



Job engineering

Work is (a lot) like a jigsaw puzzle

Bart Moens
Mooi Werk Makers

ESF Thematic Network on Employment, 11th meeting in Malta 14 and 15 May 2019



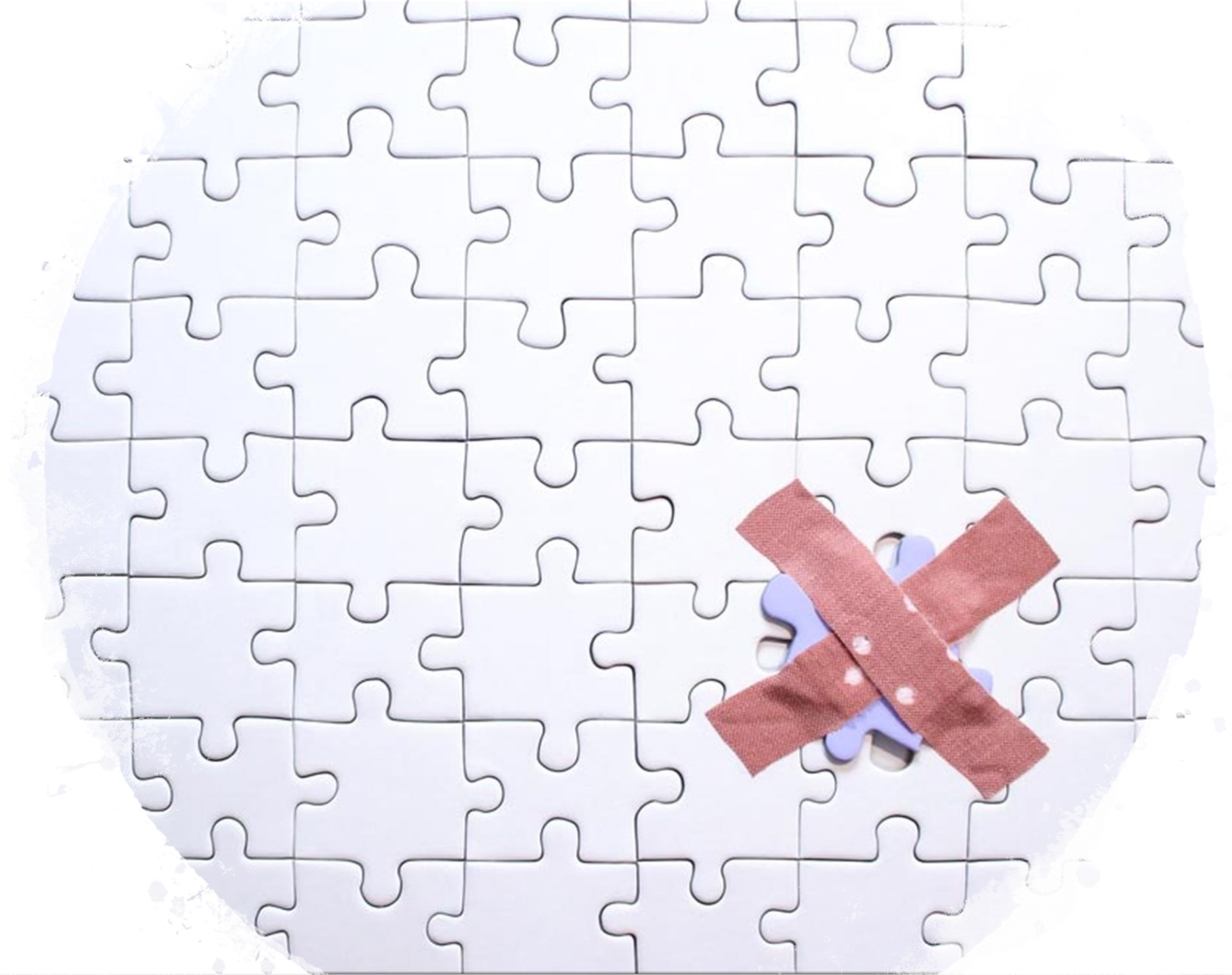
Inclusief werk(+) 
van buiten naar binnen

