**1. Research the history of your organisation:**

1.1 How, when and by whom was it started?

1.2 Describe how it grew into the company it is today: who owns and runs it?

1.3 Draw up an organogram of your organisation, **clearly showing where you and your team fit in. Highlight your name, even indicate with an arrow, saying, “This is where I fit in”.** 1.3.1 **Identify** the most senior person in the department or section with, where applicable, the **title** of his/her position. **Write “most senior person” and highlight in some way.**

1.3.2 **Indicate** the line from the senior person in the department or section to the Board of Directors. **Draw arrows, or highlight in some way.**

1.3.3 **Indicate** specific support functions Give an indication of the departments or people responsible for each function in the organisation. **Write “support functions” and indicate with an arrow or highlight the relevant functions.**

1.3.4 Ask your coach to sign and date your organogram to show that s/he agrees that it is correct.

1.4 **Explain** the line from yourself to the senior person in the department or section in a short **paragraph** of 3-5 lines

1.5 Write a **paragraph** of 3-5 lines in which you give an indication **when** it is appropriate to **refer a matter to a higher authority than yourself**

1.6 Write a paragraph of 3-5 lines in which you give an indication of how you, as a line manager, can **utilise the assistance of personnel responsible for the support functions**

 **2. Different types of work done in the organisation**

* 1. Ask team members to draw up their **job profiles** as they see them. (Explain to them how to do it, based on the guidance in the Learner Guide. If they cannot write, enlist help to transcribe their answers.) 2.2 Draw up a job profile for each of the **job categories** in your team as **you** see them.

2.3 File **all** profiles as Evidence, **marking them clearly with the number 2.3.**

2.4 Now **compare** the profiles you drew up for **two** job categories with the profiles drawn up by **two of your team members** in corresponding jobs and **list** any **differences** in the way you and the team members see their job requirements.

2.5 Write a paragraph of 3-5 lines on **how** you would make the two team members aware of the differences in the perception of their tasks 2.6 Describe the **importance of each category of work in your team** with reference to the **efficiency of the organisation**

 **You can draw up a table, like this:**

|  |  |
| --- | --- |
| **Category of work:**  | **Contribution to the efficiency of the organisation:** |
|  |  |

2.7 Do a **short presentation (2-3 minutes)** to your coach in which you explain the **role of your team in the organisation** and the **different types of work carried out in your team**.

**This is an informal discussion with your coach and is NOT your project presentation for this cycle.**

**File a transcript of what you say to your coach as Evidence. Your coach must sign that s/he has heard your presentation.**

2.8 Include a copy of **your** job profile. Your coach must sign and verify that s/he agrees that it is correct.

2.9 Having investigated different roles and functions in your organisation, what opportunities have you discovered that could be available to you in the future, regarding:

2.9.1 Your education

2.9.2 Your career

**How to draw up a job profile:**

**Step 1: Brainstorm the key deliverables of the job**

**Example:**

Presentations

Course development

Industrial Relations

Recruitment and Selection

Training

**Step 2: Develop critical outputs** (Describe a system or process within your work unit or team in the correct sequence)

Outputs reflect the main products/services to be delivered by a mandated person performing within a particular job profile.

* There are normally **between two and four outputs** per Key Performance Area.
* Outputs consist of a **verb + noun**; e.g. Facilitate Presentation Skills course; assess performance; mark assignments, etc.

**Step 3: Develop standards**

These are the minimum requirements/criteria to which an output must conform to satisfy the stakeholder.

Indicators that can be used to determine what type of measurement is appropriate, so that a standard can be set:

* Quality- how good must it be?
* Quantity- how much/ many must the member produce?
* Duration- how long must it take?
* Does it comply with policy, procedure, legislation, etc.?

**Some examples of standards are:**

* Monitored on a daily basis
* Within 6 months
* 100% compliance
* 20% reduction
* Processed immediately

**Step 4:**

**Compile the job profile:**

A job profile is specific to a job and represents the critical outputs required of that job and the competencies to perform them.

**A job profile:**

* Summarises the purpose of the job
* Lists the Key Performance Areas associated with the job
* Identifies the required outputs for each Key Performance Area
* Identifies the workplace competencies required for the job
* Identifies the required behavioural competencies for the job

**Example:**

|  |
| --- |
| Job profile |
| **Key Performance Areas** | **Outputs** | **Minimum standards** |
| Course development | * Develop new course material
* Design slides
* Design assessments
 | 100% compliance to SAQA Unit StandardsCompany format100% compliance to assessment criteria |
| Widget manufacture | * Weld sprocks
* Twist sprags
 | 15 per minute30 per hour |

**You may copy the template below:**

**Name of team member**: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

|  |
| --- |
| **Job profile** |
| **Key Performance Areas** | **Outputs** | **Minimum standards** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

Signature of team member :\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature of team leader :\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date :\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_