

**PROCESS BASED ROLE ANALYSIS & DESIGN  
FOR ORGANIZATIONAL DEVELOPMENT  
– AN INDONESIAN CASE STUDY**

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**Abstract**

*Pamapersada Nusantara* (Pama), the leading contract mining company of Indonesia decided to implement Mincom Information Management System (MIMS) or ERP optimized for mining operations at the end of 1997. As a natural consequence, an extensive redesigning of business processes followed suite in the form of a Business Transformation Project (BTP) to obtain the best results from real-time capturing of transactions from different mining sites, maintaining a company-wide online database and distributed decision-making at mining sites. MIMS-BTP execution (1998 – 2000) necessitated organizational restructuring at the headquarters and mining sites.

An expatriate organizational development advisor was appointed by the company in 1999. A comprehensive organizational development program was implemented during 1999 – 2001. Pama's Organizational Development Program (PODP) successfully addressed the need for redesigning the organization structure and roles, and redefining the departmental functions to get the best from the re-engineered business processes and advanced information technology based handling of mining transactions. The program culminated in the creation of a full-fledged department of organizational development under the charge of an Indonesian manager, paving way for the departure of the expatriate organizational development advisor.

PODP had its foundation on *Process Based Role Analysis & Design* (PROBRAD), a technique specially developed for the purpose. PROBRAD harnesses the creative involvement of the concerned people in the organization, focusing on building comprehensive organizational alignment and enhancing the effectiveness of roles, processes and organization as a whole. It emphasizes the

process approach over the results, making it user-friendly under different circumstances and is amenable for application in different types of industries, operating in different countries under different type of cultures.

Identifying the critical roles in the organization, each one of them was analyzed and redesigned, using PROBRAD to achieve the above-mentioned objectives, taking them up in the order of their potential to influence the effectiveness of company operation. The outcome of PROBRAD is a more powerful role design. Each role design comprises the role mission, role expectations, critical attributes and behavioral norms. Exercise as explained above when completed for the organizational entity is documented in the form of a directory of new role designs to guide not only the company's human resource processes but also its important and critical operational processes.

Department functions are similar to role expectations in the sense that they represent the outcome of collective performance of roles in the department concerned. In view of this department functions were analyzed and redesigned on the same lines as roles, using PROBRAD.

The paper throws light on (i) the concept of organizational roles and how to make them effective, (ii) the concept of organizational alignment and how to use it for realizing organizational effectiveness, (iii) how to harness the creative involvement of the concerned people related to a role / process. It explains the concept of PROBRAD and illustrates its practical application for organizational development through the example of Pama. It describes Pama's Organizational Development Program (PODP) comprising (a) organizational diagnostics, (b) redesigning department functions, (c) redesigning organizational structure, (d) redesigning organizational roles, (e) generating role directories. It is concluded that PROBRAD can be practically used for organizational development as a comprehensive and structural intervention.

*Key Words: Role Analysis, Role Effectiveness, Role Design, Organizational Development*