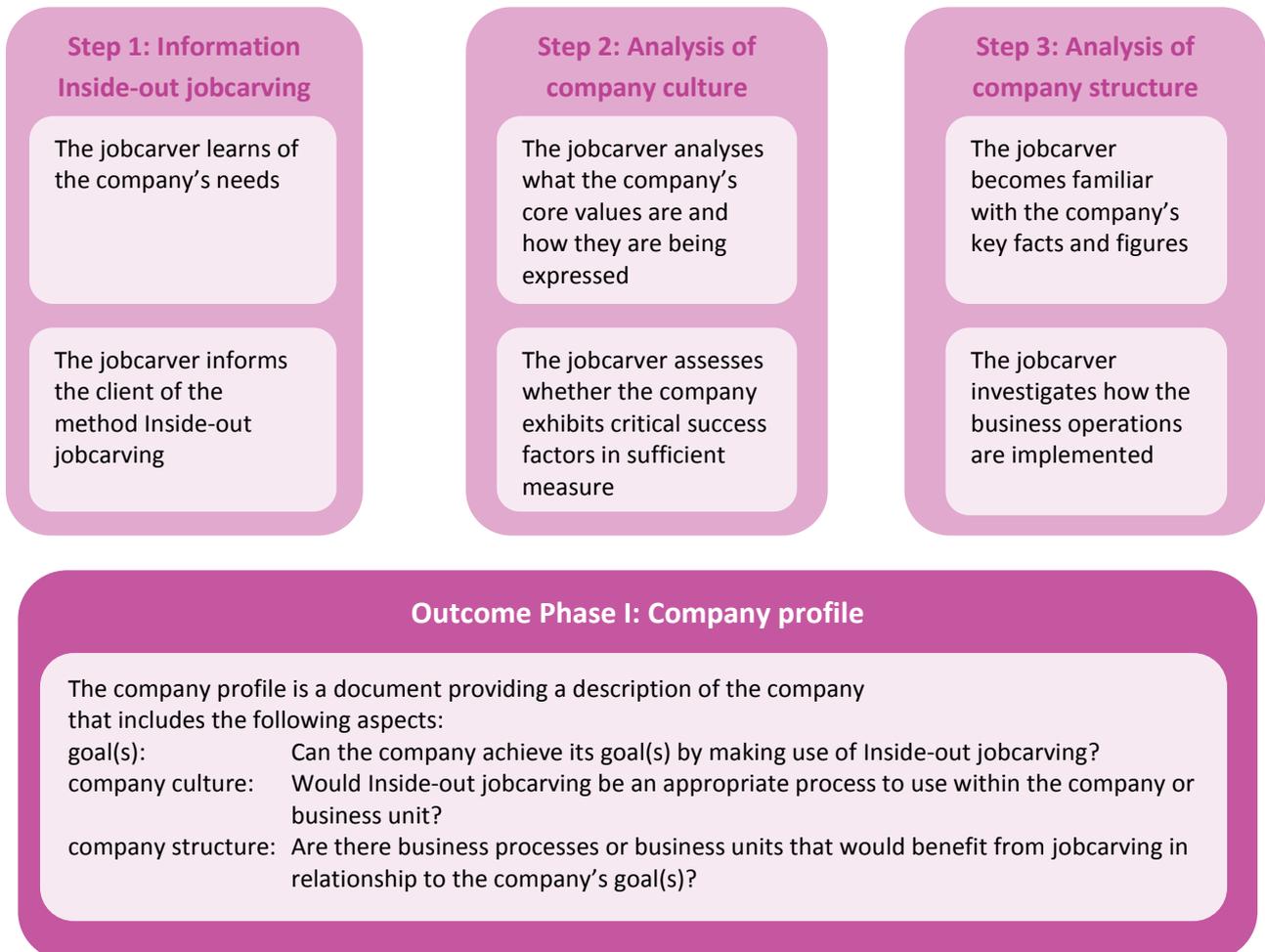
Inside-out jobcarving: a 3-phase model



Inside-out jobcarving: a roadplan

Phase I: Formulating a company profile

Phase I is the preparation phase in which the following steps are taken:



Step 1: Inside-out jobcarving: providing/gathering information

The jobcarver begins by providing information about the method, the various activities and the interim/final results. During the intake interview with the client, the jobcarver lists the company's need(s) and goal(s) and explains the Inside-out jobcarving procedure.

