Designing and implementing a comprehensive framework for people management

Presented by:

Qikker®
Every organisation needs to organise and describe the core work of its employees, in a planned and controlled manner. This ensures:

- effective and legally compliant pay and grading;
- a guidance for recruitment, careers, and retention activities; and
- guidance for managers and employees about the expectations of their roles.

At the same time, each organisation has to devolve responsibility to its people managers, to actively plan, manage, recognise and reward individual performance, to meet day-to-day requirements. This ensures:

- detailed and up-to-date guidance;
- activities aligned to current goals; and
- motivated and rewarded employees.

Working together, Ways HR Consulting and Qikker Solutions can help your organisation to design and implement a comprehensive, cost effective and integrated approach, to deliver these broad goals.

**With their expertise, and proven experience, you'll be able to:**

- design and describe your work in a modern and comprehensive way, by introducing job family modelling. This will provide work clarity - the core building blocks of effective organisations, units and teams – and the basis for an effective, and compliant, pay and grading structure;
- enable managers to better manage their people, and interact more positively with them; and
- flexibly measure and manage the outputs from roles, through a quality, low-cost, tailored, on-line performance management system.
Job families ‘anchor’ your organisation, and provide a template and framework for individual performance plans, that will achieve:

- flexible individual delivery;
- personal development; and
- potential additional rewards.

An automated approach to performance management gives you a tool to manage performance, which is massively more powerful than HR procedures and guidance alone.

Together, they can help you achieve greater individual and organisational success.
Clarify work to provide a framework for performance

Job family modelling provides you with the framework to implement focused and effective performance in your organisation.

It’s an approach used by more and more of the UK’s top-performing organisations. They’ve seen that, by comprehensively (but succinctly) describing roles, job families provide the platform to integrate a whole host of related HR activities. These include recruitment, induction, performance management, learning and development, reward, and career planning.

Avoid unnecessary demarcations and encourage flexibility

Job families are designed to group together different jobs that have broadly the same purpose, and share similar characteristics. They make it easier to describe your organisation’s main activities, and are particularly useful during periods of change, merger and rapid growth.

Each job family represents fundamentally different types of work - typically described in terms of skills, technology, customer focus and commercial objectives.

The characteristics of a job family are common to all jobs within that family, but the level of skill and responsibility differ for each job. Therefore, each job family has a number of levels of work within it - described through role profiles.

Provide greater clarity

Role profiles provide a modern alternative to job descriptions, making it clearer and easier for your employees, and their managers, to understand where they fit within the organisation, and what’s expected of them.

Through job family modelling, you can typically replace hundreds, even thousands, of individual job descriptions with a much smaller number of flexible, and focused, role profiles.

Instead of just focusing on day-to-day duties, role profiles clearly define:

- what the job is there to deliver (outputs);
- what the occupant brings to the job (inputs); and
- how the occupant actually performs the delivery (competencies).

These definitions provide the basis of expected performance, and link directly to your performance management processes.
Focus on how a job is done, not just tasks

Competencies enable employees to perform their jobs better. They can be skills or knowledge-based, or may reflect deep-seated qualities, such as motivating factors.

To be effective, each competency needs to have clearly described positive and negative indicators of performance. Through observation and feedback, these allow managers to determine good or poor performance.

Whilst many organisations recognise the value of competencies, they often fail to make them central to the way work is described. That’s where job families help, by allowing you to reinvigorate your existing competencies, or introduce new ones. This makes a really positive difference to your performance and culture.

Ensure fair pay

Role profiles are formally evaluated to provide the basis for fair and effective pay and grading structures. These evaluations also allow external benchmarking of market salaries for same-size roles. Once undertaken, role profile evaluations are robust and likely to stand the test of time, saving you time and money by avoiding repeat evaluations.

Typically, job families are used to underpin or strengthen a broad-banding approach to pay. But, they can also be used in conjunction with other pay and grading structures, depending on your requirements.

Allocate the right people to the right profiles

Once job families and role profiles have been developed for your organisation, your existing jobs can be allocated to them.

The Ways HR Consulting Allocation Tool © uses a particular factor-based allocation approach, that can crucially achieve equal value compliant pay, as well as practicality and fairness.

Clarify and encourage careers

Job families help employees to see how they fit within an organisation. Role profiles help them to understand the skills and competencies they need to move to other roles – whether through lateral progression, or promotion. This helps your employees to develop clear career paths, and your managers to support them, with targeted development plans.
As well as defining its core work roles, an organisation must manage individuals on a dynamic basis to ensure success.

With job families providing a template for defined performance, managers can then use these definitions to actively manage their people.

The Qikker approach to performance management provides an automated, on-line performance management system, tailored to the needs of your organisation and its employees. It helps ensure:

- SMART objectives for all employees;
- individual objectives aligned with corporate goals;
- employee self-appraisal;
- iterative reviews - with managers and employees participating equally;
- weightings and ratings for objectives - to reflect priorities, and more fairly assess an employee's actual contribution;
- access to learning and development solutions - linked to the skills, knowledge, competency and performance needs from role profiles;
- overall ratings (a weighted average of ratings against multiple objectives) - to make the results credible to employees and remove subjectivity; and
- 360 degree feedback - to foster a culture of empowerment and accountability, and improve overall performance.

In turn, this will allow you to:

- motivate your employees;
- recognise and reward top performers;
- reduce turnover and attrition; and
- protect yourself legally.

Why automate?

Turn good intent and HR policy into real and meaningful performance

Although some of today’s best practices can be implemented with manual systems, they become faster, easier, and more effective, using an automated approach.