Odisee
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Work is like a
jigsaw puzzle









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a lot
✓
Work is like a
jigsaw puzzle

3 challenging problems

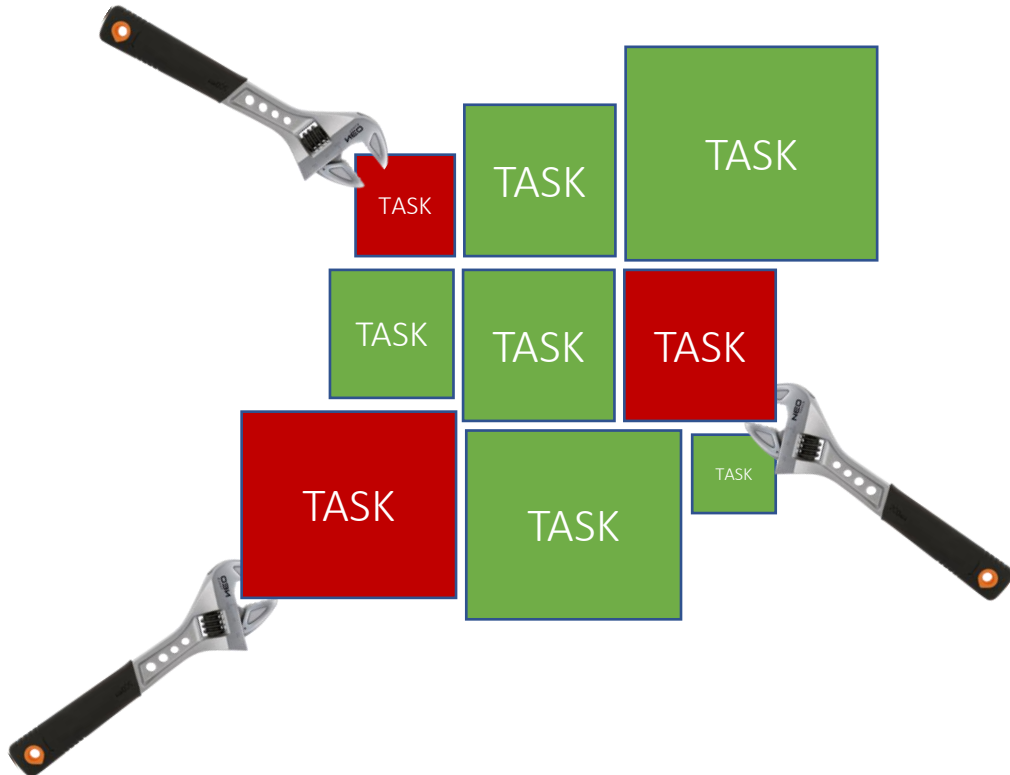
- 1) The pieces of the puzzle don't fit completely
- 2) Missing piece(s) of the puzzle
- 3) A lost piece is found, but...





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Job crafting



1) Task Crafting¹

Taking on more or fewer tasks, expanding or diminishing their scope, changing the way they are performed, adjusting time and effort devoted to different tasks.

2) Relational Crafting¹

Changing how, when, or with whom employees interact in the process of performing their job duties.

