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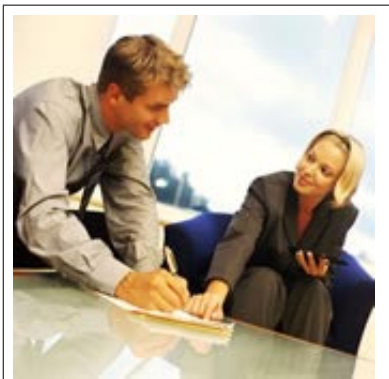
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# Job Design

## Designing jobs to meet the needs of both employer and employee



### aims of this article

Define selected terms applicable to job design and work organization

Examine the aspects of traditional thinking applicable to job design and work organization

Propose alternative factors to be considered that take cognisance of employees needs

Generate some ideas on how these factors may be applied in work situations in existing and for new organizations

### Introduction

The nature of work and its organization has interested managers, economists and social scientists for as long as people have been employed by others to engage in productive activity. (See article on scientific management.)

Managers have largely been interested in maximizing output from available resources. Economists and social scientists have raised questions about the organization of work in relation to issues of the individual and society in general.

### Recent Developments

In the 1970's increased interest in how best to organize work in the light of:

- the loss of productive effort due to industrial action and absenteeism
- increased demands for employee participation and industrial democracy and
- imposition of employment legislation, which appeared to make the task of controlling the workforce more difficult.

In the 1980's, major changes took place in the workplace:

- recession, with attendant retrenchments
- increased competition
- recognition of the need to introduce new technology
- shift in relative costs away from the worker to the machine.

### 1990's and the Future Challenge

In the 1990's the trends started in the 80's continued at an increased pace. The challenge, now and in the future for managers, is the optimum design of jobs and work organization to meet unsteady circumstances, brought on in the workplace by changes in the external environment and internally through the introduction of new technology.

### Job Design - defined

Job design is the *specification of the contents, method and relationships of jobs to satisfy technological and organizational requirements as well as the personal needs of job holders*

## Traditional Views

Two basic assumptions dominated early thinking about the scientific management approach to the design of jobs and work organization.

### First Assumption - Management

Management can be most effective if it devises rules and procedures to govern the way in which the task is to be undertaken. Management is assumed to be more effective than labor at devising methods for executing the work and then at planning and organizing. By breaking the work down into simple elements;

- the training of workers is clearly simplified
- workers are more easily substituted, one for another
- supervision is made easier as it is apparent when workers are doing something that is not part of the specified task.

### Second Assumption - Workers

Human beings are rational economic beings. The prime goal is assumed to be monetary and consequently reward systems which relate pay levels to output are seen as likely to result in maximum output.

As such, humans will examine a situation and identify a course of action likely to maximize their self interest and act accordingly.

All that is required to maximize output, from the organizations perspective, is to *hire the right people, train them properly* and construct an *appropriate reward system*. If the work can be paced, say by a machine, workers can develop a natural rhythm and momentum.

### Some research findings

In the 1950's Louis Davis reported a survey of job design practices in large industrial organizations in the USA. The study looked at low to moderately skilled jobs, assembly line, packing, inspection etc.

Considerable variation in policies towards job design were noted and in the responsibilities of job design. In some companies industrial engineers were responsible. In others, personnel and in others supervisors. Overall, no systematic approach was noted or that any alternative principles were being evaluated. The primary objective set in each instance was the minimization of costs of performing a task.

Criteria used in job design from the study included:

#### Economic considerations

- the desire to minimize costs

#### Technical considerations

- relating to process requirements

#### Time and Space

- limitations imposed by time and space

#### Skill requirements

- availability of labor with the right skills

#### Machinery

- equipment needed

## Industrial relations

- management – union agreements relating to staffing levels and wages
- traditions, customs and norms of the plants

### A better way?

All too often in our post-industrial societies, despite much research on what constitutes a productive, rewarding work environment, examples of counter-productive organizational environments can be all too easily found.

