

JOB RESTRUCTURING

Job restructuring is a system by which the various tasks within existing jobs are analyzed to determine the level of skill necessary to satisfactorily perform each of the component tasks making up the job. Once identified, these tasks are grouped by level of difficulty or responsibility. Each grouping becomes a basic element around which new jobs are designed. This often results in the establishment of new entry level or trainee jobs and the concentrating of tasks requiring a high degree of skill in fewer jobs. Whenever added staff is required in an office or unit, job restructuring should be considered to determine the position to be added and to promote effective use of the skills of present employees. Job restructuring is not designed to reorganize an entire office, and it does not authorize working current employees out of their classifications.

Why Restructure Jobs?

Job restructuring may be used to resolve certain kinds of organizational problems. For example, a job restructuring may be used to overcome problems related to:

1. Shortages of skilled applicants; e.g., job restructuring may free skilled staff to spend more time performing tasks requiring a high degree of skill by creating lower-level jobs that can be filled by less experienced persons.
2. Excessive overtime; e.g., costly overtime work by highly skilled, highly paid employees can be avoided or reduced by redistribution of tasks among existing personnel.
3. Excessive turnover; e.g., jobs having certain combinations of tasks, physical demand and working conditions may be unattractive to employees. Job restructuring may accomplish a more satisfactory alignment of tasks.

What Results Should Be Expected?

Training and supervisory costs may be increased initially when job restructuring occurs; however, the costs again decrease as new, less experienced employees learn their jobs. Job satisfaction is increased and turnover is decreased where more routine tasks are performed by lower salaried employees and skilled higher paid employees are able to concentrate their skills on more difficult tasks. Job restructuring makes it possible to fill vacancies from previously untapped sources and better utilize talents of existing staff.

What Should Be Considered?

Before beginning the restructuring study the following should be considered:

1. Availability of unskilled, semi-skilled and skilled applicants.
2. Job complexity (simple jobs do not usually lend themselves to job restructuring).
3. Promotional opportunities available for those employees who have mastered the lesser-skilled jobs created by job restructuring.
4. Collective bargaining agreement.
5. Effect on classification plan and internal wage structure.

Flow Chart

1. Analyze Job - Watch; Ask
 - a. What employee does - What gets done.
 - b. Note: Machinery, tools, equipment, work aids, materials, procedures, services used.
2. Compare Task Importance
 - a. Identify and describe tasks.
 - b. Express relative complexity of tasks.
(1 - least difficult; 2 - intermediate; 3 - most difficult).
 - c. Determine percentage of time spent on each task.
3. Restructure Job
 - a. Isolate highest skilled or more complex tasks.
 - b. Set up jobs to match qualified employees and demanding tasks.
 - c. Create new jobs - use less qualified positions for jobs of less complexity; provide sequential ladders of progression from lowest to highest jobs, and integrate progression with training support.
4. Approval Steps
 - a. Prepare proposed position description if an appropriate classification does not exist.
 - b. Obtain authorization to fill position.
 - c. Submit proposed description to classification consultant for review and salary recommendation; then submit to Local 1 for approval.
 - d. Review impact of restructuring on existing positions; if appropriate submit request for reclassification review per collective agreement and personnel procedures.