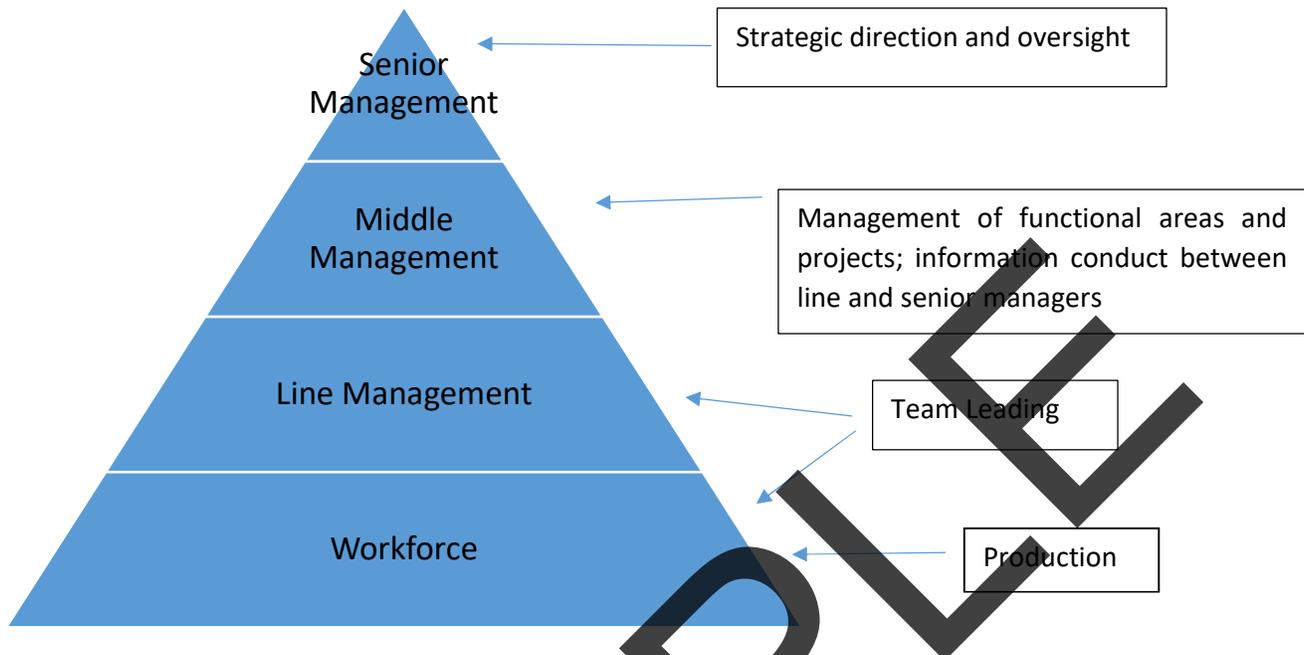


Organisational Infrastructure Pyramid



From the diagram above, we can see that, at the very top of the organisation, there will be a Board or a Senior Management Team, comprising the chief executive and the directors, providing strategic direction and governance. The top level, or layer, will be supported by several managers with responsibility for complete functions (e.g. marketing) and discrete projects - the middle management. This layer acts as a 'bridge' between line management and senior managers. The third layer comprises managers whose responsibility is to lead the teams that produce the organisational output (the workforce). Within the workforce, supervisors may be employed to lead sub-teams and/or to supervise discrete tasks and activities.

The Organisational Infrastructure pyramid indicates 3 broad levels of management - senior, middle and line - and highlights the typical day-to-day responsibilities of each level. Further analysis of the role of middle managers discloses that these managers have, in general terms, quite broad responsibilities. On the one hand, they are responsible for one or more functions within an organisation-sales and marketing, for example-and that they will often be project leaders, leading organisational change as well.

Compiling objectives for a complex activity can be difficult, the most difficult part to achieve is identification of a good measure really answers the question: how would you know when the task has been completed to the correct standard?

Identifying Individual Developmental Needs - Performance Gap Analysis

Performance gap analysis is a term used to describe the process of determining the difference between an individual's performance and the expected performance. Performance is measured in comparison with established standards and enables decisions to be made regarding what additional development might be needed to bring the individual's performance to the required level. Evolving requirements for new skills and shifts in organisational direction are regularly the cause of performance gaps. Job Descriptions
A good starting point for identification of development needs is to consider the individual's job description and compare the requirements of the job to the skills, knowledge and experience outlined in their curriculum vitae. Any gaps will need to be addressed and may require development activity.

A job description describes what is involved with a job role. That is what the jobholder is required to do in performing the job effectively. It can be used for a variety of purposes including informing decisions regarding training and development needs. It is important to recognise that the job description is a clear, factual record of the job and not the person holding the job. It describes the skills, qualifications and ability required for the job, rather than those of the current jobholder.

