

Communities of Practice Conference

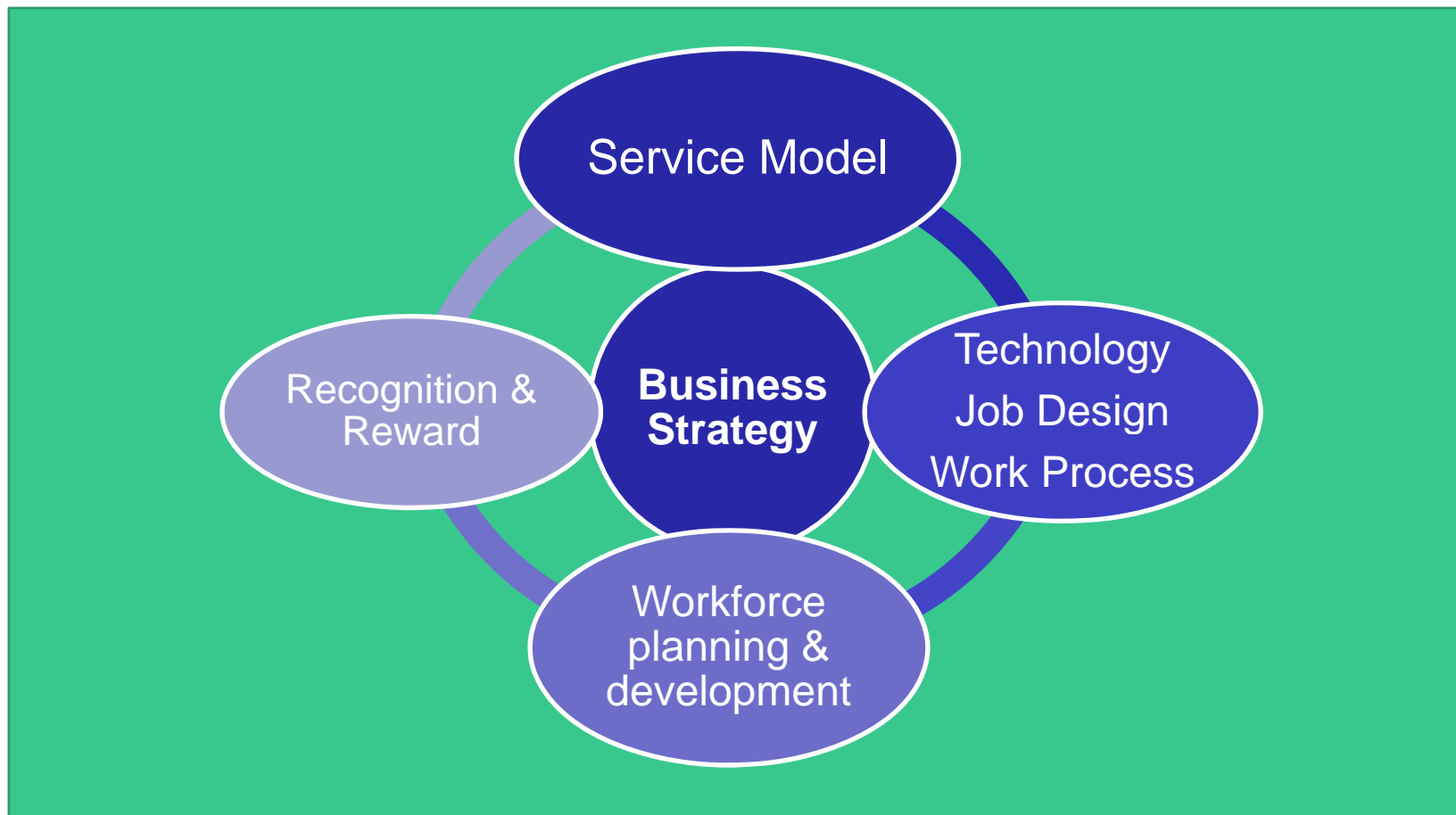
Redesigning Workplaces

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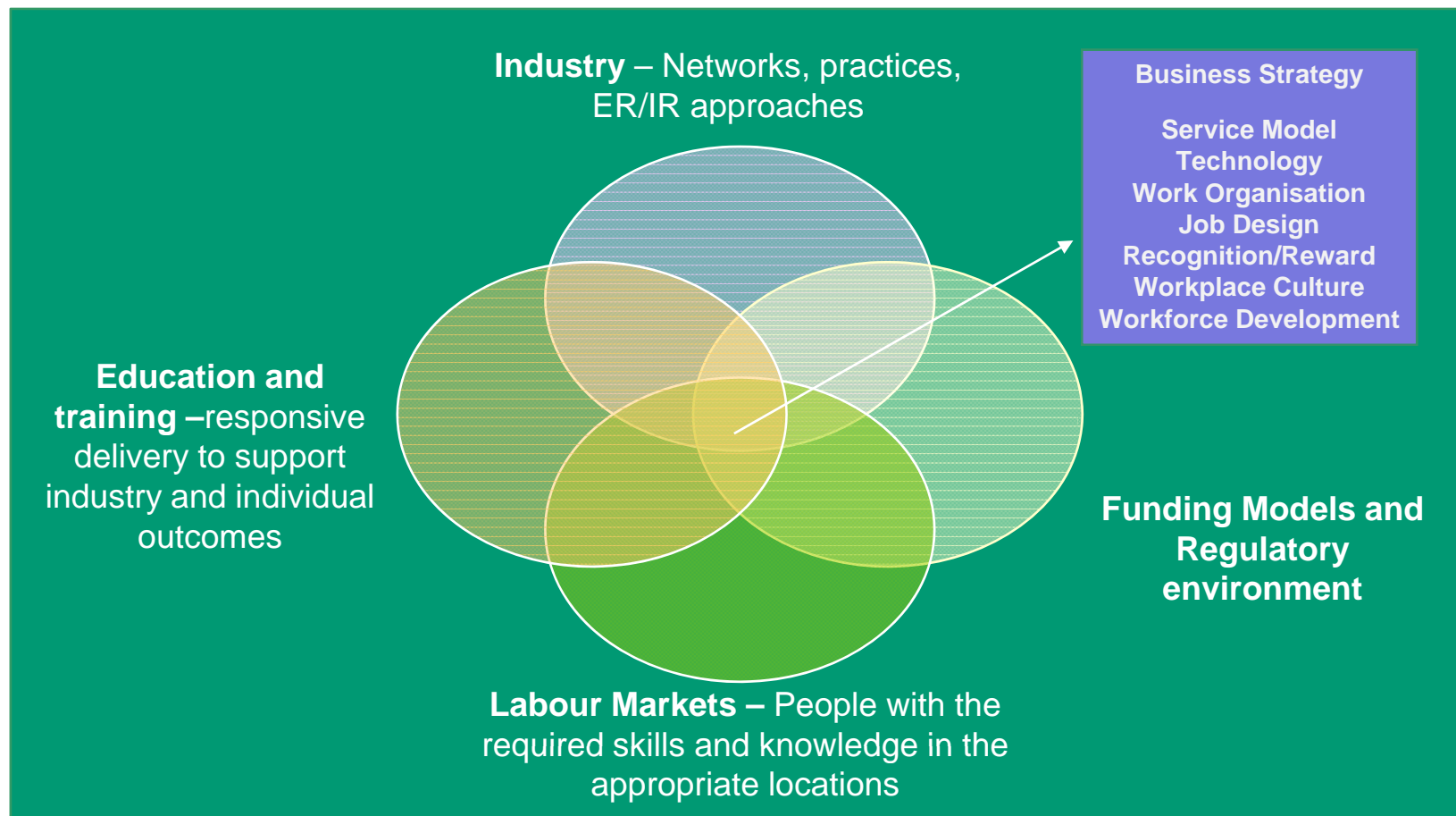
Training is a third order issue, coming after business strategy, work organisation and job design have been decided.

Keep and Mayhew (1999)

Mapping workplace design



Workplace ecosystem



Triggers & Motivators

- Chronic labour and skill shortages
- Aging workforce
- Stretched resources
- Changing client expectations
- Changing service regulation

Responses

- Do nothing
- Cut costs
- Panic – ad hoc reactions
- Repackage / rebrand
- Strategic rethinking of work process and job design

Redesign: Best practice or best fit?

Elements of 'smart & sustainable' workplaces:

- Consultative
- Work:Life Balance
- Fair Pay
- Interesting, meaningful work
- Healthy/safe workplace
- Environmentally responsible
- Learning opportunities

Job design – broad approaches

- **Review/redesign the work process**
Tools: process mapping; workflow analysis
- **Develop new job roles**
Issues: impact on related jobs; value of the work; individual/one off or whole role; related training standards
- **Reallocate activities/responsibilities between existing jobs**
Issues: job enlargement or job enrichment
- **Review content and value of existing jobs**
Usually in response to incremental change of role

Work redesign basics

- Establish purpose and scope – what outcomes; which jobs
- Agree on groundrules
- Engage and involve **all** stakeholders – management, staff, clients
- Provide space to experiment
- Challenge and test assumptions
- Agree on evaluation criteria
- Acknowledge and balance the interests and outcomes for clients, staff and the service

Evaluate outcomes

- Does the change achieve our purpose?
- What is the benefit to the client?
timeliness; breadth of service delivery
- What is the benefit to the service?
better use of available skills; improved efficiencies; increased mentoring
- What is the benefit to the staff member?
new learning/career opportunities; increased job security; improved pay/conditions
- What actions can be taken within the service? What other change/support is required – within the ecosystem?
- Is it sustainable?
cost; reporting/authorities; job content; new skills/development; level of support;
one off or can be replicated

The link to training

- What training can help us fulfill job requirements?
- What type of training best suits the training need and your learners?
- Does the trainer have the experience/skills you need?
- What does the trainer need to know about the service/job to make training and assessment effective?
- If training is appropriate – what would happen differently?
- What time/support/opportunities can you provide for the learner to practice and reinforce what they have learned?
- How will the service/staff member benefit from this learning?