

Job Design & Job Crafting

Building Agility & Resilience at Work

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Why are we talking about this now?

- The pandemic has amplified two big issues about work organisation and productivity
 1. How do we redesign jobs in the context of hybrid working?
 2. What contribution can job design and job crafting make to promoting the links between good work, good health & performance?

Productivity & Mental Health (n=1085)



NB - All results statistically significant

Why is Job Design Important?

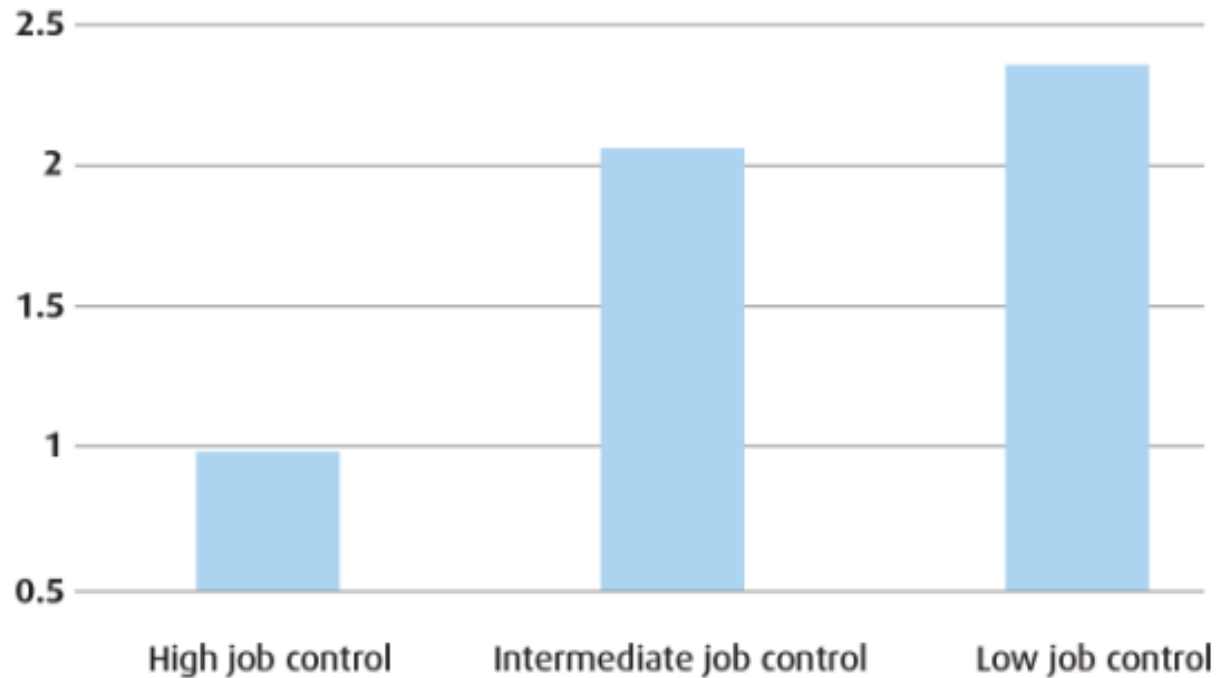
The way a job is designed can influence:

- The efficiency levels which can be achieved
- The sense it makes to the job holder
- Whether the job is motivating and satisfying
- Whether the job links well with other, related jobs in the team
- Whether the job is beneficial (or harmful) to health

Whitehall II Study (Marmot et al)

Self-reported job control and coronary heart disease incidence

Likelihood of CHD



Examples of Interventions

- Employee Assistance Programmes (EAPs)
- Workplace Counselling
- Support for addictions
- Cognitive Behavioural Therapy (CBT)
- Reasonable Adjustments/VR/Job Redesign
- Job 'Crafting'
- Line Manager Training (eg MHFA)
- Resilience training
- Mindfulness
- Stress Management
- Stigma Reduction
- Peer support
- Exercise/relaxation

Principles of Job Design

A definition:

“The specification of the contents, methods and relationships of jobs in order to satisfy technological and organisational requirements as well as the social and personal requirements of the job holder.”