Job designers would appear to have ignored the psychological and social aspects of work to the detriment of the organization, the workforce and society as a whole. Opportunities (and the benefits flowing from) the development of problem solving and other skills in employees, at all levels, are being squandered.

For instance, high levels of task rationalization are associated with high levels of boredom, which in turn is associated with job dissatisfaction and counter-productive worker behavior. (It should be noted that such jobs have some appeal to some workers.)

Research, some of which is described on-site (Accelerated Learning System,) indicates that there are no clear rules to design jobs. It can be said, though, that people bring a diverse range of skills and abilities to the workplace, together with a diverse range of experiences, aspirations and expectations.

The task facing responsible organizations would therefore be to strike a balance between the needs of the organization to achieve its goals and the creation of a working environment which results in job satisfaction for employees.

### Early attempts to develop new approaches

During and immediately after the second world war American writers, particularly, were questioning the relationship between job and organization design and productivity.

It was being recognized that difficulties arise in the selection of personnel if only those able to tolerate and work well in simple, highly repetitive jobs are to be recruited.

### Job Enlargement

As early as 1950 in the USA *job rotation* and *job enlargement* were being both advocated and tested as means for overcoming boredom at work with all its associated problems.

In an early case example IBM introduced changes to machine operators jobs to include machine setting and inspection. In addition they introduced other wide-ranging changes in both the production system and the role of foremen and supervisors.

It is less than clear just how successful changes of this type have been in practice. Undoubtedly management in certain circumstances can benefit from the increased flexibility of the labor.

However, workers often expect higher payment to compensate for learning these other jobs and for agreeing to changes in working practices.

The new jobs are often only a marginal improvement in terms of the degree of repetition, the skill demands and the level of responsibility; as a result workers have not always responded positively to such change. Job enlargement schemes may not be feasible, e.g. in motor vehicle assembly, without a major change in the production facilities.

The concepts of both job rotation and enlargement do not have their basis in any psychological theory. However, the next generation of attempts to redesign jobs emerging from the USA developed from the researches of Frederick Herzberg. During the 1950's and 1960's Herzberg developed his 'two factor' theory of motivation.

### Job Enrichment

In this theory he separated 'motivators' from 'hygiene' factors. The hygiene factors included salary, company policies and administration as well as supervision. They were seen as potential sources of dissatisfaction but not of positive motivation.

Another set of factors including achievement, recognition, responsibility, advancement, growth and the work itself were postulated as the 'real' motivators.

### Herzberg's Principles

From this theory Herzberg developed a set of principles for job enrichment projects as follows:

- remove some controls while retaining accountability;
- increase personal accountability for work;
- assign each worker a complete unit of work with a clear start and end point;
- grant additional authority and freedom to workers;
- make periodic reports directly available to workers rather than supervisors only;
- introduce new and more difficult tasks into the job;
- encourage the development of expertise by assigning individuals to specialized tasks.

### Herzberg's Checklist

Herzberg's other major contribution to the development of ideas in the area of job design and work organization was his checklist for implementation. This is a prescription for those seeking success in the job enrichment. Thus select those jobs:

- where technical changes are possible without major expense;
- job satisfaction is low—performance improvement is likely with increases in motivation;
- hygiene is expensive—examine the jobs selected with the conviction that changes can be introduced;
- 'green light' or 'brainstorm' a list of possible changes;
- screen the list (red lighting) for hygiene suggestions and retain only ideas classed as motivators;

- remove the generalities from the list retaining only specific motivators;
- avoid employee involvement in the design process;
- set up a controlled experiment to measure the effects of the changes;
- anticipate an early decline in performance as workers get used to their new jobs.

Job enrichment, then, aims to create greater opportunities for individual achievement and recognition by expanding the task to increase not only *variety* but also *responsibility* and *accountability*. This can also include greater *worker autonomy*, increased *task identity* and greater *direct contact* with workers performing servicing tasks.

