

Part Four

Restructured Workflows

The following are examples of restructured workflows and the benefits that were achieved through job redesign.

Scenario I

Lack of accountability in the organization, productivity low, backlogs, no client orientation – poor morale.

Decision

Move from a vertically structured organization to a horizontal one, developed around small employee work units.

Action

1. Delayering of reporting structure (work units of 1 officer & 1 support person). Shift of responsibility to Unit rather than to an individual.
2. **Communication linkages**
 - weekly meeting** of officers from each unit without Program Manager
 - set agenda
 - identify training and development needs and select resource persons
 - organize and allocate office space
 - weekly meeting** of Program Manager with unit officers collectively
 - review and approve recommendations
 - monthly meeting** of Program Manager and Unit officers (stockholders)
 - monitor and analyze monthly operations)

Results

Highly positive:

PSC Bureau of Management Consulting Services evaluates:

- high degree job satisfaction
- morale good
- client service orientation strong
- training and development program becomes benefit to staff
- work productivity increased 50%
- accountability enhanced by virtue of organization structure