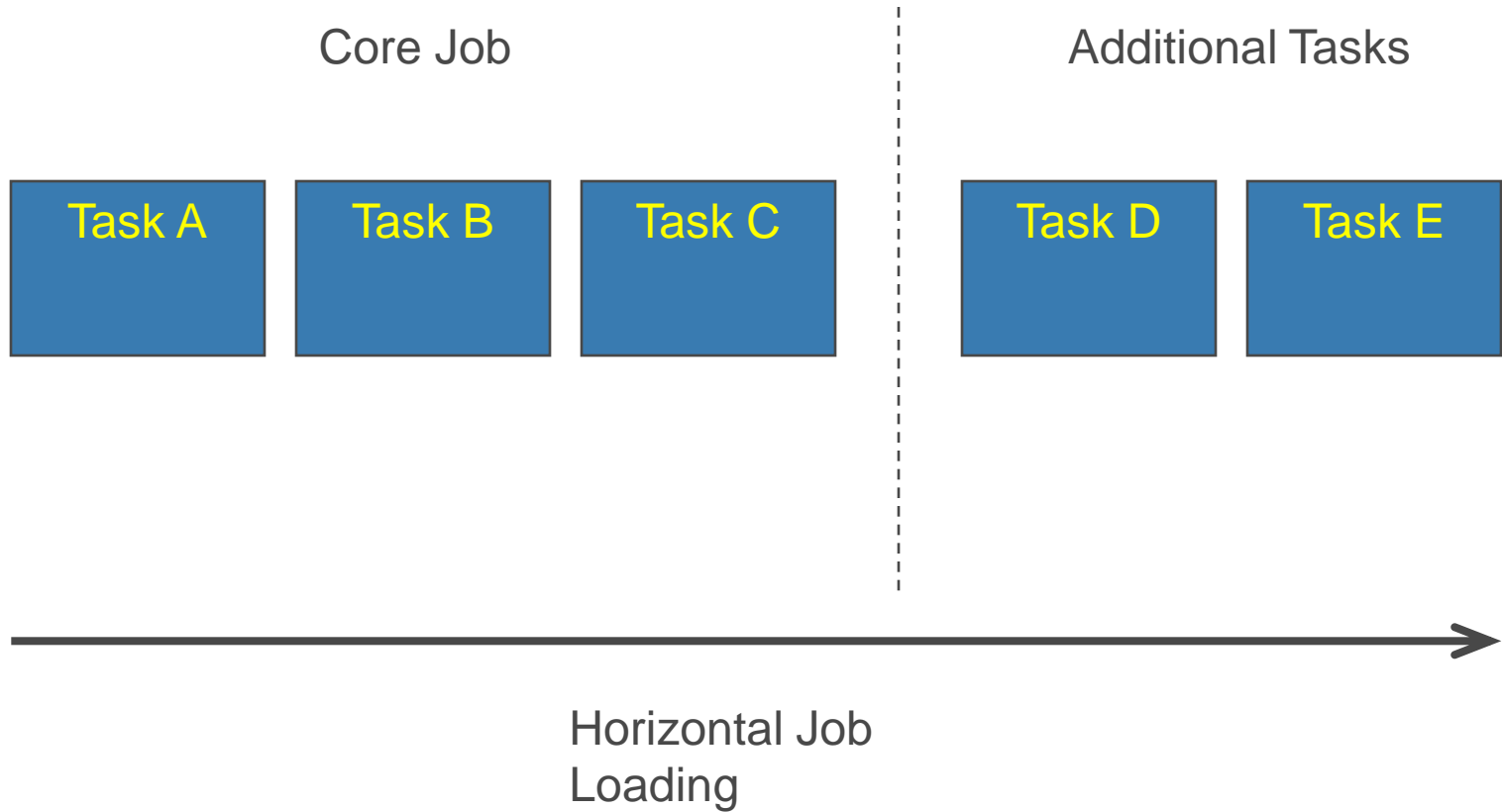
Job Context

- The Organisation
- The Team
- The Working Environment
 - Workspace
 - Ergonomic factors (light, heat, reach, lifting/manual handling etc)
 - Interface with technology
 - Psychosocial factors (workload, autonomy, decision latitude, harassment)

Challenges of Job Design

- Meeting wider organisational goals
- Ensuring work flows effectively
- Avoiding duplication or gaps
- Getting teams to work effectively
- Distinguishing between people & posts
- Providing focus for job holders
- Making jobs interesting & motivating
- Preventing ill-health, strain, burnout etc
- Supporting transitions (to flexible working, from career breaks, from long-term sickness)

