

## ROLE PROFILE

### *Explanation & Overview*

The **Role Profile** is a critical component of Royal Roads University's human resources strategy. Unlike traditional job descriptions, which seek to capture every task a position might do in order to define a points value and/or discrete pay level within a job evaluation system, Role Profiles seek to describe the reason the position exists in light of what the organization is trying to accomplish. Each unique position at RRU is to be described by a Role Profile.

Task-based job descriptions and their related job evaluation systems are usually quite rigid, and do not generally work well in environments where rapid and frequent change is the normal course of business. They quickly become out of date and tend to put boxes around employees such that the organization becomes paralyzed when changing environments require new approaches or models to meeting business needs. The phrase "that is not in my job description" becomes commonplace. In addition, organizations that continue to use these traditional systems find themselves in an endless cycle of classification reviews that in the end serve neither the employees nor the organization. It consumes valuable time and energy and draws the focus of employees away from achieving the goals and objectives of the organization.

Role Profiles are a critical component of the outcomes/competency model, defining what each employee is to achieve and the competencies required. Not only do they provide the basic information upon which to determine appropriate compensation levels, they serve as the basis for recruitment and selection, employee learning and development, succession planning, performance management systems, organizational design and many other human resource functions.

But what exactly is a Role Profile? In short, ***Role Profiles should accurately describe the purpose of a position, the primary outcomes or accountabilities for the person expected to hold such a position, and the qualifications & competencies that the incumbent must possess and demonstrate in order to successfully achieve the outcomes.*** The focus of the Role Profile is on the position – not the person filling the role.

Role Profiles are organized into three main sections:

1. **Position Summary** – This section succinctly (one paragraph) defines the overall reasons the position exists (its purpose), as well as outlining key roles, functions and areas of focus that are part of the position.
2. **Primary Position Outcomes** – This section defines the key responsibilities of the position in terms of the expected results and standing outcomes (or accountabilities). The focus is on what the position is expected to achieve, not on specific tasks or duties. On a day-to-day basis, specific tasks and duties are performed *in order to* achieve a result or outcome, and this expected outcome is what should be defined on the Role Profile. Most positions should have no more than 7-10 primary position outcomes.

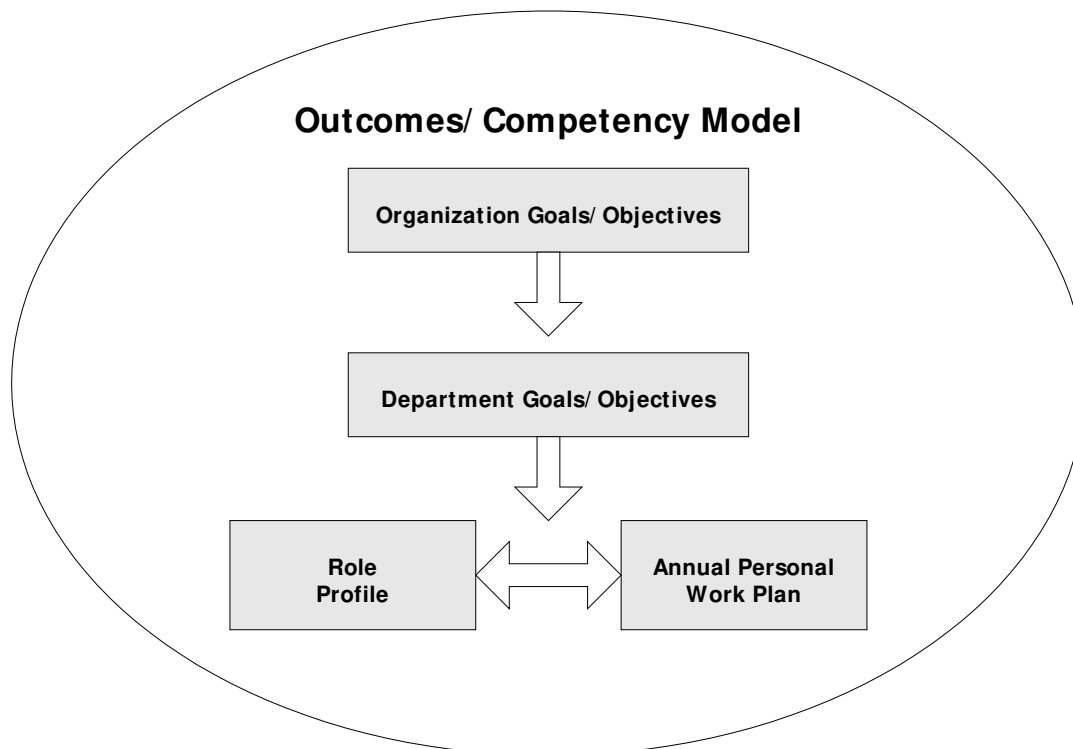
The outcomes should be linked, via departmental outcomes or directly, to University goals and objectives. With that, they need to be broad enough to reasonably accommodate the shifting goals and priorities of the department and/or University, but specific enough to provide clear direction to the incumbent on what the performance expectations are of them in their role with

the University. This “line of sight” or alignment with the strategic direction of the University will be critical in our organization’s ability to meet its objectives, and will also provide the employee with an understanding of how their role contributes to our achievement of these objectives, an important factor in employee satisfaction and retention.

Specific, annual outcomes for an individual filling the position described by the Role Profile are captured on the **Annual Personal Work Plan** – a second, yet equally important component of the outcomes/competency model at RRU.

- 3. Required Qualifications & Competencies** - This section captures the key knowledge, skills, demonstrated abilities and behaviours required of individuals to enable them to achieve the outcomes or accountabilities of the position. Qualifications include such things as education, training, licenses/certificates, systems/technical knowledge, skills and experience. Competencies include required/desired attributes, applied knowledge and demonstrated behaviours that enable successful achievement of the position’s outcomes. The focus is on the requirements of the position, not the specific qualifications or competencies of the current incumbent.

The template for creating a Role Profile is attached. When complete, the Role Profile needs to be reviewed and approved by the position’s supervisor and then forwarded to Human Resources. Role Profiles should be reviewed on an annual basis to ensure the currency of standing outcomes and required competencies. If changes are made, a copy should be forwarded to Human Resources so the Role Profile library can be kept current.



## ROLE PROFILE

Position Working Title:	
Classification:	
Department/Division:	
Immediate Supervisor:	
Current Incumbent:	
Last Review Date:	

**Position Summary** - *This section should succinctly (one paragraph) define the overall reasons the position exists (its purpose), as well as outlining key roles, functions and areas of focus that are part of the position.*

**Primary Position Outcomes** – *This section defines the key responsibilities of the position in terms of the expected results and standing outcomes (or accountabilities) in support of organizational goals – i.e. what the position is expected to achieve (no more than 7-10).*

**Required Qualifications & Competencies** - *This section captures the required Qualifications (education, training, licenses/certificates, systems/technical knowledge, skills & experience) and Competencies (attributes, applied knowledge and demonstrated behaviours) that enable successful achievement of the position's outcomes.*