

Introduction to job design

9 September 2006

Job design

Defining what each member of staff has to do or is responsible for.

Addresses how to divide up the total work to be done between the people available to do it.

The need for job design

- When an existing system, structure or process is being changed
- When a new system, structure or process is being created
- When there is a problem or dissatisfaction with existing job designs

What job design covers

- The assembly of tasks into jobs
- The relationship between the jobs of different individuals
- The definition of team responsibilities
- The management arrangements for jobs

And possibly

- The division of functions between people and machines
- Specific task and methods for carrying out tasks

Job design is not

- Optional: people need to know what is expected of them
- Job enlargement or job enrichment (these are particular approaches to improving jobs)
- Job evaluation (which is concerned with the grade or payband any given job falls into)

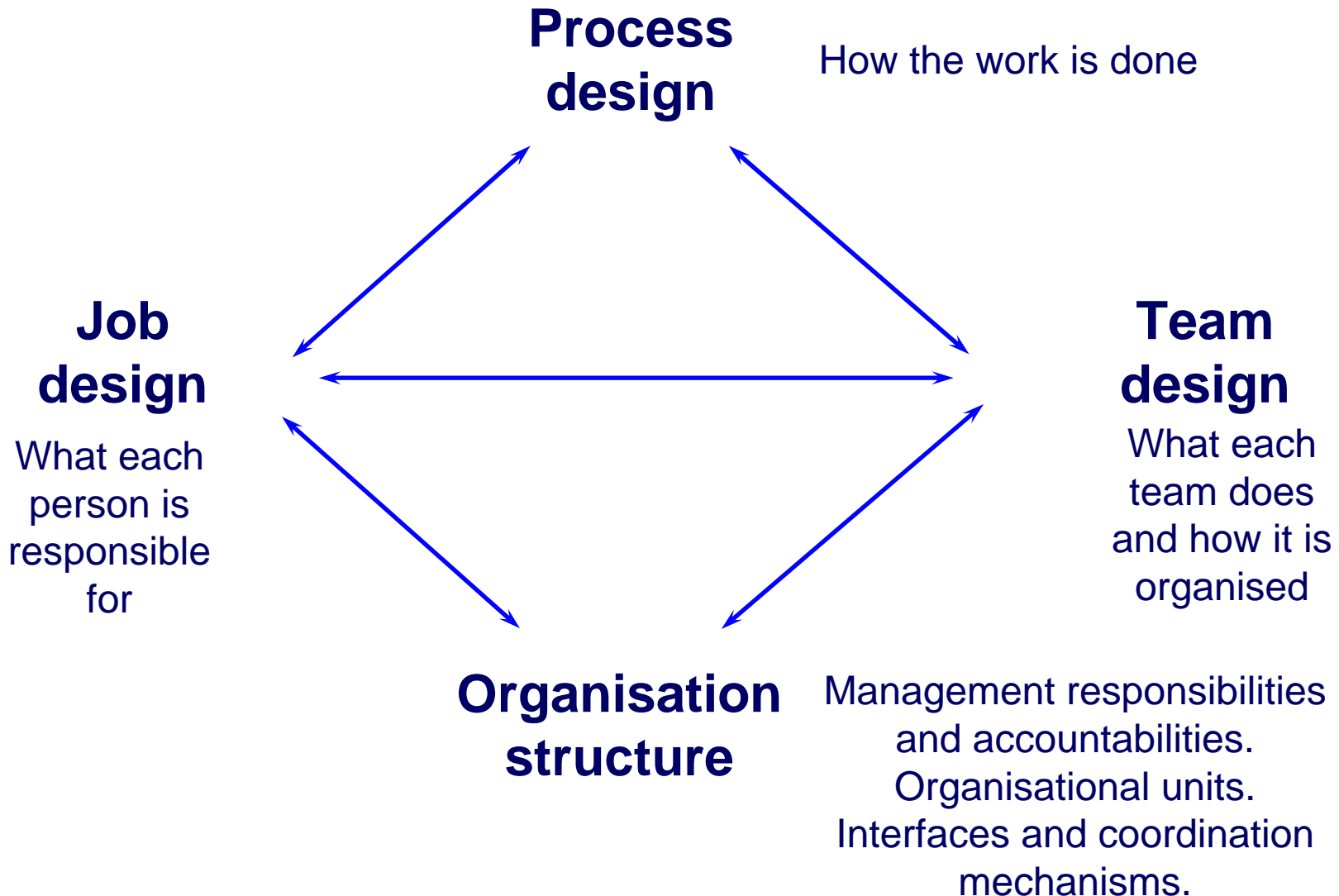
Job design affects

- The extent to which people understand what their job is
- Productivity and salary costs
- Job satisfaction
- Stress levels
- The error rate
- Customer service
- Staff retention and turnover
- Data integrity
- Ergonomic issues
- Resourcing needs