Question

What would you expect to see within a typical job description?

SAMPLE

Naturally, job descriptions will be tailored to specific circumstances, but they are, generically, likely to include:

- Job details
- Job purpose
- Main responsibilities

Knowledge, skills and experience or competences required; and,

- Parameters and context of the job,

The following is a typical extract from a leadership and management competencies section of a job description. It follows that where a jobholder has deficiencies in competence then training might be offered. Similarly, if a competence were peculiar to the organisation - for example, operation of an unusual piece of plant - then it would often be provided on commencement of the role.

Leadership and Management
Set direction
Provide motivation and constructive feedback to staff
Develop and review policies and procedures
Provide effective supervision and appraisal
Manage budgets
Ability to delegate tasks
Coordinate service delivery
Reflect on, review and develop organisational practice
Provide support to staff

Challenge

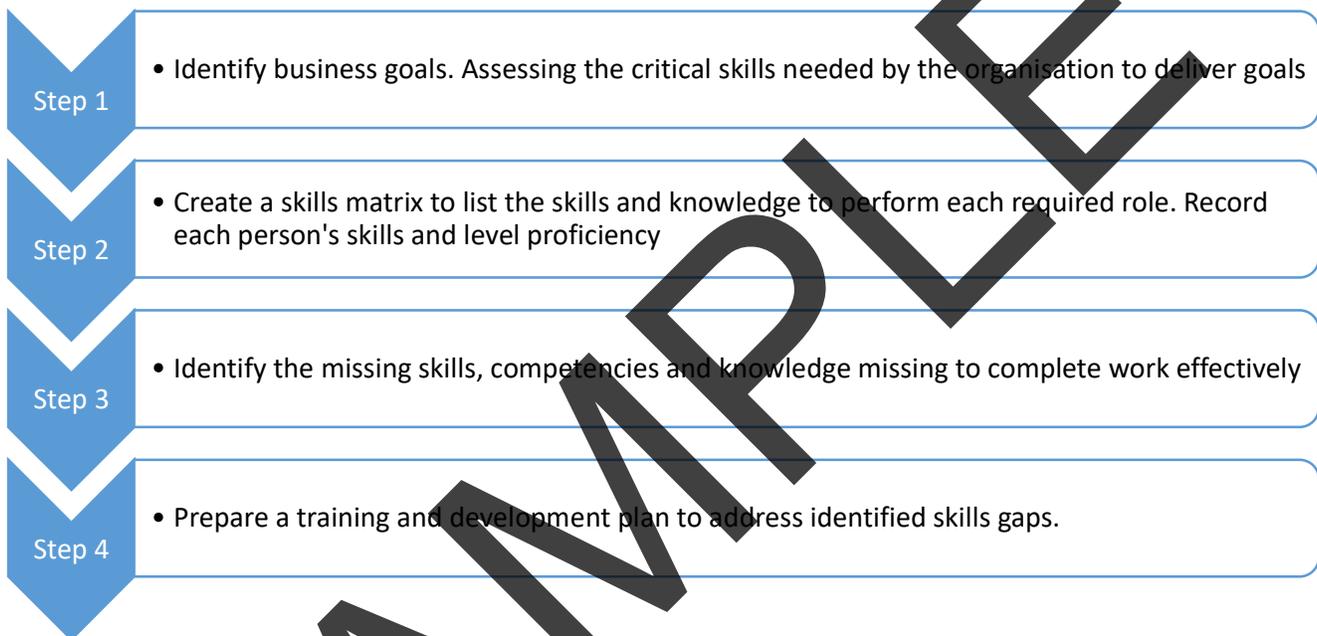
Make a comparison between the job description for one of your staff and their current CV, noting any differences that might be filled through training and development (Alternatively, you could use your own job description/cv).

Skills Gap Analysis

Gaps in performance may be as a result of skills gaps. Similarly, there may be people who perform well but who lack skills, for example in meeting the requirements for new projects. Skills gap analysis is the process that enables managers to identify deficiencies in skill levels.

Undertaking a skills gap analysis involves defining the skills and knowledge required for a role or future role and then comparing an individual's current application of the skills and knowledge (i.e. their performance) to the requirement. Based on the analysis, a plan is created to fill the identified skills and knowledge gaps. The process is outlined graphically below:

The Skills Gap Analysis Process (AH Raymondson, 2011)



Managers could follow a simple 6-step approach to training and development needs analysis at a practical level. The ROGUE approach (KW Hamilton, 2012) requires managers to:

Review-team members' job descriptions'

Observe-team members at work

Gather-additional data (e.g. performance metrics)

Understand and unpick-the data, sifting it to determine what is important

Engage to agree an Action Plan/Personal Development Plan.