

Role Development Plan Guide

Where scope exists to develop the role a Job Description representing the role at the end of the process will be devised by the manager in consultation with the role holder. The Job Description will be assessed by a HERA role analyst to confirm that it meets the required grade and associated role profile.

Once a HERA role analyst has confirmed that the Job Description matches the appropriate grade and role profile, the role holder and their manager should meet to discuss the Role Development Plan (RDP).

The RDP is the means to identify how the role holder moves from the role that they are currently undertaking to the role outlined in the new Job Description. The RDP identifies the tasks, processes, experiences, skills, competences and/or knowledge that will need to be developed and enhanced to enable the role holder to undertake the role in the new job description.

Completing the RDP

There are several sections in the RDP which should be completed. An example RDP is available in the HERA section of the HR Website

1. Which aspects of the role do I need to develop?

The manager and role holder should identify and agree the broad areas of the role which need to be developed. These may tie in with the HERA competences, or be linked to specific responsibilities outlined in the new Job Description, eg

- Planning and Organising Resources.
- Manage a team of staff

2. What do I need to do to develop these aspects?

The manager and role holder should identify and agree what the role holder needs to do in order to develop his or her skills, experience or knowledge to enable him or her to be fully competent in the aspect that is being developed. The description is likely to be task-based and should be linked to specific duties in the new job description.

It may be helpful to identify steps for development or key skills that the role holder will need to develop in order to become fully competent, eg:

- Plan and manage an externally funded project.
 - 3 stages of development:
 - ✓ Work alongside my manager to observe project plan.
 - ✓ Work under direction of my manager to plan and manage a project.
 - ✓ Plan and manage a project, reporting to my manager at key stages in the process.

Or

- Define and develop management skills to enable me to competently manage a team of 6 admin staff.

Or

- Devise University policies/amendments to existing policies and guidance following changes to employment legislation.

3. Target Dates for review and completion

The manager and role holder should identify and agree a realistic target date for review and/or completion. If there are developmental steps/key stages which should be undertaken before this aspect of the role can be fully achieved (eg, knowledge gained through a formal course of training, sheltered practise under the direction of a manager) it is important that reviews take place at key stages to ensure that the role holder is on target for completion at the agreed date.

4. What help do I need to do it (sources of collaboration and support)

The manager and role holder should identify and agree what sources of support and assistance are needed to enable the role holder to develop and achieve the elements identified in the RDP.

Sources of support could be from:

- The manager – coaching/training/imparting knowledge and experience.
- A mentor – coaching/development.
- Peers and colleagues – training/imparting knowledge and experience.
- Exposure to new work tasks in a managed way
- Training courses from Staff Development, Learning Support Services, SLED or other training providers outside the university. The manager and role holder may need to take into account when appropriate courses take place, how often and the course duration as this may affect the RDP and in particular planning around dates for review and completion.

5. When I review the results, how will I know that I was Successful?

The manager and role holder should identify and agree what will enable them the role holder to demonstrate that he or she is working at the level of the new job description in this aspect of the role. Attendance on a training course will not in itself be evidence, however the subsequent evidence about achievement will be. This descriptor should be evidence based and quantifiable.

Eg

- Successfully planned and managed two medium sized projects from start to completion.

Or

- Managed a team of 6 staff for 6 months, appraising, identifying training and development needs, acting as the first point of contact for any welfare issues,

dealing with performance (good and bad) without direct reference to own manager.

Or

- Writing at least two policies following changes in employment legislation, consult with managers and trade unions as appropriate and steer the policy through the committee cycle. Develop implementation plan.

Other factors for discussion

The current role

It is important that the manager and role holder discuss how the development identified in the RDP will fit with the current role, and whether there might be an adverse impact on the ability of the role holder to undertake their responsibility for duties and tasks outlined in their current job description. This may present a workload, resource or time implication.

In such a situation, the manager and role holder may need to identify and agree work priorities for the role holder and other support which may be available to enable the continued service delivery to carry out the role that is required of the role holder. It is important that the situation is reviewed regularly to ensure any complications that might impinge on the ability of the role holder to meet the key dates for review and completion are identified and resolved at an early stage.

Whose responsibility is it to ensure that I successfully achieve my RDP?

It is the responsibility of the role holder to follow through the RDP. Support and assistance is available (see below), but the role holder must take responsibility for ensuring that he or she is progressing each of the actions and reporting progress or impediments to progress at the quarterly reviews.

Sources of support for completion of the RDP

Personnel Officer

Each role holder and manager will be notified of the name of the Personnel Officer who is responsible for supporting the School or Planning Unit in which they work (details also available in the Contacts section of the HR website)

The Personnel Officer will be available for advice and guidance whilst completing the RDP as well as throughout the process. The Personnel Officer will be in touch with the role holder and manager half way through the process to deal with any issues which may have arisen and check that progress is on target.

HERA Role Analyst

It is unlikely that a HERA Role Analyst will be involved in the process apart from at the early stages of assessing the job description against the role profiles to ensure that it meets the grade required.