Managers and employees have access to all the information they need in one place - to define, track, support, review, and reward performance. This ensures that any performance-based reward decisions are consistent, quantifiable and fair.

This is especially critical if your organisation has, or is looking to introduce, performance-based reward schemes.

Solutions provided by Qikker can be easily installed, using affordable, web-based solutions, which require no internal IT support, and can be accessed at any time, from any web-enabled computer.
Align goals clearly and encourage shared responsibility

In many organisations, up to 95% of employees are unaware of their employer's key goals. This has a direct, negative affect on business performance.

An automated performance management system, linked to role profiles, enables you to cascade your goals easily to all employees, then monitor and measure individual and overall performance against them.

This helps employees and managers understand how their individual objectives impact company-wide goals, and leads to a sense of shared responsibility to achieve them. This usually means that people achieve more, in less time.

Gain greater business insight through real-time management information

An automated system allows you to quickly and easily access important performance data, from across the whole organisation. It also saves you time having to manually collect and aggregate the data.

Through tailored performance-related 'dashboards' and reporting options, you can make the best strategic decisions possible, by:

- tracking your organisation’s overall progress against goals;
- identifying performance trends across all employees;
- seeing where you have competency and skill gaps;
- monitoring improvements in ratings and capability over time; and
- holding your managers to account for the way they manage their people.

The data will also allow you to assess employee-rating distributions. This will help you to better manage your reward budget, allocating more money to those people who have performed well, and less to any under-performers. This fairer distribution of reward is likely to increase employee engagement across your organisation.
Enhance management capability

Automated systems include a comprehensive package of on-line support tools to enhance the capability of your managers, and give them the range of people skills they need to manage performance more effectively.

For example, these tools can help with:

- writing and reviewing objectives;
- providing feedback; and
- coaching employees to improve their performance in specific areas.

Additional support tools include ‘legal scans’, which automatically pick up sensitive words, linked to age, sexual orientation, or ethnicity, for example. These highlight the risks of inappropriate wording and allow managers to amend text where necessary.

The on-line support tools work best when tailored to your organisation and culture. They can be linked directly to your role profiles, competencies, and learning and development activities.
Less time, less paper, greater efficiency

Operationally, one of the most important benefits is the time saved by your employees, managers, and HR teams. An automated system provides:

- on-line access - to all the forms and information your people need, whenever, and wherever, they need them;
- automatic workflow – with documentation automatically routed to colleagues, managers and HR, for review, or further action;
- automatic e-mails – to remind or chase people to complete activities; and
- on-line support guides – to offer managers immediate reference material and support, reducing the time they spend writing reviews by up to 90%.

Administration costs are significantly reduced, as is the amount of paper used, with its associated costs and environmental impact.

Secure employee buy-in and engagement

Employees tend to buy in to software-based appraisals, more than paper-based ones. They see them as being more objective, because they focus on results and actions, and not just personality traits.

People also consider them to be more open and accessible, as they can monitor their own performance, and take action to influence their own results and reward. Because of this, they feel more engaged with the organisation.

Provide 360 degree feedback

An automated system allows your employees to easily request and collect 360 degree feedback from anyone in the organisation, at any time. Because its anonymous, it creates a safer environment for people to comfortably, and more thoughtfully, provide feedback.

Ensure control, compliance and consistency

Through automation, it’s easier for you to control and monitor the entire performance review process, to ensure legal and process compliance across your organisation. This allows you to identify, and hold to account, anyone who’s not participating fully or correctly.

On-line forms and processes ensure that everyone follows a consistent approach, making it easier for your managers to review performance, and for HR to obtain the data they need, at the right time, in the right format.
Improve your bottom line

Automating performance management processes can provide huge returns for your organisation - potentially generating thousands of pounds every year, through increased productivity, improved retention, and fairer reward distribution.

Ensure effective implementation through a different type of IT system

Qikker offers an automated system from SuccessFactors, which provides all of the features and benefits described earlier, and more.

Because it's an ‘on-demand’ application, it’s easy to implement, with no software to install. Your managers and employees simply log into the system from any web-enabled computer, at any time of the day, to access the information they need. And all data is held securely.

It's also affordable, as it's based on a subscription and licence basis. That means there’s no special hardware to buy, no IT support required, and no expensive upgrades to purchase.
Ways HR Consulting offers organisations a range of specialist services, which are designed to help improve business results through people. They provide HR insight gained from working with thousands of corporate, public and SME organisations throughout the UK.

Ways HR Consulting has successfully implemented job family modelling in a wide variety of large, medium and small organisations, in both the private and public sectors.

Using ‘SuccessFactors’ software, Qikker Solutions delivers easy-to-use technology that helps businesses of all sizes to align goals, and develop and motivate employees.

With a suite of services that includes solutions for goal alignment, performance management, reward, succession planning, learning, recruitment and workforce analysis, SuccessFactors offers the most innovative HR technology available today.

An integrated approach

Job family modelling and enabled performance management operate as stand-alone approaches that provide major benefits to our clients.

However, when integrated together, they can re-define organisations and performance requirements, and ensure that performance intent becomes performance reality - implemented by effective, capable, people managers.

To find out more, please contact either:

Paul Robertson
Ways HR Consulting Ltd
1 Portland Street
Manchester, M1 3BE
tel: 0870 890 9882
web: www.wayshrc.com
enquiries@wayshrc.com

or

Qikker Solutions Ltd
Lowry House, 17 Marble Street
Manchester, M2 3AW
tel: +44 (0) 845 2600 222
fax: +44 (0) 845 2600 225
web: www.qikker.com
genral enquiries: info@qikker.com