

Figure 6.4. The Hierarchy Job Aid

I am evaluating these questions for fit with how I would use them for GreenWorks CTS, adding and/modifying as necessary to make this a more tailored job aid.

1. Hierarchy model and questions	2. Hypotheses: what to confirm	3. Data to collect	4. How to get data
----------------------------------	--------------------------------	--------------------	--------------------

Congruency and Clarity:

<p>1. <i>Vision and mission</i></p> <ul style="list-style-type: none"> ❖ Are there vision and mission statements? ❖ Does the mission reflect the organization's current requirements and desires and the environment in which it operates? ❖ Is there consensus on what the vision and mission are? ❖ Does the mission support the vision? ❖ Does the company's short-term plan support the vision and mission? ❖ Does the company's long-range plan support the vision and mission? 	<ul style="list-style-type: none"> • What is the mission? • Is there consensus on the mission among all work groups? • Who are the customers? • How is the mission communicated? • Is there a long-range plan? • Does the company realize it needs to change? 	<ul style="list-style-type: none"> • Mission statement • What people say the mission is • What people say the mission means to them • What customers need and how the business responds 	<ul style="list-style-type: none"> • Written mission statement • Written communications to staff • Customer satisfaction surveys • Market research • Stratified random survey of employees • Interviews
<p>2. <i>Goals and objectives</i></p> <ul style="list-style-type: none"> ❖ Are the goals congruent with the mission? ❖ Do they reflect the resources and operating specifics required to progress as a whole? ❖ Do they exist for each operating unit? ❖ What percent of the people know what the mission is and how the goals relate to it? ❖ What percent are working toward the mission? 	<ul style="list-style-type: none"> • Do the goals and objectives of each department support the mission? • Do they agree with one another? 	<ul style="list-style-type: none"> • Department goals and objectives • What people say their objectives are • How well resources match objectives 	<ul style="list-style-type: none"> • Nominal groups • Business plans • Managers' objectives

<p>3. <i>Values, incentives, rewards, and policies</i></p> <ul style="list-style-type: none"> ❖ What are the leader's values? ❖ Are those values known and shared? ❖ What is the organization's culture, and what specific behaviors does it support? ❖ Are those behaviors really rewarded? ❖ Are negative or contrary behaviors rewarded instead? ❖ What are the rites and rituals? ❖ In which business units are which behaviors most prevalent? Rites and rituals? ❖ Do conditions support what the organization says it values (such as commitment, innovation, compliance, teamwork, individualism, entrepreneurship)? ❖ If conditions exist that do not support the company's mission, values, and vision, are they isolated, or widespread? ❖ Do the company's policies support its values, mission, and vision? 	<ul style="list-style-type: none"> • What's important? • How are the values prioritized? • Are the values and rewards congruent with each other and with the company's mission, goals, and objectives? • What are the consequences of nonperformance? 	<ul style="list-style-type: none"> • What does success look like? • What does the company measure? • What is a "good person" like? • What is rewarded? • How are people promoted? • Who are the heroes? 	<ul style="list-style-type: none"> • Values statements • Customer satisfaction surveys • Sociograms • Reward and recognition programs: <ul style="list-style-type: none"> - documentation - awards - recipients • Focus groups
--	---	---	---

Figure 6.4. The Hierarchy Job Aid, *cont'd*

1. Hierarchy model and questions	2. Hypotheses: what to confirm	3. Data to collect	4. How to get data
----------------------------------	--------------------------------	--------------------	--------------------

Efficiency:

<p>4. <i>Organizational and job structures</i></p> <ul style="list-style-type: none"> ❖ Are jobs clearly defined? ❖ Do the job definitions that are in place accurately reflect what those doing the jobs actually do? ❖ Are jobs given needed responsibility? ❖ Does a review process occur regularly and effectively? ❖ Are positions, responsibilities, and reporting effective and efficient? ❖ Does structure aid communication, decision making, and accountability? ❖ Are tasks grouped efficiently? ❖ Is the span of control effective? ❖ Is each unit of command appropriate? 	<ul style="list-style-type: none"> • What is the formal organizational structure? • What are the formal job descriptions and responsibilities? • What are people's concepts of the organizational structure and their own job? • Who has what authority to make what decisions? • Does the organization's structure match the market? Does it match the mission? 	<ul style="list-style-type: none"> • Organizational charts • Job descriptions • People's perceptions of the organization and their job • Decision referral up the chain • Location map and location decision-making process • Organizational charts 	<ul style="list-style-type: none"> • Job descriptions • Focus groups • By asking people to <ul style="list-style-type: none"> - draw the organization - define their job responsibilities - describe who can make what decisions • By listening in on phone calls to see how customer problems are resolved • Site selection criteria and processes
<p>5. <i>Work processes, procedures, and practices</i></p> <ul style="list-style-type: none"> ❖ Could tasks or processes be automated? ❖ Are processes well designed? ❖ Are duties assigned in ways that are effective and efficient? ❖ What are people saying about how things could be done better? ❖ Do procedures exist, and are they followed consistently? ❖ Are resources used wisely? ❖ Do management practices support development, innovation, commitment? ❖ Do people get feedback and information they need when they need it? ❖ Does nonperformance have consequences or rewards? ❖ Are those consequences carried out? 	<ul style="list-style-type: none"> • What are the formal processes and procedures for <ul style="list-style-type: none"> - getting work done? - handling customer complaints? • How is the work actually done? • What information is available at what points in the work process? • What are the consequences for not following the formal process? • How do customers react to the processes and procedures? 	<ul style="list-style-type: none"> • Formal processes and procedures • Actual processes and procedures • Information flow • Feedback, discipline, reward actions • Customer praise and complaints 	<ul style="list-style-type: none"> • Policies and procedures handbook • Observations of performers in all job functions • "Silent shopping" • Forms • Customer complaint letters and log