Job Enlargement



Job Enrichment

Vertical
Job
Loading



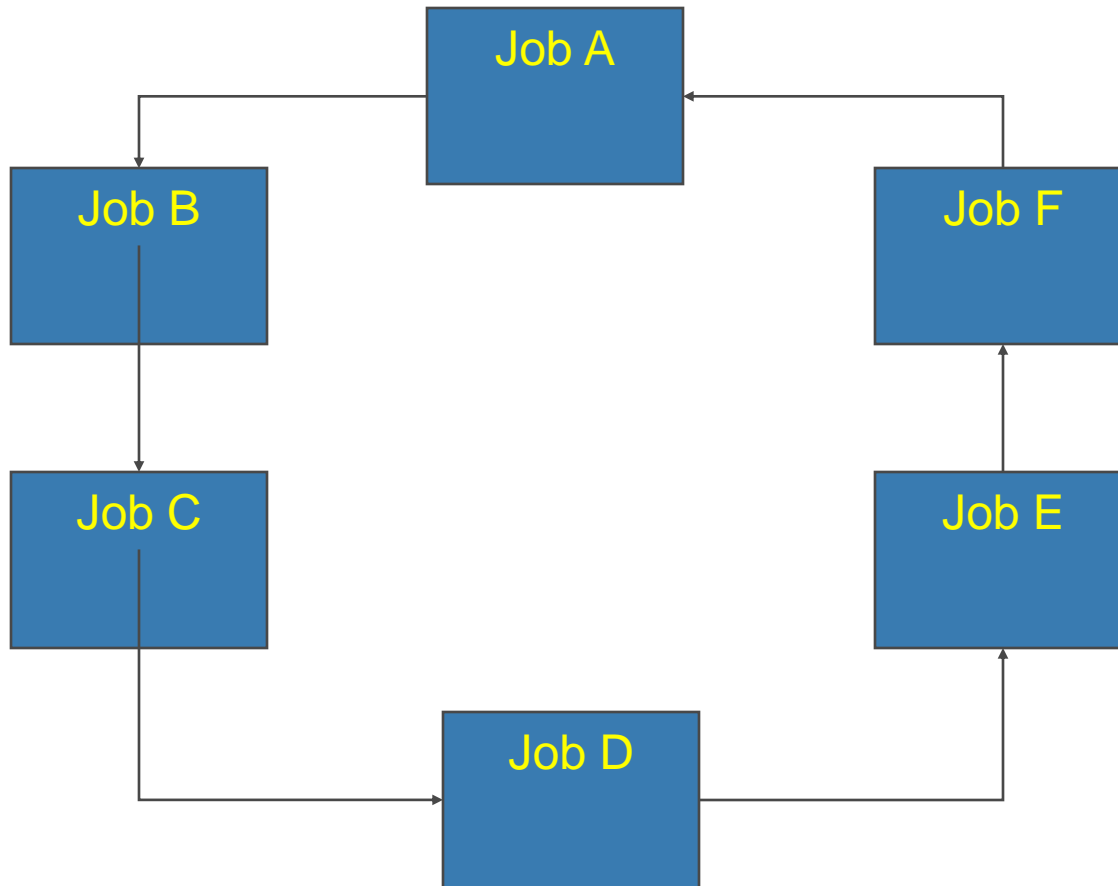
Task A

Task B

Task C

Task D

Job Rotation



Why Job Enrichment?

- Reflects logical flow of tasks
- Sequential
- Cumulative
- More meaningful for job holder
- Likely to be more intrinsically motivating
- Easier to manage & monitor performance

Job Design - What Motivates?

- Skill Variety
- Task Identity
- Task Significance
- Autonomy
- Decision latitude
- Feedback
- Growth potential

Job Design: From A Manager's Perspective

- A job needs to balance:
 - The need to get the work done
 - The need for team effort to be productive
 - The need of the job holder to be motivated & healthy
- Jobs can be re-designed in various ways (eg enlargement; enrichment; to recognise temporary impairments)

Job Crafting – Bottom-up Job Redesign?

- Involves the job holder much more in shaping the job and its content;
- Is more dynamic, agile and flexible;
- Allows temporary and longer-term changes to be made to the scope of a job to increase its challenge, its variety and the levels of responsibility taken on without recourse to a major job re-evaluation exercise;
- Allow jobs where demands are sometimes too high (peaks in demand, big changes, deadlines converging etc) to be adjusted to allow the job holder to cope more effectively.

Job Crafting – Three Components

- Task Crafting
- Relationship Crafting
- Cognitive Crafting

Hotel Meetings & Events



How might 'job crafting' enhance the design of this job or help support the job holder to avoid the risk of physical or mental ill-health?

Core Role:

- Setting up event spaces & meeting rooms (furniture, laundry, refreshments, décor, lighting, AV equipment)
- Scheduling meals, coordinating breaks, troubleshooting
- 'Tearing down' – returning rooms to useable state

Task Crafting

- More customer liaison
- Monitoring costs
- Coordinating with suppliers (florists, musicians, photographers etc)
- Coordinating with other teams (housekeeping, kitchen etc)
- Reducing exposure to heavy lifting & risk of physical strain

Relationship Crafting

- Visiting and connecting with other teams & suppliers to observe their work & build relationships which might improve planning, reduce short-term workload pressure and reduce stress
- Mentor a junior member of the team, a new starter or recent returner

Cognitive Crafting

- Find out more about the financial contribution events/meetings make to the business (eg revenue, customer retention)
- Read, discuss & act upon client feedback & evaluation scores to reinforce feeling of 'propose' and drive continuous improvements
- Reflect on ways that customer experiences of meetings and events can be enhanced

Job Design Responsibilities?

Several people potentially involved:

- Line managers
- Occupational Health
- Human Resources
- Unions
- The job-holder & other team members

Who is most likely to be involved in your organisation?

Challenges: From A Manager's Perspective

- Would an employee who has crafted their role to take on more challenging tasks expect a pay rise or promotion?
- Are there equality, equal treatment and other inclusivity issues which might inadvertently occur?
- How long should someone be allowed to reduce their job demands and could there be issues of precedent, consistency and perceived fairness involved?

Further information & shameless plug

New book:

The Healthy Workforce

Published on 15 November

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