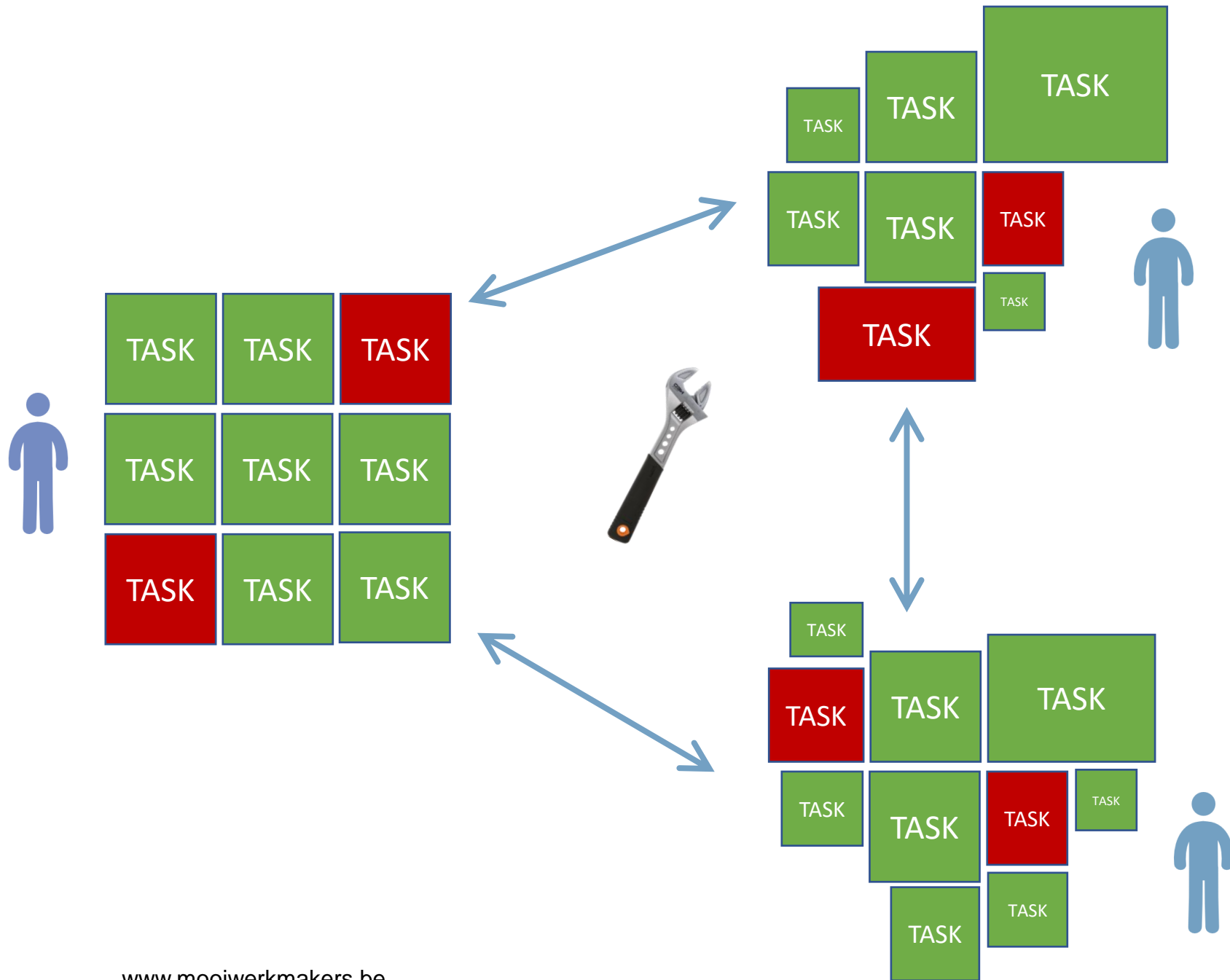
3) Cognitive Crafting¹

Changing the way employees perceive the tasks and relationships in their jobs.

4) Time-spatial Crafting²

Actively selecting and/or adapting workplaces, work locations and working hours.












