

Mature Workers Matter

MasterClass 4:

Work organisation and job design



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MasterClass 4: Work organisation and job design

Overview

- This module is for senior managers, HR managers and line managers.
- In this module we discuss the difference between work organisation and approaches to job design

Outcomes

- A clear understanding of work organisation and job design
- Guidelines for approaches for job design for clinical and professional roles and manual handling roles

Duration

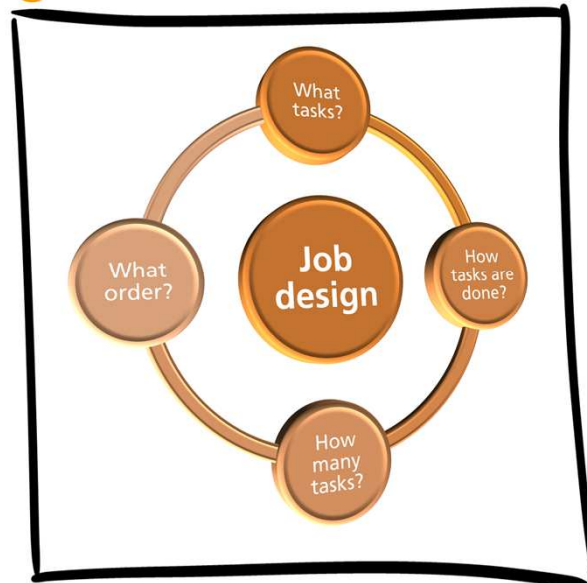
- Quick guide: 20 minutes
- Completion of all activities: 2-3 weeks

Pre-requisite

- Modules one and two provide a good background to why successful conversations are important

What is job design?

tasks for the individual



What is "job design"?

Job design refers to the way that a set of tasks, or an entire job, is organized. Job design helps to determine:

- what tasks are done,
- how the tasks are done,
- how many tasks are done, and
- in what order the tasks are done.

It takes into account all factors which affect the work, and organizes the content and tasks so that the whole job is less likely to be a risk to the employee. Job design involves administrative areas such as:

- job rotation,
- job enlargement,
- task/machine pacing,
- work breaks, and
- working hours.

A well designed job will encourage a variety of 'good' body positions, have reasonable strength requirements, require a reasonable amount of mental activity, and help foster feelings of achievement and self-esteem.

What is work organisation?



- How work moves through the organisation....
- How jobs link to jobs...
- Dependencies...
- Processes....

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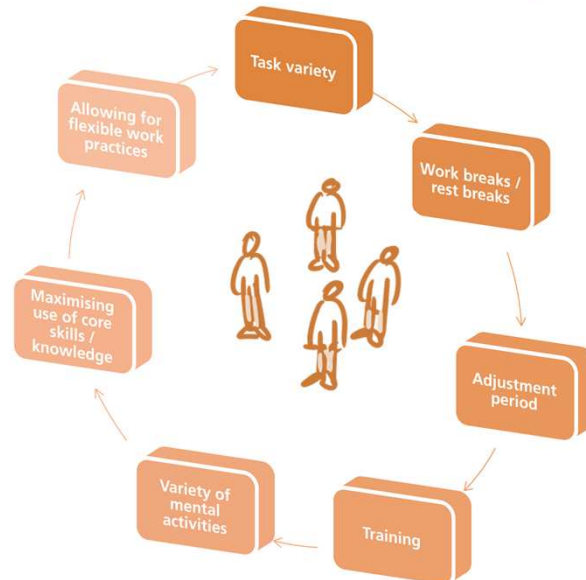
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Improving the working experience of mature workers by::



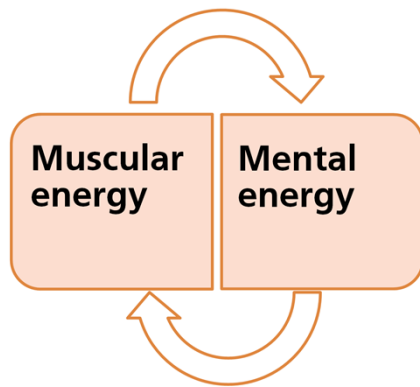
This material is sourced from:

http://www.ccohs.ca/oshanswers/hsprograms/job_design.html

Job design addresses:

Manual handling focus	Clinical / Professional focus
Work overload / underload	Balance of administrative tasks and clinical / professional skills
Repetitiveness	Use of core knowledge / skills
Limited control over work	Practitioner vs leadership role
Isolation	
Shift work	
Delays in filling vacant positions	
Excessive working hours	

Good job design involves:



1. Employee input
2. Sense of accomplishment
3. Training
4. Work / rest schedules
5. Adjustment period
6. Performance feedback
7. Minimising energy and force requirements
8. Balancing static and dynamic work

Common approaches to job design:

Job enlargement

- Include more or different tasks.
Adds interest but not necessarily more responsibility.