The jobcarver:

- *learns of the company's needs:*
What does the company want to achieve: reduce its costs, increase its return, have more time to develop new products/services, improve its image? It is important that the jobcarver know what the goals and priorities are since these will determine whether jobcarving can be effective.
- *informs the client of the methods used in Inside-out jobcarving:*
During an intake interview, a presentation, workshop or training activity for management and/or personnel, the jobcarver informs the client of what Inside-out jobcarving can achieve.

Step 2: Analysis of company culture

In Step 2, the jobcarver conducts an analysis of the company culture to see if applying jobcarving to this company would improve its business results.

The jobcarver:

- *analyses the company's core values*
The jobcarver examines the company's external communications and internal documentation (including its website, brochures, annual/long-term plan, annual report, job descriptions, and company regulations) in order to determine the company's mission and vision and how they are being expressed.
To obtain a good picture of the company culture, the jobcarver can also interview employees at the supervisory and operational levels or conduct a survey/scan.
- *assesses whether the company has established enough critical success factors*
Examples of critical success factors:
 - a widely supported diversity policy
 - a medium/long-term vision
 - flexibility: the potential for individualised solutions, modifications and exceptions
 - a high degree of social security/tolerance for nonconforming behaviour
 - open, honest, direct, people-oriented communication and leadership styles
 - a learning work environment
 - openness to change and creativity
 - the organisation's focus on developing its employees by means of promotion and training

Step 3: Analysis of company structure

In Step 3, the jobcarver analyses the company structure by becoming familiar with the company's key facts and figures. This allows the jobcarver to determine whether the jobcarving process can be implemented throughout the company or, for example, within a single business unit. Next, the jobcarver collects information about the company's (or business unit's) business processes. Sources could include the organisation chart, job descriptions, annual/long-term plan, annual report and interviews with the board members, human resource managers and department managers.

The jobcarver:

- *becomes familiar with the company's key facts and figures*
To obtain a good analysis of the company, the jobcarver has to be informed of the company's characteristics with regard to its sector/branch(es) of trade, market position, company size (number of employees/FTEs) etc.
- *looks into how business processes are being run*
 - The jobcarver collects information about the company's (or business unit's) business processes.¹ The jobcarver ensures that he/she is familiar with every business process with regard to the location(s) where it takes place, which positions and how many FTEs are deployed, the processing time, and the critical moments (deadlines and when consulting and decision-making take place). The jobcarver also looks at how the business processes are related to each other and identifies coordination mechanisms such as responsibility, supervision, and standardisations. Sources of this information could include the organisation chart, a description of jobs within the company as a whole, individual job descriptions, annual/long-term plan, annual report and interviews with the board members, human resource managers and department managers.
 - The jobcarver sketches a picture of how work is currently being organised.

¹ The definition of 'business process' is: 'the goal-oriented behaviour typical of the company or business unit which is intended to achieve its goals by employing certain means within a certain context (environment/market)'.

Outcome of Phase I: Company profile

The outcome of this first phase is the company profile. The company profile provides information about where the company is now in terms of its culture and structure as compared to where it wants to be (its goals).

The jobcarver:

- *discusses the company profile with the client and determines whether Inside-out jobcarving can be implemented within the company to achieve the intended goal(s).*