Whilst job enrichment is based on a theory resulting from research carried out by Herzberg and his colleagues, the research is not itself without its critics.

Later research has not always produced such neat results. Also the focus of the approach is the individual job and only limited consideration is given to the wider context in which the job is carried out, particularly social groupings.

Some examples of job enrichment have been considered by the various parties involved as highly successful continuing over many years. Results reported include greater productivity as well as a more satisfied and better paid work force.

However, the approach has limitations, including its inapplicability in certain situations, the lack of opportunities in others and the emphasis upon management decision at the design stage. Nevertheless the principles advocated in the design of jobs have obvious merit.

### Socio-Technical Approach

The approaches to the design of jobs considered to this point have taken as their focus the individual job. Some of the weaknesses of this type of approach have also been identified.

At the same time that job redesign techniques were being developed and implemented in the USA progress was being made, particularly in Europe and Scandinavia, on the development of the socio-technical systems approach.

Here, the focus of attention is at the level of the working group and the aim is to develop a match between the needs of the group and the organization in relation to the technology.

### Organization as an Open System

This approach is based upon the concept of the organization as an open system with the primary work group as a subsystem of the total organization. Organizations can be compared to other living systems such as biological cells in that they are engaged in active transactions with the environment.

Raw materials or customers form the input to the organizational system and finished goods or services form the output. The environment through competi-

tion, the influence of suppliers, and customers and government legislation will all exert pressure on the organization to comply with certain rules and organize in certain ways.

The changing economic situation, changing values in society, new alternative products or services, and many other factors demand adaptation within the organization if it is to survive.

Since these factors have an impact on the internal design and functioning of an organization it is important that the organization be aware of environmental changes when seeking an optimal design of its social and technical systems.

### Guiding Principles

A socio-technical systems approach to designing organizations is based upon a set of guiding propositions:

- design of organization must fit its goals.
- employees must be actively involved in designing the structure of the organization
- control of variances in production or service must be undertaken as close to their source as possible
- subsystems must be designed around relatively self-contained and recognizable units of work
- support systems must fit in with the design of the organization
- the design should allow for a high quality of working life
- changes should continue to be made as necessary to meet the changing internal and/or external environmental pressures

### Motivation Factors

It has been suggested that four categories of job characteristic are significant in terms of motivation and performance:

- responsible autonomy—the groups acceptance of responsibility for the production cycle, output rate, quality, and quantity of output
- adaptability
- variety
- participation.

Autonomous behavior includes the self-regulation by the group of work content, critical self-evaluation of work group performance, self-adjustment to cope with changes, and participation in goal setting.

### Limitations

The socio-technical systems approach is not without its limitations. Whilst many advantages can result from focusing on the work group rather than the individuals and their jobs, *autonomous group working* does not seem to have widespread appeal.

- roles of both supervision and specialist advisers are considerably affected and in some cases eliminated

- movement of personnel between work groups with high levels of autonomy may be difficult, hence removing some of management's flexibility
- difficulties are often experienced in implementation in existing work situations.
- a participative design process is not acceptable in many organizations and can be very time-consuming
- alternative ways of organizing work are not always apparent where existing technology has to be employed
- management are often not prepared to take the risk of introducing radically different approaches to organizing work alongside other changes which already have a high element of disruption and associated risk

### Criteria for the job design change

The previous sections examined alternative approaches to designing jobs and work organization. Also identified were some limitations in these approaches. However, the principles underlying the several approaches have been also identified.

This section brings together the principles which seem to have relevance in the design of any job and work organization. This will be followed in the next section by suggestions as to how these principles may be applied in the design process.

### Suitable jobs

Attributes of jobs which contribute to employee motivation and which can be translated into principles for the design of jobs are as follows:

- an optimum level of variety;
- an appropriate degree of repetitiveness;
- an appropriate degree of attention with accompanying mental absorption;
- an optimum level of responsibility for decisions and degree of discretion present;
- employee's control over their own job;
- the presence of goals and achievement feedback;
- perceived contribution to a socially useful product or service;
- opportunities for developing friendships;
- where dependent upon others for task achievement some influence over the way the work is carried out;
- perceived skill utilization.

