

PMA – Outcome Focused Role Descriptions

APPENDIX

COMPLETING OUTCOME-FOCUSED ROLE DESCRIPTIONS: TIPS

* To insert **text** into the document, **click on the grey shaded box (field)**. All fields are unlimited in length and have spell-check capabilities. Once text has been inserted into a field, the shaded background will disappear. Use the Tab key to bring you to the next field. Any field that requires **bullets** will automatically be formatted. Press Enter to insert additional bullets. Use bullets wherever possible.

For assistance, see the “Tips” below and the Sample Completed Role Description (using a fictitious role).

Framework within which the Role Functions (Section 3 of the Role Description)

Values, Culture, Accountabilities:

Western’s President and Vice-Presidents endorsed the 2001 “Values, Behaviours, Accountabilities” document found on the HR Website. This document helps clarify expectations of members of Western’s community and is aligned with the features of a positive and respectful workplace culture.

[Link to HR Home Page](#)
[Link to "Values, Behaviours, Accountabilities" Document](#)

Five Leadership Practices: The Details

Model the Way

- I set a personal example of what I expect from others.
- I spend time and energy on making certain that the people I work with adhere to the principles and standards we have agreed on.
- I follow through on the promises and commitments that I make.
- I ask for feedback on how my actions affect other people’s performance.
- I build consensus around a common set of values for running our organization.
- I am clear about my philosophy of leadership.

Inspire a Shared Vision

- I talk about future trends that will influence how our works gets done.
- I describe a compelling image of what our future could be like.
- I appeal to others to share an exciting dream of the future.
- I show others how their long-term interests can be realized by enlisting in a common vision.
- I paint the big picture of what we aspire to accomplish.
- I speak with genuine conviction about the higher meaning and purpose of our work.

Enable Others to Act

- I develop cooperative relationships among the people I work with.
- I actively listen to diverse points of view.
- I treat others with dignity and respect.
- I support the decisions that people make on their own.
- I give people a great deal of freedom and choice in deciding how to do their work.
- I ensure that people grow in their jobs by learning new skills and developing themselves.

Encourage the Heart

- I praise people for a job well done.
- I make it a point to let people know about my confidence in their abilities.
- I make sure that people are creatively rewarded for their contributions to the success of our projects.
- I publicly recognize people who exemplify commitment to shared values.
- I find ways to celebrate accomplishments.
- I give the members of the team lots of appreciation and support for their contributions.

Challenge the Process

- I seek out challenging opportunities that test my own skills and abilities.
- I challenge people to try out new and innovative ways to do their work.
- I search outside the formal boundaries of my org. for innovative ways to improve what we do.
- I ask “What can we learn?” when things don’t go as expected.
- I make certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs we work on.
- I experiment and take risks, even when there’s a chance of failure.

Sample Processes Used to Produce the Results/Outcomes (Section 5)

A **work process** is a series of steps that transforms information and/or materials into results. Here are sample processes/activities that may be involved in a PMA role (this is not an exhaustive list):

<ul style="list-style-type: none"> ➤ data inputting ➤ transcribing ➤ filing ➤ data gathering ➤ relaying standardized information or information prepared by someone else ➤ running computer-generated reports ➤ reviewing and checking reports against standards ➤ assembling materials for a document 	<ul style="list-style-type: none"> ➤ gathering information ➤ giving instructions ➤ researching information ➤ disseminating information ➤ synthesizing, information ➤ composing new information ➤ maintaining ➤ checking ➤ monitoring ➤ producing 	<ul style="list-style-type: none"> ➤ organizing ➤ coordinating ➤ investigating ➤ interviewing ➤ analyzing ➤ assessing ➤ calculating ➤ allocating ➤ selecting ➤ designing ➤ innovating ➤ planning ➤ initiating ➤ managing ➤ leading 	<ul style="list-style-type: none"> ➤ presenting ➤ teaching ➤ facilitating ➤ coaching ➤ consulting ➤ advising ➤ evaluating ➤ planning ➤ implementing ➤ negotiating ➤ advocating ➤ influencing ➤ deciding ➤ mandating
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Naming “Outcomes”

- An outcome is the result of an action taken; it enables something else to happen
- Name what it is you have delivered, provided to others, or put in place, and the benefit experienced by the recipient(s)
- Don’t describe the steps, actions, or tasks involved in getting the results or delivering the service
- Note that an “Outcome” can usually be observed or validated by quantitative or qualitative evidence.

WHAT WE PRODUCE PROVIDE	SOME EXAMPLES	ULTIMATE OUTCOME OR BENEFIT
<p>A service that enables others to move forward with their work</p>	<ul style="list-style-type: none"> - software trouble-shooting - logistics management (arranging details, e.g. room booking and set-up, etc.) - a safety inspection and recommendations - procurement of materials (e.g. Interlibrary loans, equipment, stationery, building materials, materials for lab research, etc.) - care of research animals - a job evaluation 	<ul style="list-style-type: none"> - person is able to continue to work - appropriate physical environment to meet, learn, work - a safe environment or guidance on how to achieve safety standards - materials in place to proceed with research, study, work, etc. - animals in fit condition for research - right funds are allocated for the outcomes expected of the role
<p>An object (concrete or electronic) that enables others to take action, make a decision, obtain funds, stay informed, etc.</p>	<ul style="list-style-type: none"> - a record - a report, or an application - a data-base - a newsletter or web-page - implementation of new software - a return-to-work plan - a research proposal, an assessment - a budget proposal - an operational or project plan with goals, roles, actions, timelines, budget, etc. - a policy, a new method 	<ul style="list-style-type: none"> - information in place, so a student can graduate, etc. - people have information required to proceed with a decision, an action... - people have a means to access or manipulate information - people have access to up to date information - people have electronic tools to do their work - person is able to resume work and be productive - information in place to obtain funds, proceed with research, make a decision, etc. - leaders have information to make a decision on fund allocation so certain work can proceed - people have guidance to proceed with work and to achieve relevant and worthwhile outcomes - people have guidance for taking action on...
<p>A transaction that enables others to take action or make a decision or meet a need</p>	<ul style="list-style-type: none"> - data-entry, information processing/delivery (registrations, payroll transactions, job applications, course information, reimbursements, etc.) 	<ul style="list-style-type: none"> - students have access to courses; people get paid; recruiters can select candidates for jobs, people can make decisions, take actions, etc.
<p>An experience that helps people learn or exchange information or make decisions, or build relationships</p>	<ul style="list-style-type: none"> - a presentation - a meeting - a coaching interaction or a consultation - a learning session - a negotiation 	<ul style="list-style-type: none"> - people have access to information - people have an opportunity to discuss and decide, build consensus - person has guidance to make a decision - people have an opportunity to acquire new knowledge/skill - a decision is made that enables work to move forward or puts new conditions and practices in place