Mapping your agency's job roles to the contexts

Identifying the context relevant to each job role in your agency is one of the first steps in implementing Leadership Expectations.

This guide:

- supports **Building Leadership Impact** and the condition for positive leadership change: Clear expectations in context
- identifies why mapping contexts to job roles is important
- describes what to consider when mapping job roles to contexts
- is supported by resources, including an **e-learning module**.

Why map Leadership Expectations to roles?

Identifying the context relevant to each job role allows the agency to implement **Leadership Expectations** at all employee lifecycle touchpoints. The 7 contexts are applicable to all job roles across the sector and do not replace role classification practices in agencies.

Mapping a role to a context will provide an understanding of the expected behaviours and associated mindsets relevant to that role. This then informs your agency's recruitment and selection practices, onboarding new staff, performance and development conversations, and staff development and training priorities. It also supports individuals as they transition to lead in new contexts.

Managers use an understanding of their staff's context to discuss career progressions, identify areas for individual and team development, and support individuals to transition to lead in a new context.

Individuals use an understanding of their context to identify what 'good' leadership looks like for them. They can assess themselves against the expected behaviours in their context and reflect on and take responsibility for their development. It informs discussions related to their performance and career progression to support areas for personal development and growth. Ultimately they can identify and critically consider the shifts in mindsets and behaviours required when transitioning to lead in a new context.

Context mapping tips

Important to note

Given the breadth of roles in the sector, an exact match to a context may not be immediately obvious. In these cases, try to achieve the greatest alignment between role and context. Where there is some crossover between contexts, opt for the one that is the truer or best fit for what the role needs to be and how it should add value to the agency.

Keep the following in mind:

- Focus on the roles and not the people performing the roles.
- The process of identifying contexts does not impact or connect with classification processes and assessments.
- The leadership contexts are hierarchical – for example, a tier 2 agency role cannot be in a higher context than a tier 1 role; however, in some cases, a tier 2 role may be in the same context as a tier 1 role.
- Consider using a 'top down' approach, starting with the head of the agency followed by executive leadership roles and so on to work through all job roles.

Context mapping process

Use the following step by step process to map a role to a context. You may not need to use all steps to determine the context of a role.

Step 1. Gather reference material about the role

Start with the job description for the role and your agency's organisational chart.

Be mindful that the job description may be outdated or not an accurate representation of the expectations of the role. In this case, talk to the person in the role, the line manager of the role and possibly the head of the division.

Step 2. Follow the context identifier

Use your resources to work through the **Context identifier**.

When using the context identifier, consider:

- the key focus areas of the role
- how the person undertaking that role should spend their time
- the impact of the role in terms of decision making and influence
- how the role should add value to the agency.

Start with a high level approach by reading the overview of each context. If you can identify the context of a role by the overview, proceed to step 6. If it is not immediately clear from the overview what context the role is aligned to, go to the next step.

Step 3. Narrow down the context

Starting on page 3 of the **Context identifier**, read the context checklists and tick the descriptors that apply to the role. The context with the most ticks is most likely to be the context for the role.

If you can identify the context using the checklists, proceed to Step 6. If the number of ticks sits across more than one context and you need more detail to compare contexts, go to the next step.

Step 4. Use the comparative profiles

Comparative profiles are a side by side comparison of 2 consecutive contexts. Similar responsibilities and behaviours are positioned next to each other to highlight the increase in complexity and impact from one context to the next.

Examine the detail of each context in the comparative profiles in order to understand the distinctions between contexts and determine the appropriate context for the role.

Step 5. Discuss with experts

Discussing the role and context mapping process with experts is a good option if the context is still not clear or you want to confirm the rationale for the context you've chosen.

Experts can include the person in the role, the line manager for the role and the head of the division where the role sits.

Step 6. Confirm the context with the executive

After mapping a role to a context, it is important to confirm the context with the executive responsible for the role. You may need to walk them through the context mapping process and the rationale for the chosen context.

Depending on the implementation approach your agency has chosen, it may be more appropriate to seek confirmation for multiple roles or all roles in a business area at once.

Process map