### Focus on Work Groups

The preceding criteria can be used to assess any individual job; however, as we saw earlier, it may be more appropriate to focus attention on the design of the work group and its activities rather than the design of each individual job.

Membership of the work group can have certain positive benefits for the individual. These extend

**Figure 1.0 Characteristics of the Typical Employee**

	Score							Range	
	1	2	3	4	5	6	7		
Leaves work related decisions to others	1	2	3	4	5	6	7	Will protest if not consulted on matters which affect work	2-5
Capable of only handling a limited number of tasks	1	2	3	4	5	6	7	Capable of doing a job involving task variety	2-7
Not concerned about social contact	1	2	3	4	5	6	7	Social interaction important	4-6
Can tolerate boring work	1	2	3	4	5	6	7	Demands interesting work	2-6
Works best if pace is outside control	1	2	3	4	5	6	7	Wants some control over work pace	4-7
Needs well defined job structure	1	2	3	4	5	6	7	Works well when when job is not clearly defined	2-6
Needs to be told what to do and how to do it	1	2	3	4	5	6	7	Can organize work sequences and methods	2-6
Unable to take responsibility for decision and take initiative	1	2	3	4	5	6	7	Able to take responsibility and show initiative	2-7
Has low level of skill and or knowledge	1	2	3	4	5	6	7	Has high level of skill and or knowledge	3-7

beyond the obvious aspect of social opportunities to include the mutual help and support which is available, and the wider range of skills and responsibilities which are often demanded of all members.

In designing the work group activity one of the basic principles is that of 'minimum critical specification' of the tasks and the 'minimum critical specification of tasks to jobs'. Specification of objectives remains essential but the means for obtaining them in many instances can be decided by the task performer.

This approach should result in a greater degree of flexibility for individual job holders within the work system and allow for their personal development through increased involvement in decision-making relating to the control and regulation of the work system.

Suggested guiding principles for the design of work group activity include:

- Primary work groups should have between four and twenty members

- The primary work group should have a designated leader who is accountable for the group's performance
- The group should be assigned tasks which make up a complete unit of work
- Wherever possible the group members should have responsibility for planning their own work
- Group members should then be involved in evaluating their performance in relation to the plans

In designing the work system it will often be the case that some overriding factor limits the application of all these principles. Nevertheless they can form the basis for questioning the assumptions being made in the design process and lead to discussion about the possible consequences of ignoring them.

**Figure 1.1 Ideal Job Characteristics for the Typical Employee**

	Score							Range	
	1	2	3	4	5	6	7		
Decisions on what and how things are to be done must be left to management	1	2	3	4	5	6	7	Decisions should be arrived through group discussion involving employees	2-7
Job methods should be arrived at by management	1	2	3	4	5	6	7	Job methods left to group and individual doing job	1-6
Financial motivators are the most important i.e. bonus payments	1	2	3	4	5	6	7	Non financial motivators important i.e. challenging work	2-7
Discipline need through tight supervision and controls	1	2	3	4	5	6	7	Self discipline by group / individual, loose supervision and controls	1-6
Only job specific information is needed by groups/ individuals	1	2	3	4	5	6	7	Access by all to all relevant information	5-7
Jobs clearly defined and structured	1	2	3	4	5	6	7	Jobs should be flexible and permit group problem solving	2-6
Targets set/ monitored by supervision	1	2	3	4	5	6	7	Targets set/ monitored by group	1-5
Clear hierarchy of authority with the person at the top carrying ultimate responsibility	1	2	3	4	5	6	7	Delegation of authority and responsibility to those doing the job, regardless of title/ status.	2-5

**Application of job design and work organization principles**

An approach is advocated in which each situation is considered in relation to certain guiding principles.