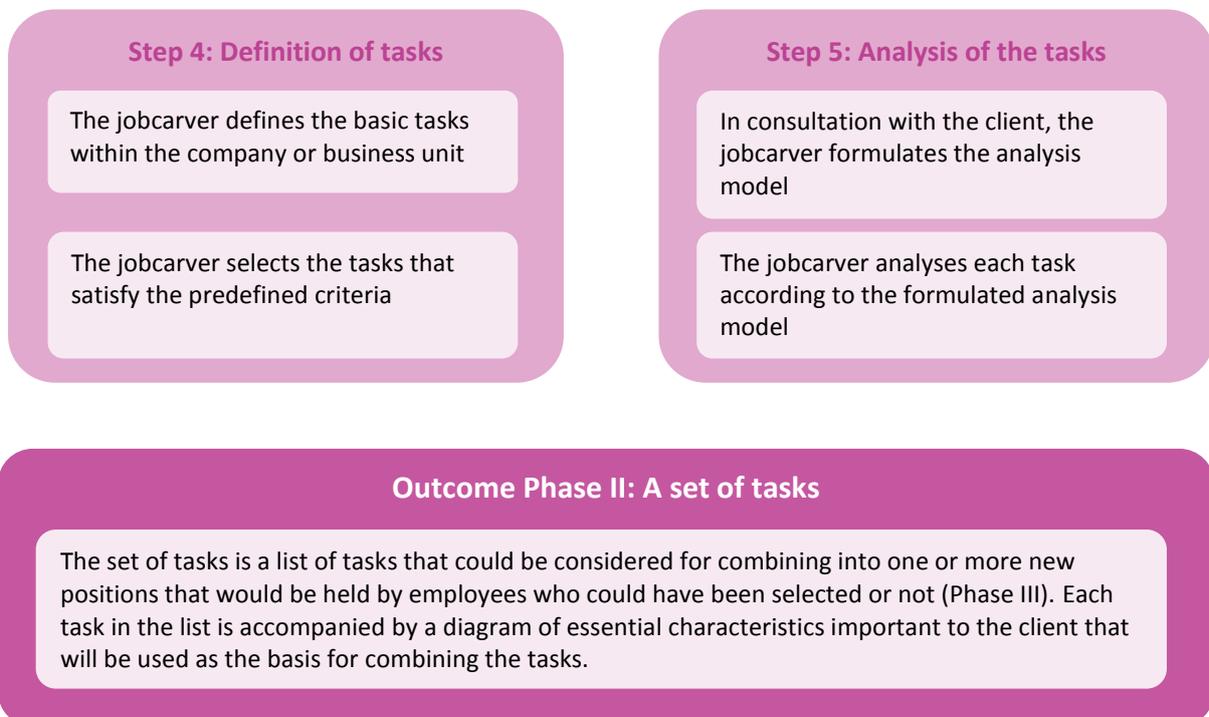
During this process, the jobcarver consults with the client for the purpose of answering the following questions and supports his/her answers with results obtained from the company profile:

- goal(s): Can the company reach its goals by implementing Inside-out jobcarving?
 - company culture: Is the Inside-out jobcarving process suitable for the company or business unit?
 - company structure: Are there business processes (or business units) that could benefit from jobcarving in relationship to the company's goal(s)?
- *makes a recommendation for the following steps in the jobcarving process*
If all three questions can be answered in the affirmative, the jobcarving process can go forward (Phase II). Needless to say, this decision is up to the company. The jobcarver indicates which business processes and/or business units would benefit most from Inside-out jobcarving.

The company profile can also serve as input for other improvement processes such as those in the areas of leadership and communication styles or making structural changes such as a department reclassification.

Phase II: Arriving at a set of tasks

Phase II involves arriving at a set of tasks. The jobcarver takes the following steps:



Step 4: Definition of tasks

Step 4 involves using the company's or business unit's business processes to formulate a set of basic tasks. A basic task can be compared to what is called an 'operation' in the KBB [Vocational Education and Industry Knowledge Centre] competency model. This is a simple activity, the result of which is essential for achieving the goal of the business process (and thereby the goal of the company). The tasks selected are the ones that are in agreement with the needs, norms and goal(s) of the company.

The jobcarver:

- *defines the basic tasks that are typical of the company or business unit*
To identify which basic tasks make up a business process, the jobcarver can refer to various sources:
 - the company profile formulated during Phase I with its description of business operations
 - the organisation chart and detailed job descriptions
 - interviews with employees at both the supervisory and operational levels
 - observations conducted in the workplace
- *selects the tasks that satisfy the predetermined criteria*
Together with the client, and based on the company's goal(s), the jobcarver selects the tasks that meet the relevant criteria as they relate to the goal(s). If the goal is cost efficiency, the jobcarver might select essential tasks that are now so time-consuming that they take time away from other more profitable tasks. If the goal is improving quality, the tasks selected might be the ones that are currently not being completed or conducted well enough. The selected tasks are then analysed in greater detail; together they make up the set of tasks.