Collaborative or Team Crafting³

Job Crafting at the team level





Job Crafting

 Positive effect on:

-  Performance^{4, 5}
-  Job satisfaction⁶
-  Engagement⁷
-  Person – job fit^{8, 9}
-  Motivation¹⁰
-  Willingness to continue working¹¹
-  Meaning of work and identity¹²

Team Crafting

 Positive effect on:

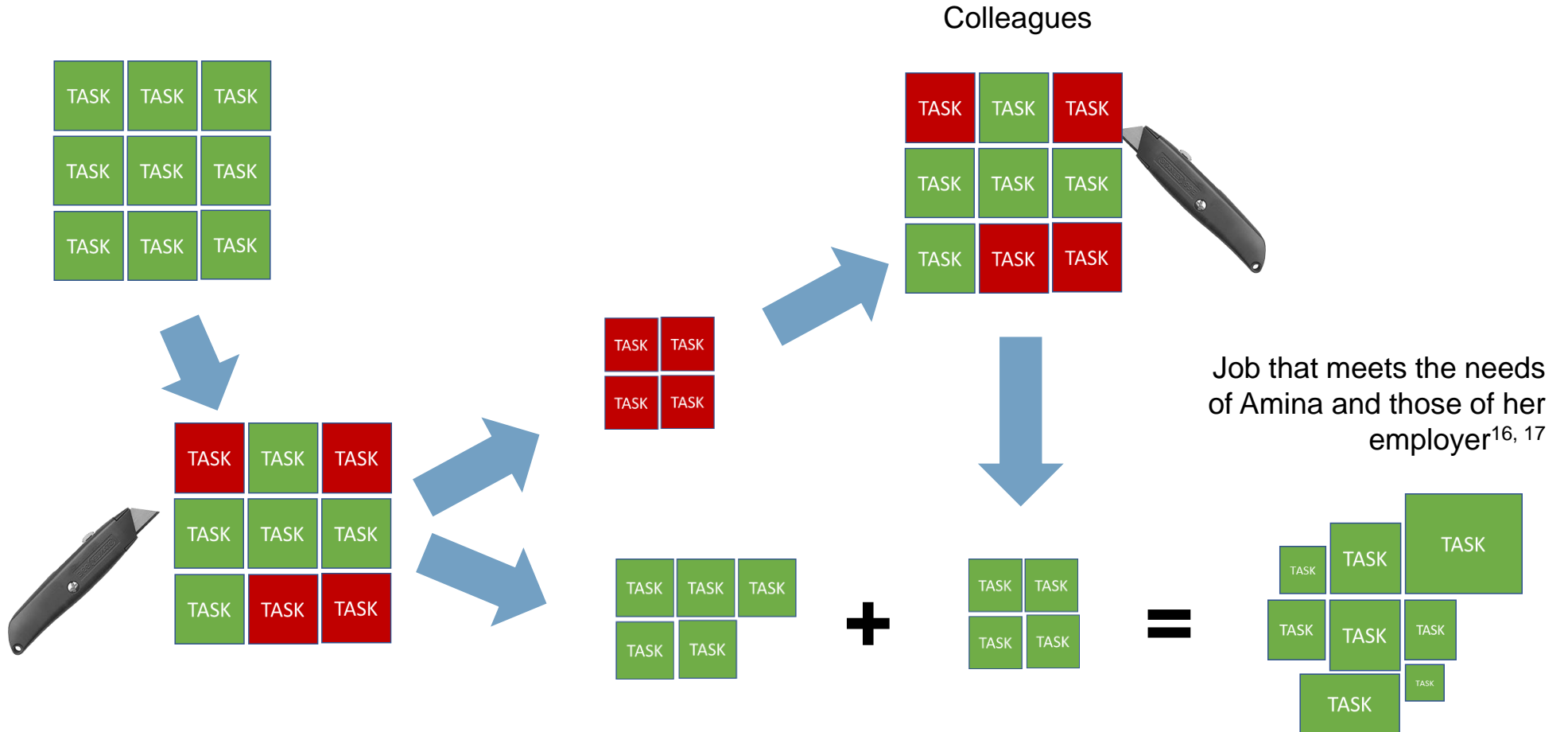
-  Team job satisfaction³
-  Team commitment³
-  Team work engagement^{13, 14}
-  Team performance^{13, 14}