Unique solutions are identified, tailored to the needs of both the organization and the individuals concerned, both managers and workers.

Consideration is given to the particular context in which the work is to be undertaken. Economic factors as well as social factors have to be considered. Existing management/ union agreements, custom and practice, the aspirations and motivation of the workers as well as their skills and potential will affect the solutions proposed.

**Job Design Process**

In this section we will consider ways in which the design criteria proposed in the previous sections can be employed in the design process.

Attention will be given specifically to the psychological needs of workers and how they may be met but the technical aspects of design in which the normal techniques

of industrial engineering and organization and methods are employed will not be considered here.

**First Step**

The first step in the design process is to specify the design principles to be applied in the particular situation. This first step requires those responsible for the design to form a view about the

- skills
- abilities
- needs
- motivation of job incumbents

The simple questionnaire *Characteristics of the Typical Employee*, illustrated in Figure 1.0, can be used to elicit the views held by the members of the design team and help in formulating an acceptable model of human behavior.

The particular results shown could be collected from a project group charged with designing/ redesigning a new/ existing facility in a company. The team could comprise members of management and supervision.

**Figure 1.2 Process defects analysis of a production plant**

Mixing	1. Recipe wrong																																																					
	2. Ingredient weights wrong																																																					
	3. Ingredient quality wrong																																																					
	4. Water quantity wrong																																																					
	5. Water temperature wrong																																																					
	6. Mixing time wrong																																																					
	7. Mixing sequence wrong																																																					
	8.																																																					
	9.																																																					
	10.																																																					
Transport											11.																																											
											12.																																											
Pump into container	1	2	3	4	5	6	7											13. Thick mix																																				
	1	2	3	4	5	6	7											14. Thin mix																																				
					5											15. Curdled mix																																						
Manufacture a single sheet of wafer	1	2											13											16. Reject for excessive blobs																														
					5	7											17. Reject for appearance																																					
																					18. Poor temperature control																																	
	1	2	3	4	5	6	7											13											19. Wafer sticks to plate																									
			2																					20. Corners break off																														
				3											14											21. Breaks easily																												
											13	14											22. Weight wrong																															
	1	2	3	4	5	6	7											14	15											23. Reject batch																								
																					18											24. Burnt wafer																						
																					16											19											22											25. Poor plates
																														19	20	21											25											26. Breakage at stack
Mixing										Transport										Pump into container										Manufacture a single sheet of wafer																								

Considerable initial differences will be apparent in the opinions held by members of the team and considerable time will need to be spent in elaboration and debate.

### Second Step

The next stage involves completing the questionnaire *Ideal Job Characteristics of the Typical Employee*, illustrated in Figure 1.1. The result, should be, agreement over the *principles* to be applied in the design of jobs and work organization in a particular situation.

Earlier the concept of minimum critical specification of jobs to tasks in the design of group activity was introduced. This approach enables the group to make decisions about the methods and work organization. Along with this there should be an examination of sources of performance variation in the work system and a questioning of who should be responsible for monitoring and regulating the system.

A process defects analysis can assist in this process. In carrying out this analysis the stages in the process

have to be identified initially. Then sources of variances are listed relating to each stage. The relationships of sources of possible variances to problems at later stages in the process can be shown in the form of a matrix, as illustrated in Figure 1.2 .

Process defects analysis can identify the problems introduced in one stage of a work process flow that can have an impact on the operations at later stages. Those involved in compiling the matrix analysis chart considerably improve their understanding of the total process. This, however, would be a secondary benefit of the chart.

The main benefit comes about through rethinking the allocation of responsibilities and the steps taken to make the process/ system more responsive, thereby reducing losses.

In the design process we have now looked at means for deciding the criteria to be adopted in designing jobs and work organization. We have also seen a method for identifying key decisions in the operation of the work system.