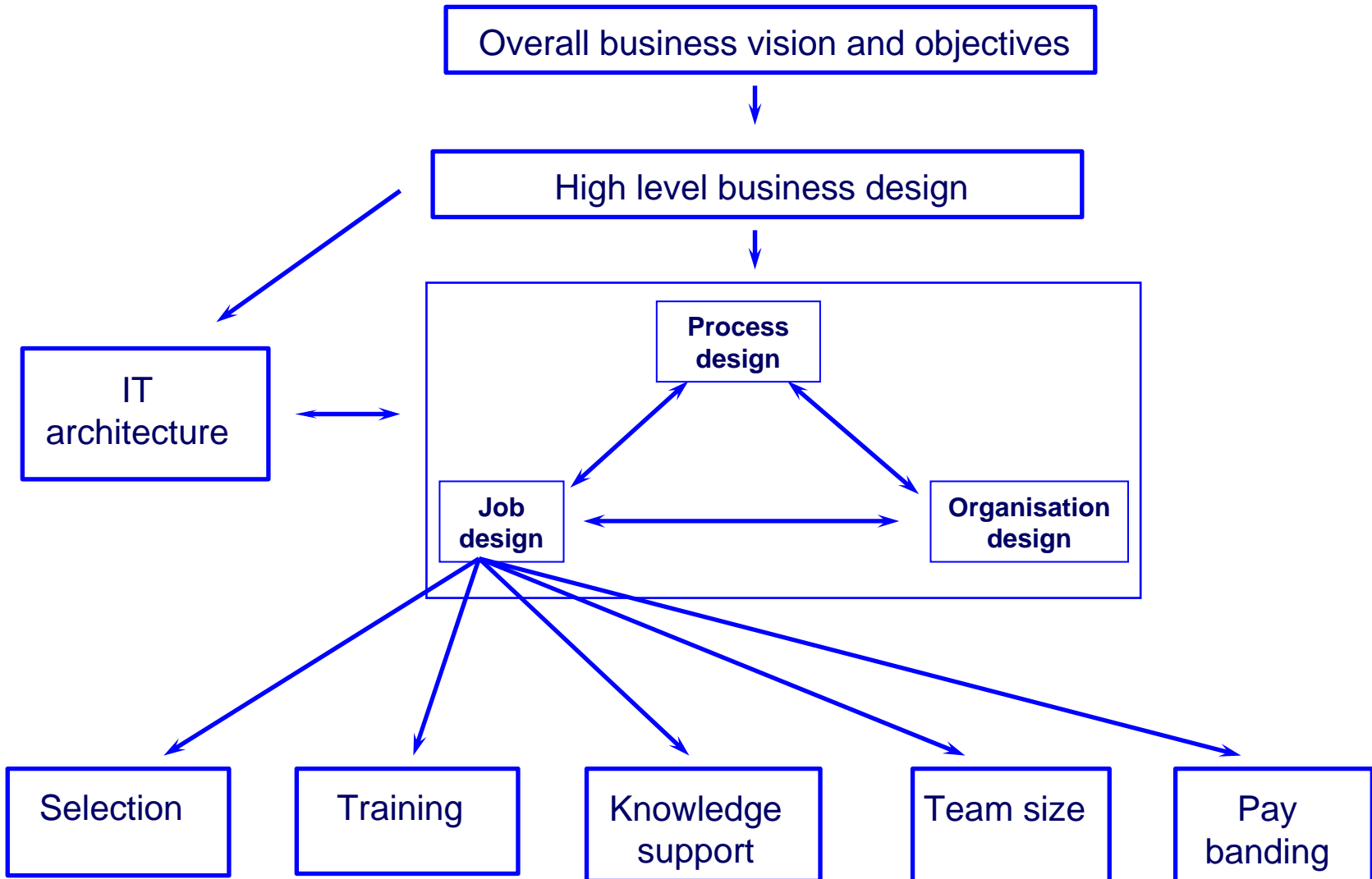
The product is a job profile

- Purpose - why the job exists
- Position in the organisation structure
- Key responsibilities
- Knowledge, skills, attributes and experience