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Job Carving¹⁵

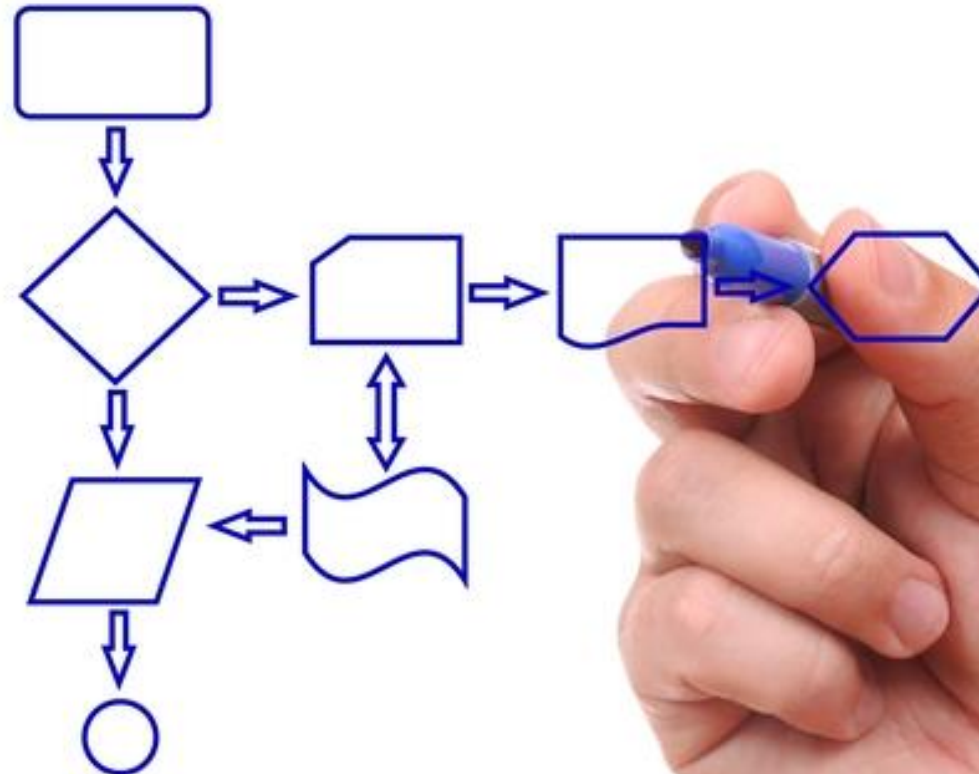
Amina, 34, highly skilled newcomer from Afghanistan



Inclusive Job Design¹⁸

Analyzing work processes & functions

**COMPLEX
TASKS**



**ELEMENTARY
TASKS**

Inclusive Job Design

Example: a car company

👤 Is it possible to re-arrange the work of the car mechanics into ‘elementary tasks and complex tasks’, in order to:

👤 let the mechanics focus on the more complex tasks ...

👤 ... and create new jobs for people who are not able to perform existing jobs because of their disability?

👤 And, what is the business case for the company doing this?

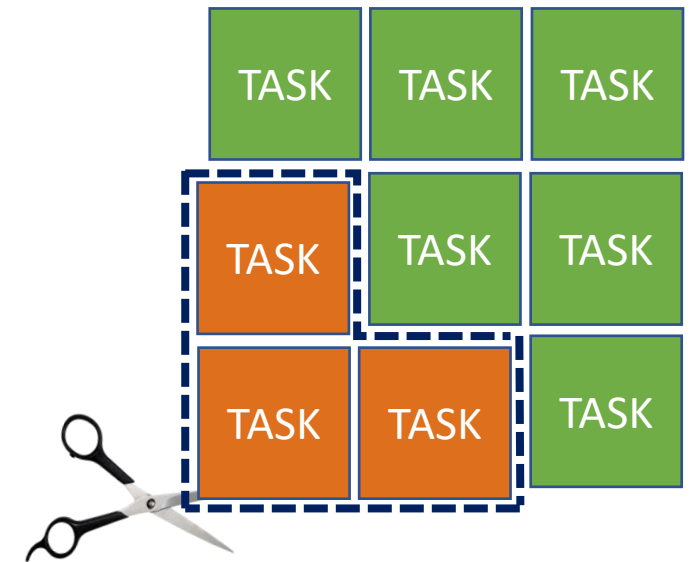
Inclusive Job Design: the questions

🔗 Is there any work done by the mechanics that:

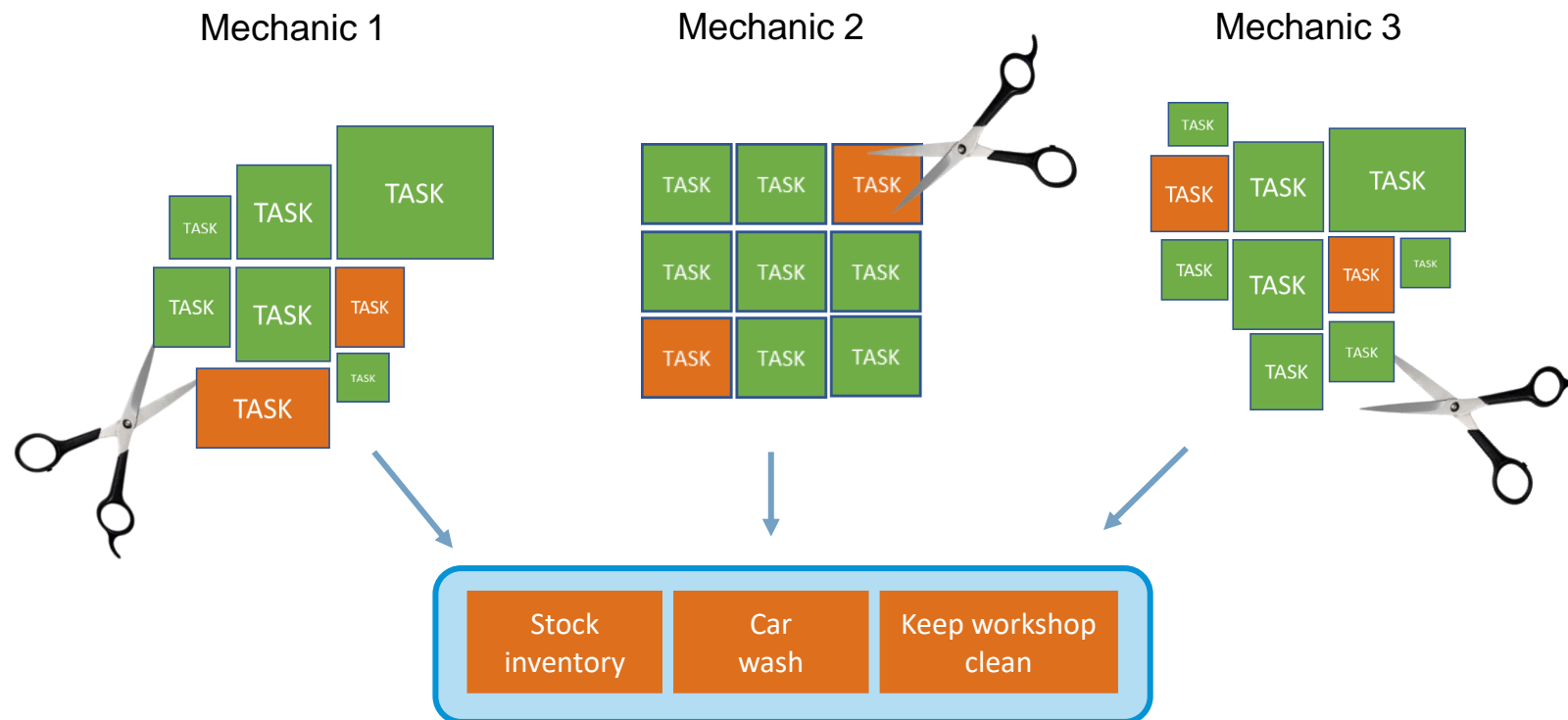
- 🔗 Is of a lower educational level?
- 🔗 Distracts the mechanics from their main tasks?
- 🔗 Inhibits the workflow of the main tasks?
- 🔗 Can be removed without interfering with the main work processes?

