

TOOL DESCRIPTION

Role Descriptions



Role Descriptions help to clarify people's specific roles within an organization; therefore, this serves as an important tool to ensure that all necessary tasks and responsibilities are performed efficiently.





These descriptions also provide people with orientation and clarify specific roles, helping to avoid conflicts in collaboration. As an important starting point and to gain a true understanding of what a certain role currently entails, interviews can be held with the people currently occupying the respective roles.

These descriptions should then be enriched by tasks and responsibilities that typically are assigned to a specific role. Some aspects may be added from a senior management perspective that help to further define the role.

Change processes often result in changes to roles: Tasks and responsibilities might be added or might become obsolete. Thus, the Role Descriptions tool is a good tool for providing clarity under these circumstances and enabling a dialogue to be held about the changes ahead.


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| Duration 45–60 min per interview | Participants unspecified | Facilitation no special material needed |
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Role Descriptions | Process

| Preparation  | Interviews 45–60 min per interview  | Completion of the template  | Discussion 60 min per person  |
|---|--|---|--|
| <p>All roles that should be described need to be identified. During a change process, this would mean all the roles that will change over time and, therefore, need to be clarified as the process advances. Interview questions should be prepared in advance. Sample questions:</p> <ul style="list-style-type: none">• How would you describe your role within the organization?• What are your main daily tasks and responsibilities?• What qualifications and skills are essential for your role?• With which other roles, departments or external partners do you regularly collaborate?• Which key performance indicators (KPIs), metrics or targets do you use to assess your performance?• For which outcomes are you directly accountable? | <p>Interviews (45–60 min) are conducted with all people holding the roles in question.</p> <p>If multiple people hold similar roles, a representative sample should be chosen to gain a broader understanding of the role.</p> | <p>The outcome of the interviews is then documented in a template (see next page) and complemented by tasks and responsibilities that typically also are assigned to the outlined role.</p> <p>This might also be enriched by input from senior management or HR.</p> | <p>In a meeting between HR and the respective person, the role description is reviewed together and edited if needed.</p> <p>If the role is currently vacant, HR will review it with the head of the department to ensure that the description meets the current needs for the position that needs to be filled.</p> |

Role Descriptions | **Template**



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|---|--|---|---|
| <p>ROLE</p>  <p>N.N</p> | <p>Role description</p> <p>...</p> | | |
| <p>Main interfaces:</p> <p>▶ ...</p> <p>KPIs / Measures / Targets:</p> <p>▶ ...</p> | <p>Accountability (result-focused)</p> <p>...</p> | <p>Main responsibilities (task-focused)</p> <p>...</p> | <p>Qualification (job-oriented)</p> <p>...</p> |