

BUILDING EFFECTIVE ORGANISATIONS



Communication & Teamwork

"The single biggest problem in communication is the illusion that it has taken place." – George Bernard Shaw

Successful communication results in a common understanding. This can be challenging as people with different personality styles tend to interpret the same message differently.

"That's not what I meant!" is an often heard phrase following a breakdown in communication. The answer is intentional communication. When people communicate with intent and clarity, the result is fewer misunderstandings, increased trust and all round better teamwork.

Programme overview

- ▶ Heightening awareness of different behavioural tendencies and communication styles
- ▶ Understanding how different personality styles impact teamwork
- ▶ Developing personal speaking and listening skills through understanding our natural biases and communication filters
- ▶ Cultivating specific practices that enhance communication for the benefit of both the individual and the organisation

Programme outcomes

- ▶ Fewer misunderstandings
- ▶ Increased trust
- ▶ Improved collaboration

Who should attend

- ▶ Any person who deals with people



1 DAY

Job Analysis

A job analysis should be the first step in every major human resources effort. It provides the objective criteria needed for executives to make informed decisions regarding staffing, selection, performance, succession planning and compensation.

Job Analysis is a process to identify and determine in detail the particular job duties and requirements and the relative importance of these duties for a given job. Job Analysis is a process where judgements are made about data collected on a job.

Programme overview

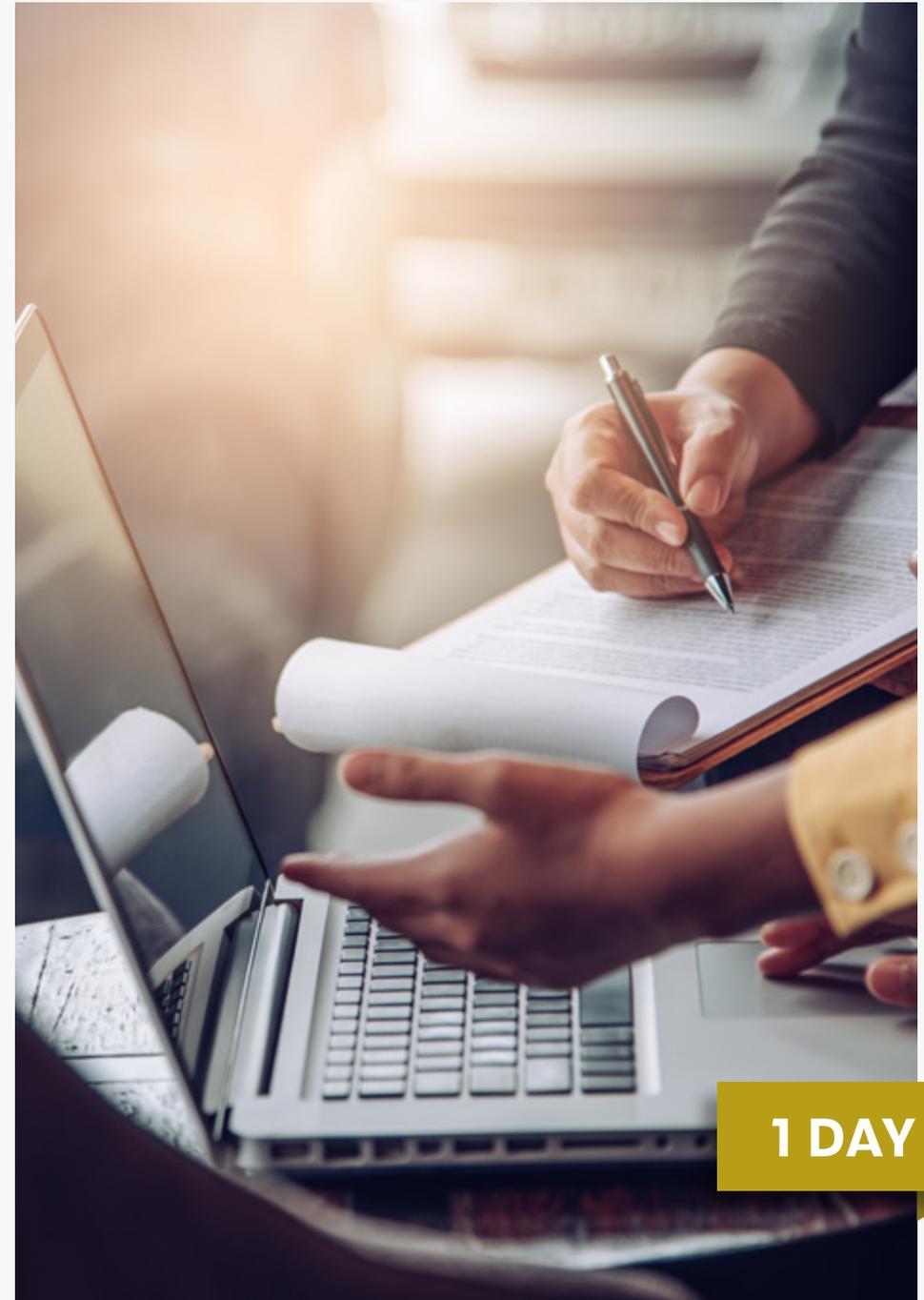
- ▶ The link between job descriptions and other HR processes
- ▶ Articulating job purpose, accountabilities and job requirements adequately
- ▶ Conducting successful job analysis interviews

Programme outcomes

- ▶ Compile, capture and measure job descriptions in an objective, clear and effective manner
- ▶ Person specifications
- ▶ Competencies and Performance criteria
- ▶ Interview questions
- ▶ Structured application forms

Who should attend

- ▶ HR employees and line managers who are required to draft job descriptions within their organisation



Paterson Job Evaluation

The Paterson Job Grading System is a method where jobs are evaluated based on predefined criteria by using a comprehensive question methodology to rate each duty of each specific KPI/KPA of a job and then present findings to a committee for results.

This methodology analyses decision-making in job tasks, and categorises jobs into six groups that are graded and grouped into two to three sub-grades. These factors include stress, individual tolerance, length of job and number of responsibilities. These all correspond to organisational levels. The six grades, also called bands, define pay scales.

Programme overview

- ▶ Introduction to Job Evaluation
- ▶ What the Paterson methodology encompasses
- ▶ Using the Paterson methodology to evaluate jobs
- ▶ How the Paterson approach can be used in defining reward structures, career progression and other HR processes

Programme outcomes

- ▶ Understand the fundamental principles of Job Evaluation
- ▶ Understand the role of the Job Evaluation committee
- ▶ Understand the theory and principles of Paterson Job Evaluation methodology
- ▶ Understand the basic principles of the other JE systems
- ▶ Competently evaluate jobs utilising the Paterson job evaluation methodologies

Who should attend

- ▶ This training is for any individual, HR specialist or manager wishing to understand the Paterson Grading system. (No prior job evaluation experience is required).