## Figure 1.3 Analysis of Job Design and Work Structure

Name / Position of Compiler

Department: Organization and Methods

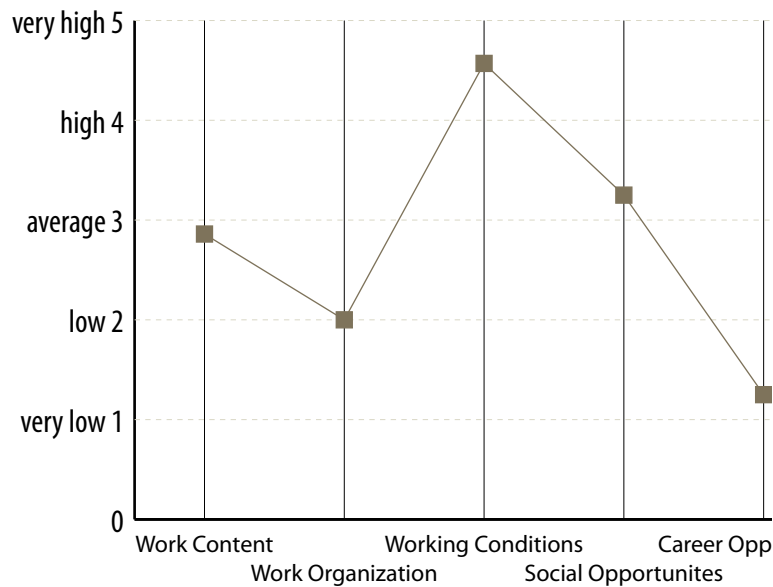
Date : 11 June

Section Studied: Branch Sales Office

Job Title and Description. Customer Sales Clerk, responsible for processing sales and invoicing customers.

DIMENSION	AVAILABILITY RATINGS				
	Very Low 1 Point	Low 2 Points	Average 3 Points	High 4 Points	Very High 5 Points
<b>1. WORK CONTENT</b>					
Rounded off job with visible results				x	
Clear relationship between the tasks involved in job			x		
Clear relationship between this job and the total process		x			
Adequacy of the level of variety in the task—operations, physical location, pace			x		
Non—repetitiveness of tasks leading to new elements and demands		x			
Valued skills and abilities are required			x		
Time lag between task completion and detection by other people of faulty work			x		
<b>2. WORK ORGANIZATION</b>					
Involvement in setting target	x				
Involved in evaluating performance	x				
Involved in routine decision making (e.g. breaks, job rotation, work allocation)			x		
Involved in job—related non—routine decision making			x		
Control over methods and procedures for task achievement		x			
In team work, what level of influence does person have over team actions		x			
Time available for team to resolve problems		x			
<b>3. WORKING CONDITIONS</b>					
Suitability of lighting (glare, intensity, contrast)				x	
Cleanliness of work area				x	
Health problems from fumes					x
Temperature and humidity problems					x
Noise problems					x
Posture problems (sitting, standing, lifting, loading)				x	
Potential for accident					x
<b>4. SOCIAL OPPORTUNITIES</b>					
No of people available to talk to in work area				x	
Time available for talking				x	
Stability in the membership of the work group or nearby colleagues			x		
Appropriateness of rest facilities for developing social interactions		x			
<b>5. CAREER OPPORTUNITIES</b>					
New challenges and opportunities within the job itself		x			
Existence of training opportunities for self development		x			
Existence of alternative jobs for self development		x			
Realistic promotion opportunities			x		

Figure 1.4 Summary assessment of job design and work structure



### Final Step

Finally, a means for comparing alternative job and work organization designs is presented. This is in the form of a checklist which covers the areas of

- work content,
- work organization,
- working conditions,
- social opportunities and
- career opportunities.

The method is illustrated in Figure 1.3 *Analysis of Job Design and Work Structure*, where an example of an analysis of clerical work is presented. If the work in this section of this organization is expected to change, then the job design / work organization project team would use this analysis proforma.