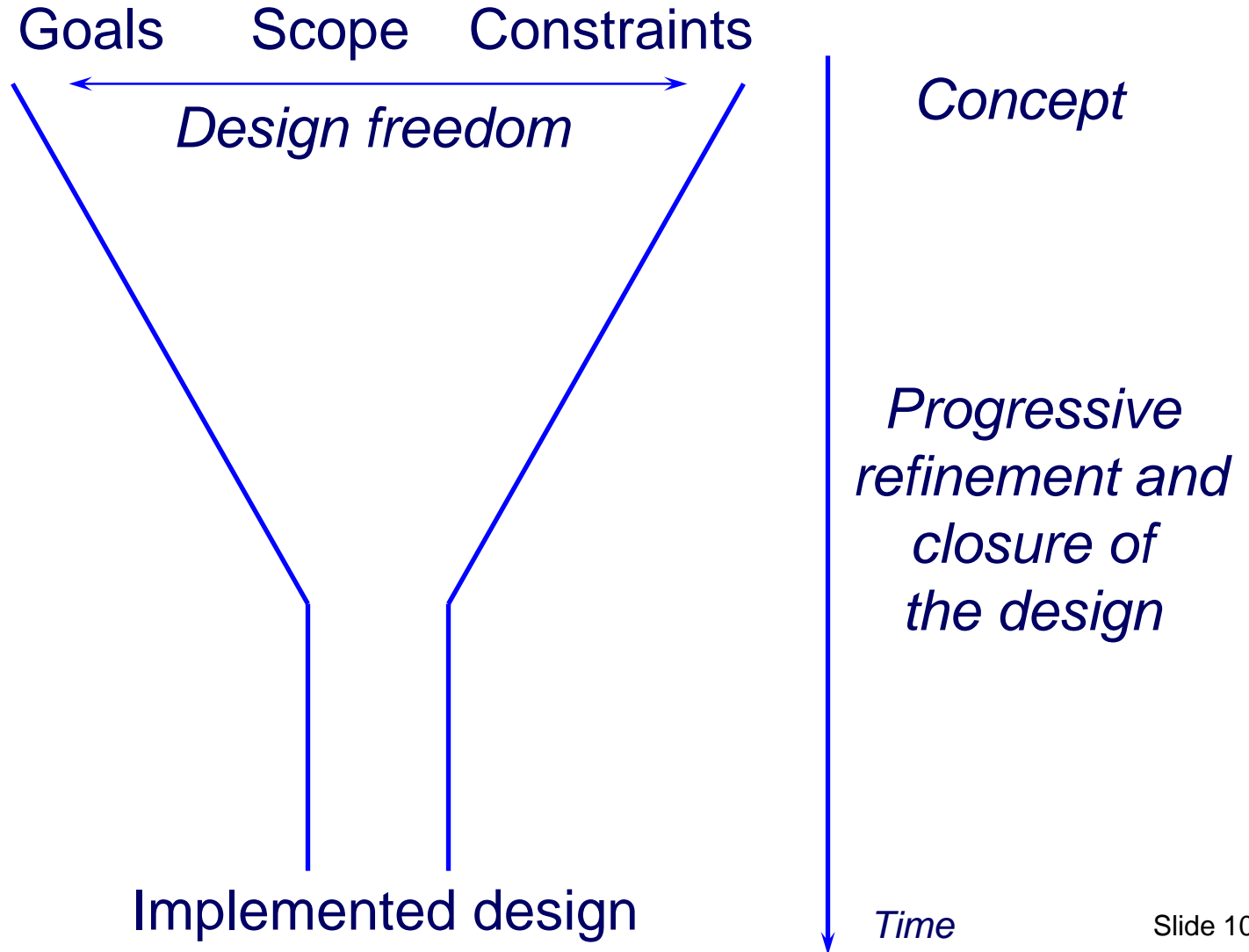
Interdependencies in job and organisation design