Figure 6.4. The Hierarchy Job Aid, *cont'd*

1. Hierarchy model and questions	2. Hypotheses: what to confirm	3. Data to collect	4. How to get data
<p>6. <i>Documentation and standards</i></p> <ul style="list-style-type: none"> ❖ Are procedures and practices documented? ❖ Are they accessible and usable? ❖ <i>Should they (could they) be improved?</i> ❖ Do they reflect desired practice? ❖ Are there standards? ❖ Does standardization support innovation, compliance, commitment? 	<ul style="list-style-type: none"> • Do the documents and standards match the work processes and procedures? • Do the same standards work for each location? • Are the standards used? • Can the standards be changed? 	<ul style="list-style-type: none"> • Documents from multiple locations • Employee use of standards documents 	<ul style="list-style-type: none"> • Documents • Observation • "Silent shopping" • Interviews
<p>7. <i>Job aids, signage, and labels</i></p> <ol style="list-style-type: none"> A. Do job aids, signs, and labels exist? B. Are they used? C. Is intelligent, exemplar performance captured in a usable form? D. Do job aids, signs, and labeling support the desired and required performance? 	<ul style="list-style-type: none"> • Are there job aids? • Are they used? • Are there any that are needed that are not there? 	<ul style="list-style-type: none"> • Job aids from multiple locations • Employee use of job aids 	<ul style="list-style-type: none"> • Job aids • Observation • "Silent shopping" • Interviews
<i>Resiliency and Capability:</i>			
<p>8. <i>Physical facilities and space</i></p> <ul style="list-style-type: none"> ❖ Is space adequate and well-used? ❖ Does the space and layout facilitate work flow? ❖ Does the space and layout aid communication? ❖ <i>Are there plans in place for meeting future (present) growth needs?</i> ❖ <i>Are they adequate plans?</i> ❖ <i>Are they timely plans?</i> ❖ Do the technology and systems support the required work processes? ❖ Are work conditions safe? ❖ Do environmental conditions (temperature, light, noise) support the required work processes? ❖ Do environmental conditions support health? ❖ <i>Are concerns going unheard regarding the work conditions?</i> 	<ul style="list-style-type: none"> • How does the computer system support desired processes and procedures? 	<ul style="list-style-type: none"> • Computer system capabilities and use 	<ul style="list-style-type: none"> • Documentation • Observation • Interviews

Figure 6.4. The Hierarchy Job Aid, *cont'd*.

1. Hierarchy model and questions	2. Hypotheses: what to confirm	3. Data to collect	4. How to get data
<p>9. <i>Training and development</i></p> <ul style="list-style-type: none"> ❖ Are skills maintained? ❖ Are skills developed? ❖ Are skills and knowledge adequate for required and desired processes? ❖ Are innovation and self-empowerment supported? ❖ What methods are used for development (coaching, cross-training, and so on), and do those methods support the desired and required performance? 	<ul style="list-style-type: none"> • What skills do people in each job <ul style="list-style-type: none"> - have upon hiring? - get from initial training? - get from coaching and feedback? - get from followup/ advanced training? • Do skills match job descriptions and work processes? 	<ul style="list-style-type: none"> • Training curriculum and courses for all employees • Employee evaluation reports and development plans 	<ul style="list-style-type: none"> • Documents
<p>10. <i>Resource capacity and sufficiency</i></p> <ul style="list-style-type: none"> ❖ Do people have the emotional, physical, intellectual, and economic capacity to achieve the desired and required performance? ❖ Are there support systems and processes in place to either offset, reduce, or remove deficiencies in capacity? ❖ Are support systems sufficient for the desired and required performance? ❖ Do values conflict with requirements of the job or the desired outcomes? 	<ul style="list-style-type: none"> • Whether or not they've done capacity studies • How turnover, absenteeism, injuries compare to industry standards 	<ul style="list-style-type: none"> • Workers' comp claims • Absenteeism • Turnover • Employee complaints 	<ul style="list-style-type: none"> • Exit interviews • Insurance records • Turnover, absenteeism records