This would then form the basis of a discussion document for the project team and for consideration of feasible alternatives.

In the *Job Design and Work Structure – Summary Assessment*, Figure 1.4, for a sales clerk shown above, career opportunities and work organization were assessed particularly poorly. The work content also scored below average.

In this instance, jobs being replaced by the new systems could be reengineered to offer greater opportunities for job holders in this position.

The design team now has a method for looking at broader aspects of the job beyond those normally considered in financial appraisals. They are in a better position to consider the implications for employees of the proposed changes as well as considering other options.

### Conclusion

In this article we have looked at traditional as well as more recent approaches to the design of jobs and work organization. Criteria applied when making decisions about jobs and work organization were criticized by

Louis Davis, in the 1950's, for more or less ignoring the social and psychological needs of job holders. Whilst there is now a much greater awareness of these aspects, those responsible for designing systems often are forced to operate within narrow parameters.

Decisions made earlier by designers of manufacturing equipment often impose constraints on the choices available at the later stage. However, whilst recognizing these constraints it would appear that those responsible for job design are still dominated in their decisions by those factors criticized by Davis.

### Future challenge

The challenge facing managers now and in the future, is that of employing the new technology with all its opportunities in ways which not only meet the organization's needs but also the expectations and aspirations of employees.

In order to achieve this more effectively there is the need to further develop these approaches to job and work organization design which facilitate these broader criteria being incorporated into the design process as well as the tools with which to achieve the task.



## Appendix A: Glossary of Terms Applicable to Job Design

### VERTICAL SPECIALIZATION

A form of organization in which a person performs a many tasks for a few other persons

### HORIZONTAL SPECIALIZATION

A form of organization in which a person performs a few tasks for many other persons

### JOB ENRICHMENT

An increase in the vertical loading of a job by combining it with some tasks and responsibilities normally performed by others to make the job more challenging and to increase responsibility

### JOB ENLARGEMENT

An increase in the horizontal loading of a job by incorporating other tasks requiring similar levels of skill to increase variety

### JOB ROTATION

The practice of periodically moving workers around a number of tasks in order to increase variety and reduce boredom

### AUTONOMOUS GROUP WORKING

The delegation for achieving specified objectives within defined constraints to a group of workers

### JOB DESCRIPTION

A written outline of the main tasks of a job

### JOB DESIGN

The arrangement of the features of a job or group of tasks to satisfy the economic and / or social needs of the worker

### JOB ANALYSIS

The determination of the essential characteristics of a job in order to produce a job specification

### JOB SPECIFICATION

A written statement of the essential characteristics of a job including necessary qualifications, duties, responsibilities and degree of authority of the job holder

### PERSONNEL SPECIFICATION

A statement of the personal attributes deemed to be required by a worker for the effective performance of a given job

### WORK DESIGN

The procedure of designing in advance the features of a task or job, specifying the way the worker will work, how the worker will relate to his/her workplace, the physical and social environment, and all other relevant aspects

### JOB

All the tasks carried out by a worker or group of workers in the completion of their prescribed duties and group together under one title (or definition)

### TASKS

An identifiable part of job, comprising a combination of operations

### ERGONOMICS

The study of the relationship between man and his occupation, equipment and environment particularly, the application of anatomical, physiological and psychological knowledge to the problems arising therefrom

### WORK STATION

The smallest set of resources that forms a productive unit at a particular location

### WORKPLACE LAYOUT

An arrangement of the facilities and the conditions provided for the performance of a specified activity

### TEAM WORKING

A method of working where the sequence of operations of each worker necessarily depends on those of his / her fellow worker(s)

### GROUP WORKING

A method of working where the tasks of the majority of the workers are similar and do not necessarily depend on the progress of each other

### WORK SIMPLIFICATION

The organized application of common sense and questioning to finding better and easier ways of doing work

<http://www.accel-team.com/>

Contact: Cliff F. Grimes

Email: [cfg@accel-team.com](mailto:cfg@accel-team.com)

