# Job design and analysis

# Job design

Job design, or redesign, is identifying what is involved in a given job and the role of that job in a unit or team. It also looks at how a job relates to other relevant jobs within the organisation’s structure. It includes deciding:

* the duties and responsibilities of the job holder
* the way the job is done
* what support and resources the job holder needs

The main purpose is to optimise work processes, create value and improve productivity.

Do this by clarifying roles, systems and procedures; reducing repetitive elements; and optimising the jobholder’s responsibility.

This is important because job design is a key component of job quality and influences:

* how well organised work is
* how fulfilling and motivating the work is
* opportunities for development and progression
* if workloads are sustainable and healthy

The objectives of job design can vary, and are generally influenced by:

* Organisational purpose. Jobs should support the organisation’s purpose and you need to support it.
* Health and safety. Jobs must not risk the safety, health and wellbeing of the jobholder, their colleagues, service users or others.
* People capability. Consider existing capabilities within both your area and the wider organisation.
* Quality. Jobs should minimise the risk of errors and include self-checking by employees to ensure high quality.
* Speed. Jobs should ensure that time to complete tasks is appropriate to the job.
* Productivity. Jobs must ensure the primary focus of the jobholder is on things that matter and add value.
* Sustainability. Jobs should enable organisations to respond flexibly to change, and have room to develop the job in response to changing individual and organisational capabilities.
* Quality of working life. Jobs should have enough flexibility, breadth and challenge to ensure jobholders are [engaged and motivated](https://www.cipd.co.uk/knowledge/fundamentals/relations/engagement/factsheet/); not under excessive or prolonged stress; and have opportunities to develop.

Job design relies on careful job analysis. That means gathering information about the required outputs, the work needed to achieve the job, and the skills, resources and autonomy that will enable it.

# Job analysis

Collect detailed information about the job, whether the position already exists or is new, as you need to know what you expect of a jobholder before you can look for those to do it.

Make sure the information collected is job, and organisation, specific including the knowledge, skills, abilities, other characteristics, and aptitudes required to perform the role effectively.

Use this information when assessing applicants to determine if they possess the necessary skills and abilities you need.

Ways to gather job-specific details include:

* observation
* archival data
* interviews
* surveys
* diaries
* handover documents

Each method has strengths and weaknesses so use a combination to increase the validity and accuracy of information.

A useful free resource is [O\*NET](https://www.onetonline.org/), a US Dept. of Labour compiled database for occupations, which includes detailed information on thousands of occupations including:

* knowledge and skills
* technology skills, tasks
* experience, training
* work activities

The job analysis should form the basis of a job specification.

# Additional Resources

* [O\*Net Resource Center](http://www.onetcenter.org/questionnaires.html) with generic questionnaires to assist with your role analysis
* [CIPD: Fact sheet on job design](http://www.cipd.co.uk/hr-resources/factsheets/job-design.aspx)
* [Office of Personnel Management (United States Government): Job analysis](https://www.opm.gov/policy-data-oversight/assessment-and-selection/job-analysis/)
* [Job specifications - HSE.ie](https://www.hse.ie/eng/staff/resources/recruitment-standards/before-you-recruit/job-specifications.html)