🔗 Is there any work that:

- 🔗 Could be carried out faster?
- 🔗 Reduces the speed of the main work processes?
- 🔗 Piles up?
- 🔗 Requires overtime?
- 🔗 Is carried out by temporary staff
- 🔗 Could be new business?



Inclusive Job Design: an example



Inclusive Job Design: an example

- 👤 At least 480 minutes (6 hours) of work per day carried out by mechanics could be done by less experienced and less educated people
- 👤 There is a full-time job for a person from the target population
- 👤 No need to fill the current vacancy for a mechanic

👤 Business case for the employer:

Benefit:	salary costs car mechanic	€ 32.000
Costs:	salary costs new employee	- € 17.000
	costs for guidance	- € 2.000
<hr/>		
Yearly profit:		€ 13.000 +

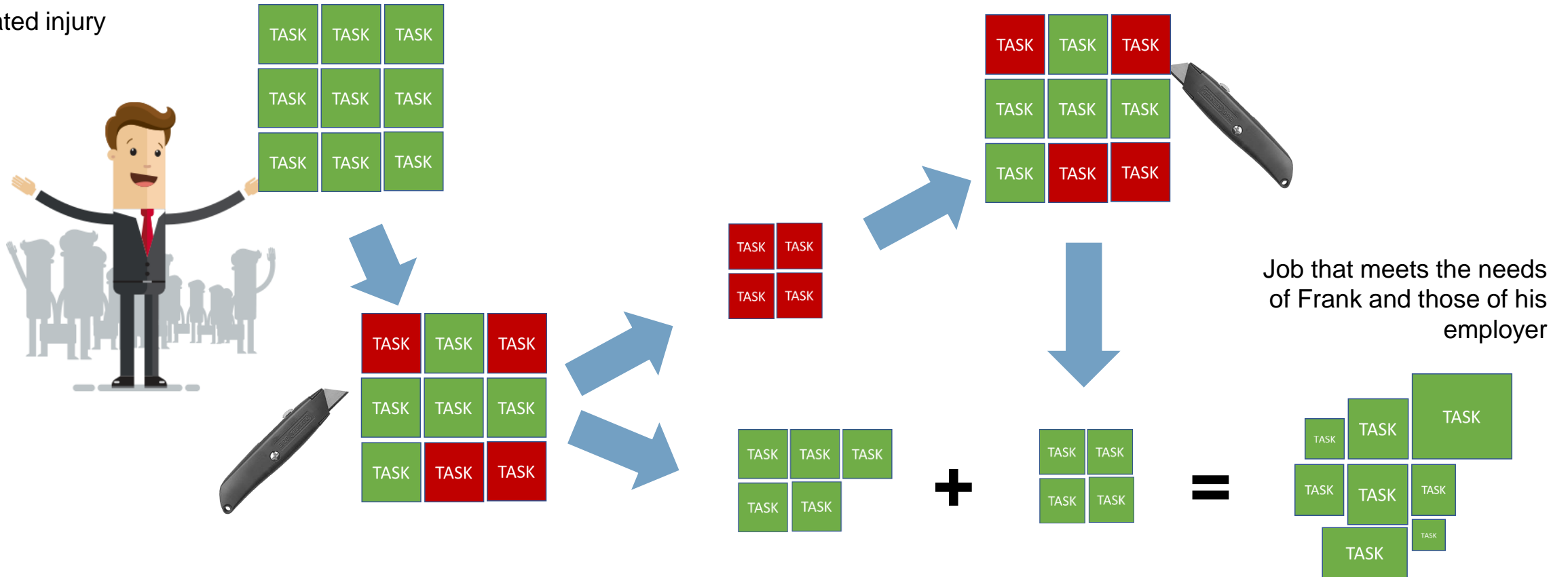


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Job Carving

Frank, 42, returns to work after work-related injury



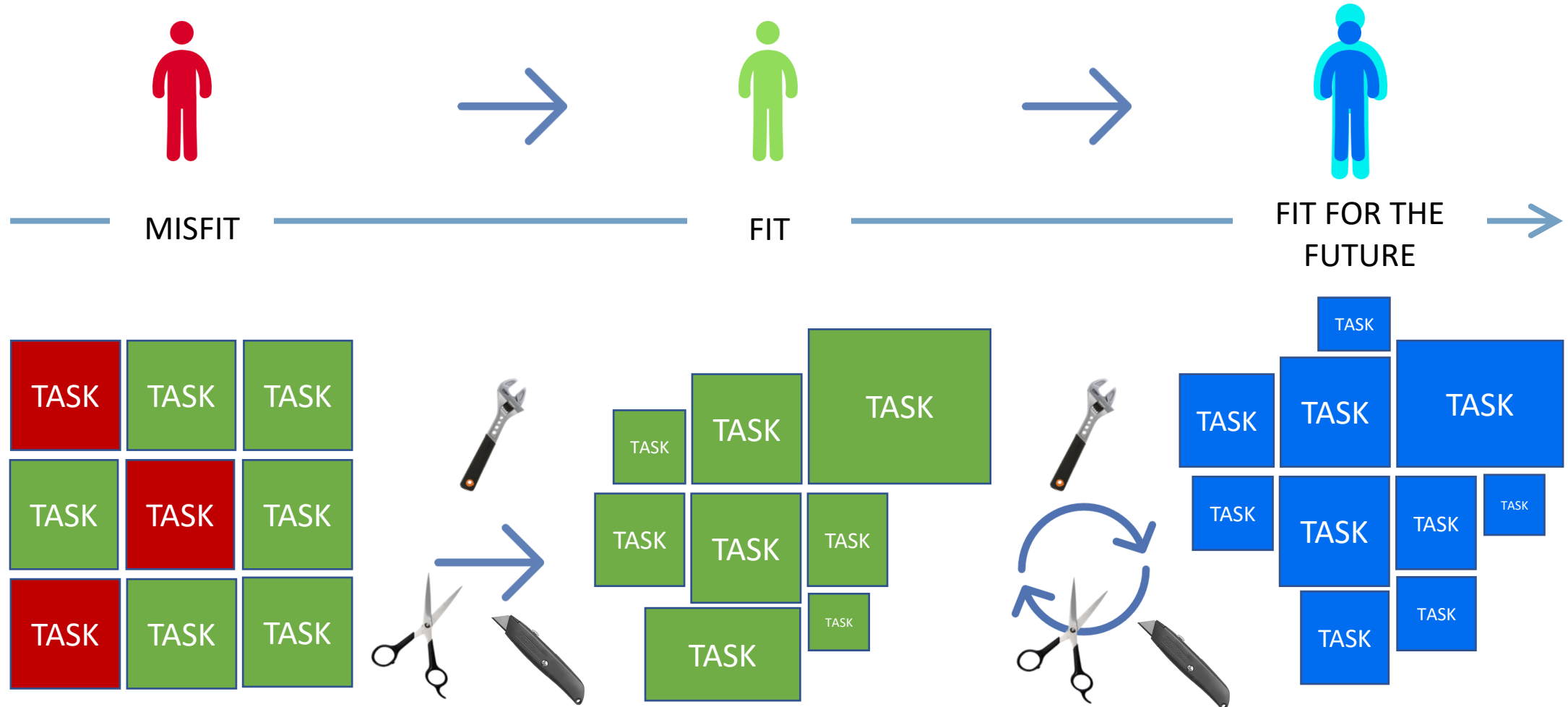


WORK CHANGES

So don't let it be a surprise!


Job Crafting, Job Carving & Inclusive Job Design

Not one-off events, but a skill



Literature

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A message in a bottle
is OK, but...

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