Ph: +44 (0)1946 82 3191

Fx: +44 (0)1946 82 3191

**Appendix B: Blank Proforma**

**Characteristics of the Typical Employee**

	Score							Range
Leaves work related decisions to others	1	2	3	4	5	6	7	Will protest if not consulted on matters which affect work
Capable of only handling a limited number of tasks	1	2	3	4	5	6	7	Capable of doing a job involving task variety
Not concerned about social contact	1	2	3	4	5	6	7	Social interaction important
Can tolerate boring work	1	2	3	4	5	6	7	Demands interesting work
Works best if pace is outside control	1	2	3	4	5	6	7	Has complete control over work pace
Needs well defined job structure	1	2	3	4	5	6	7	Works well when when job is not clearly defined
Needs to be told what to do and how to do it	1	2	3	4	5	6	7	Can organize work sequences and methods
Unable to take responsibility for decision and take initiative	1	2	3	4	5	6	7	Able to take responsibility and show initiative
Has low level of skill and or knowledge	1	2	3	4	5	6	7	Has high level of skill and or knowledge

## Ideal Job Characteristics for the Typical Employee

	Score							Range
Decisions on what and how things are to be done must be left to management	1	2	3	4	5	6	7	Decisions should be arrived through group discussion involving employees
Job methods should be arrived at by management	1	2	3	4	5	6	7	Job methods left to group and individual doing job
Financial motivators are the most important i.e. bonus payments	1	2	3	4	5	6	7	Non financial motivators important i.e. challenging work
Discipline need through tight supervision and controls	1	2	3	4	5	6	7	Self discipline by group / individual, loose supervision and controls
Only job specific information is needed by groups/ individuals	1	2	3	4	5	6	7	Access by all to all relevant information
Jobs clearly defined and structured	1	2	3	4	5	6	7	Jobs should be flexible and permit group problem solving
Targets set/ monitored by supervision	1	2	3	4	5	6	7	Targets set/ monitored by group
Clear hierarchy of authority with the person at the top carrying ultimate responsibility	1	2	3	4	5	6	7	Delegation of authority and responsibility to those doing the job, regardless of title/ status.

# Analysis of Job Design and Work Structure

Name / Position of Compiler

Department:

Date :

Section Studied:

Job Title and Description.

DIMENSION	AVAILABILITY RATINGS				
	Very Low	Low	Average	High	Very High
<b>1. WORK CONTENT</b>	1 Point	2 Points	3 Points	4 Points	5 Points
Rounded off job with visible results					
Clear relationship between the tasks involved in job					
Clear relationship between this job and the total process					
Adequacy of the level of variety in the task—operations, physical location, pace					
Non—repetitiveness of tasks leading to new elements and demands					
Valued skills and abilities are required					
Time lag between task completion and detection by other people of faulty work					
<b>2. WORK ORGANIZATION</b>					
Involvement in setting target					
Involved in evaluating performance					
Involved in routine decision making (e.g. breaks, job rotation, work allocation)					
Involved in job—related non—routine decision making					
Control over methods and procedures for task achievement					
In team work, what level of influence does person have over team actions					
Time available for team to resolve problems					
<b>3. WORKING CONDITIONS</b>					
Suitability of lighting (glare, intensity, contrast)					
Cleanliness of work area					
Health problems from fumes					
Temperature and humidity problems					
Noise problems					
Posture problems (sitting, standing, lifting, loading)					
Potential for accident					
<b>4. SOCIAL OPPORTUNITIES</b>					
No of people available to talk to in work area					
Time available for talking					
Stability in the membership of the work group or nearby colleagues					
Appropriateness of rest facilities for developing social interactions					
<b>5. CAREER OPPORTUNITIES</b>					
New challenges and opportunities within the job itself					
Existence of training opportunities for self development					
<b>Existence of alternative jobs for self development</b>					
<b>Realistic promotion opportunities</b>					