Job rotation

- Moves employees from one task to another.
Distributes tasks among a number of employees.

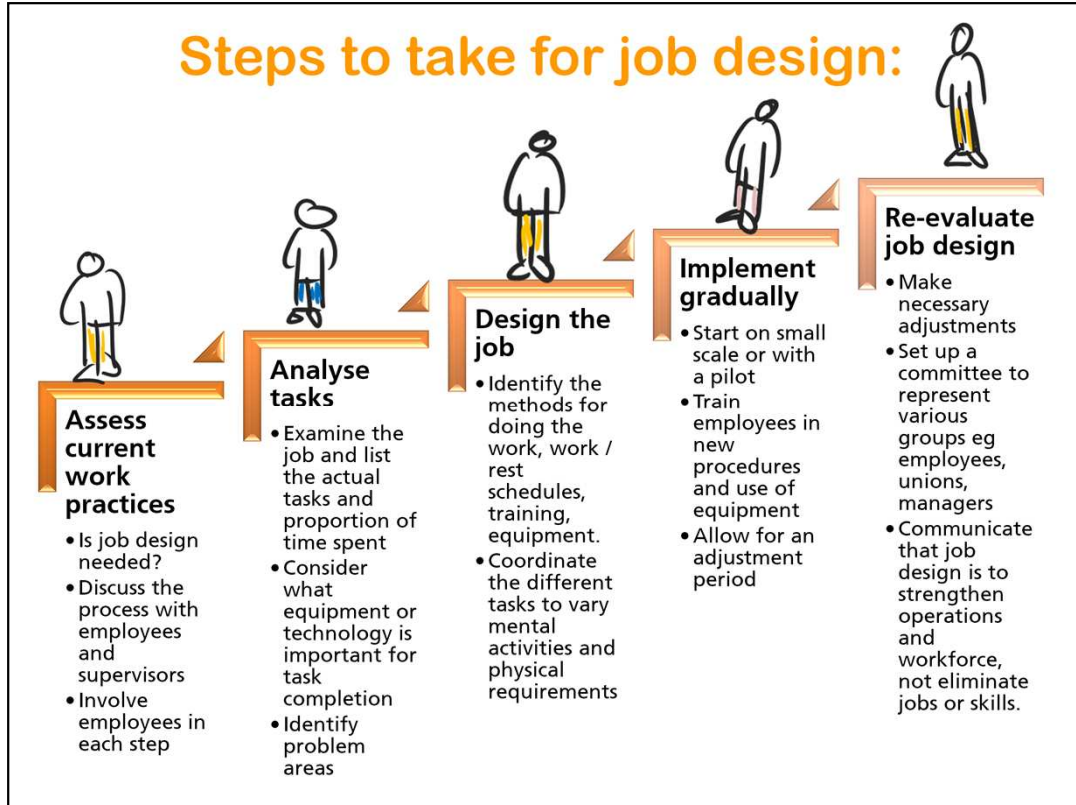
Job enrichment

- Employee assumes more responsibility and accountability and independence; allows for greater participation and new opportunities

Work design (job engineering)

- Allows employees to see how work methods, layout, handling procedures link together – as well as interaction between people and technology.

Steps to take for job design:



Check the checklist

Task variety

Work/rest schedules

Adjustment period

Training

Mental variety

Use of core knowledge and skills

Accommodating flexibility requests



Groups of 3

Observer checklist

What are my next steps...

*online
resource*

- Using your workforce profile data, determine a high risk role that would benefit from job design analysis
- Use the job design steps worksheet to determine your actions
- Start small with a pilot – don't try to boil the ocean!

What are the risks of doing nothing?