Step 5: Analysis of the set of tasks

Step 5 is involved with a more detailed analysis of this set of tasks. Conducting this task analysis is based on an analysis model in which the essential characteristics of a task are aligned with those of the company profile formulated in Phase I. Included in the 'essential characteristics of a task' are task content, work pressure, number of working hours, distribution of working hours, position within the business process, and the location at which the task is conducted. The KBB competency model can also be used in the analysis of individual tasks such as the formulation of task content.

The jobcarver:

- *draws up the analysis model: the criteria that will be used to analyse the tasks*
In consultation with the client, and based on the company's goal(s) from Phase I, the jobcarver formulates the analysis model. Every element of the analysis model provides an answer to the question that both the jobcarver and the client want to have answered. Examples are:
 - Is the task often/easily postponed? Does the task often remain unfinished?
 - Is the task a routine task, or do new elements arise?
 - Is the task currently being conducted efficiently/effectively/enthusiastically/etc.?
 - How many hours a week are being devoted to the task?
 - Would the task be an appropriate one for an employee with lower qualifications?
 - Is the task being conducted by only one person independently or by more than one person?
 - Is the task being conducted at one or multiple locations? Which location(s)?
 - What resources are being used to conduct the task?
 - What expertise, skills and competencies are needed to conduct the task?

Other questions for analysis could also be included. Is a task suitable for someone with a disability, for example, or what is the added value of a task as a percentage of the total business results? The company could thus have more than one goal: distributing work more efficiently as well as creating work for one or more employees with a disability.

- *analyses each task according to the formulated analysis model*

Each basic task is analysed individually for its essential characteristics such as task content, work pressure, number of working hours, distribution of working hours, position within the business process, and the location at which the task is conducted. Obviously, the jobcarver will do this in liaison with both the client and the company's employees. The starting point for this analysis is the actual situation within the company. To accomplish this, the jobcarver has various methods at his/her disposal: conducting interviews, conducting a survey, or observing people at work. To determine occupational expertise, skills and competencies, the jobcarver will use the KBB competency model. The main focus of this analysis is the selection of competencies and components listed under 'occupational operations'.

Outcome of Phase II: Set of tasks

Phase II generates a set of tasks that are then presented to the client for approval. The central question here is whether these tasks can be combined effectively to create new positions. If this is immediately thought not to be the case, the jobcarver can work with the client on finding other solutions such as modifying the analysis model, expanding on the tasks to be analysed, or taking a closer look at the company profile developed in Phase I in order, for example, to involve other business units in the process.

Phase III: Combining tasks to create one or more positions

During the last phase, one or more new positions are created as based on the analysed tasks included in the set of tasks. The result of this is one or more position descriptions that can be used to seek one or more suitable employees from within or outside of the company.

Step 6: Combining tasks

The jobcarver combines tasks to create new positions displaying a logical coherence of factors

The jobcarver presents the new position(s) within the context of the company

Outcome Phase III: Position description(s)

The outcome of Phase III is one or more position descriptions. Each is which, together, form a new position within the business process. Each within the context of the company (goal, placement within the company, the company culture). A position description aligns the company profile

Step 6: Combining tasks

During the last phase, one or more new positions are created as based on the analysed tasks included in the set of tasks.

The jobcarver:

- *combines tasks to create new positions displaying a logical coherence of factors*
In liaison with the client, the analysis criteria are selected based on which the tasks to form the new positions are combined. During this process, a logical coherence of factors is considered as well. Tasks can easily be clustered, for example, around such factors as the number of working hours or the work schedule. Even so, the internal coherence among the tasks must not be ignored. Depending on the company's goal(s), a deciding factor might be creating positions for certain target groups (level, qualities of the employee).
- *presents the new position(s) within the context of the company*
The jobcarver places the set of combined tasks within a context based on the company profile formulated during Phase I. The description of this context will include a picture of where the position fits into the company and how it aligns with the company culture (at the department where the new position will be introduced) and other characteristics used as the basis for combining the tasks. This will make it clear, even to an outsider such as a job seeker or recruitment agency, as to whom would be suitable to fill the new position.

Outcome of Phase III: Position description(s)

The outcome of Phase III is one or more position descriptions. Each is a set of consolidated tasks which, together, form a new position within the business process. Each set of tasks is described within the context of the company (goal, placement within the company, and aspects related to the company culture). A position description aligns the company profile with the set of tasks. These position descriptions can then be used to seek one or more suitable employees from within or outside of the company.