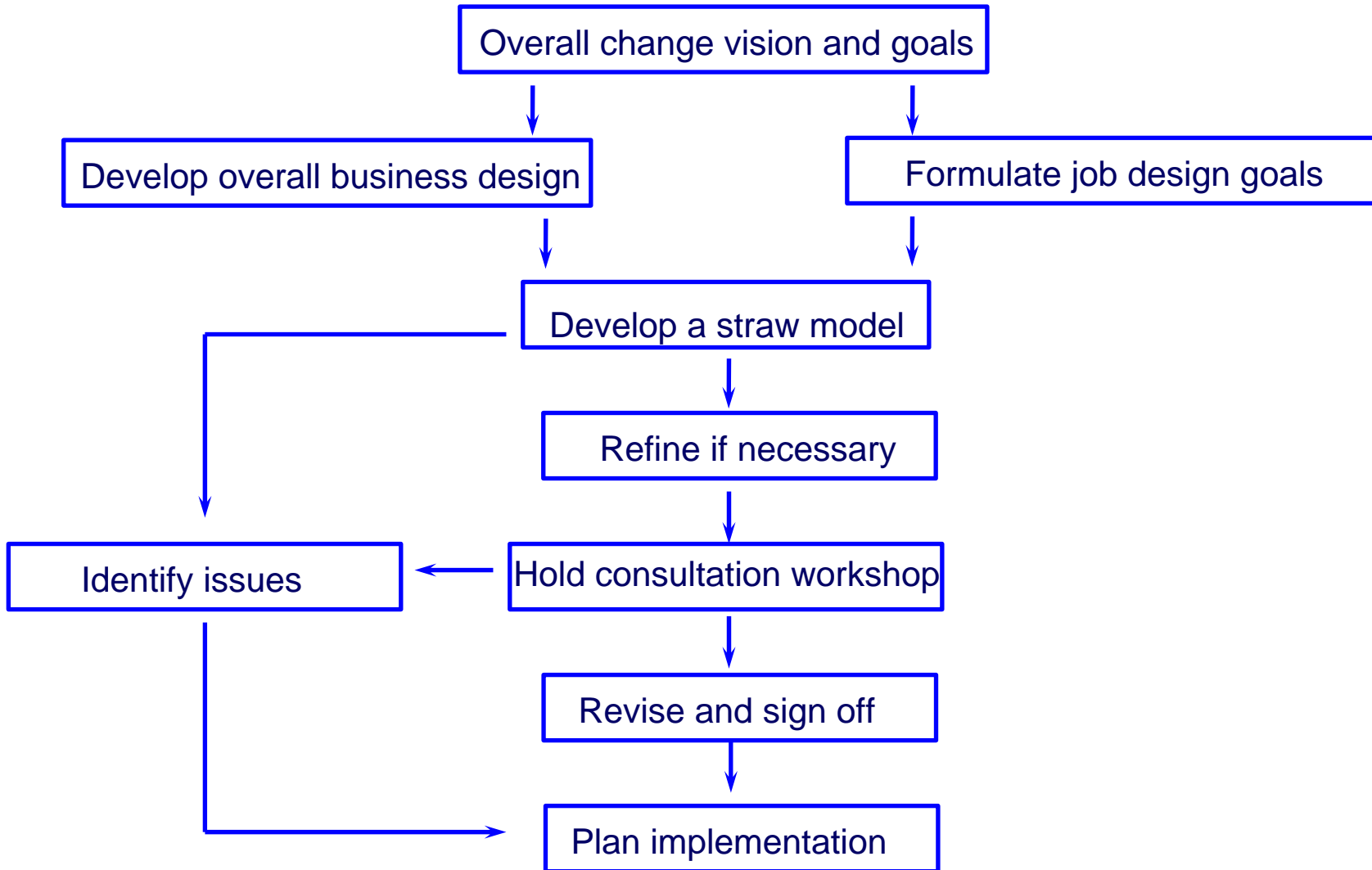
Position of job design



The design funnel



A typical job design process



Characteristics of a well-designed job

- Forms a coherent whole
- Makes a significant and visible contribution
- Provides variety of methods, tasks and skills
- Provides feedback on performance
- Provides autonomy and allows discretion
- Carries responsibility for outcomes
- Offers opportunities for personal development
- Entails dynamic posture and does not require continuous use of a terminal or PC

Where the design unit is the team

- 4-10 members is the most manageable size
- A designated leader or the whole team are accountable for performance
- Activities make up a discrete whole task
- Interdependence between members
- Autonomy extends to planning own work
- Feedback on performance is available
- All required skills are available or easily obtained