

Workforce Roles

Workforce Roles explain the different tasks that individuals are responsible for. There are three concepts closely associated with Workforce Roles...

- **Responsibility**
Carrying the burden of blame for an error even if the task was performed by someone else
- **Authority**
Having the power to carry out a decision or perform a task
- **Accountability**
The extent to which an individual is held responsible for their decisions and actions

Directors – those who deal with setting overall aims and objectives. They may be Executive (appointed from inside the business) or Non-Executive (appointed from outside the business)

Managers – These are responsible for setting tasks and making sure tasks are performed by others.

Line Managers – These are the people immediately above someone else in an organisational structure.

Team Leaders – These workers are chosen to lead and manage a particular team or project

Supervisors – These are responsible for the day-to-day performance of a small group. They do not usually have the power to hire or fire staff, but may pass on recommendation to higher levels in the structure.

How Organisational Structures affect Business Performance

Growth in a business usually means growth in the number of people involved. Therefore, it becomes more and more important to make sure that everybody is clear about their role and to who they are answerable to.

As businesses expand it is important to put into place organisational structures that accommodate growth. Below are some possible problems which may arise from a poor organisational structure...

- There may be mistakes due to poor communication (eg: replicated tasks)
- There may be a poor quality of performance due to things being overlooked
- Different functions and departments may fail to work together successfully

In the **past** it was very common to find tall and narrow hierarchical structures, however in the **present** businesses prefer to go with a flatter structure.

Recruitment and Selection

Recruitment and Selection is the process of seeking new employees. It involves defining the job, attracting suitable candidates and selecting those best suited to fill it.

- Bad relationships with management and colleagues
- Bad working conditions
- Low wages
- A lack of job security

Several practical conclusions can be drawn from the Two-factor Theory...

- To motivate a workforce a business must make sure that hygiene factors are being met
- The motivators must be present (ensuring that the job is meaningful and interesting, making sure that workers are trained to do their jobs well and that they have the opportunity to develop their skills)

Herzberg's theory has encountered major criticisms...

- Research has failed to suggest that his theory is applicable to workers in every type of business
- Some jobs cannot easily be enriched, and workers may not want enrichment and empowerment

Piecework

Piece-rate work is where workers get paid per unit they produce.

Advantages	Disadvantages
There is hardly any supervision as employees know they won't be paid for bad work	Employees may rush work to get paid more
There is usually higher productivity	There is no incentive for good quality
Fast workers are rewarded with more money	Workers may only work hard if they need the money (for example: near Christmas or summer holidays)

Performance-Related Pay

These are rewards for employees who produce particularly high-quality work.

Advantages	Disadvantages
It encourages staff to work hard	Rewarding individuals doesn't promote team-work

Profit Sharing

Supply Chain – In the manufacturing process the heart of the operation will be in the factory, where a collection of materials and components are turned into a finished product.

Working with Suppliers – Very few businesses produce 100% of a product. Almost all suppliers do most of the operational work, so organisations need to coordinate all their suppliers and the quality of their work.

Managing Quality – Quality should meet or exceed customer's expectations

Using technology effectively – Technology evolves quickly. Within the Operations department the key requirement will be to find software that will satisfactorily manage the day-to-day processes.

Customer Service

Customer Service is term used to describe all contact with a customer – both directly and indirectly. Effective Customer Service should meet or surpass expectations that customers have of the business. It may include:

- Face to face communication
- Communication over the phone/internet

Businesses should...

- Train all staff to be able to provide the Customer Service level that the business hopes to achieve
- Monitor and improve Customer Service (eg: recorded phone calls)

A business that builds up a reputation for good Customer Service may encounter the following advantages:

- Brand loyalty
- Free word of mouth promotion

Quality Management

To meet basic quality, businesses must ensure that a product is fit for purpose and meets (or exceeds) customers' expectations.

Quality management should always be an ever-rising target and is a highly-competitive issue. In any market where a customer has a choice of different businesses, quality is **crucial**. When a business is able to establish a reputation for good quality they will usually encounter the following advantages...

- Higher levels of repeat-purchases
- Able to charge premium prices due to quality and the brands reputation
- New products are easier to get onto shelves

If the competition in a market is fierce, quality should be even more important. Businesses that establish a reputation for bad quality may encounter the following problems...

- Loss of sales and brand reputation
- Retailers may be unwilling to stock their products
- They may have to cut prices in order to get sales

Technology such as the internet allows businesses to reach their customers globally

New technology can cost a lot of money (purchase, installation, maintenance, training, etc)

Robots and automated systems can take over boring, repetitive tasks while maintaining 100% accuracy

It can lead to a loss of jobs. This may cause conflict between the management and workforce

Automated Stock Control

This is where a database records the stock levels of each product and can automatically reorder products

Advantages	Disadvantages
It is a quick and easy way of keeping track	It can lead to job-losses
It knows what is and isn't selling	
It can reorder successful products automatically	

Computer-Aided Design

This system allows designs to be saved, changed and re-worked without having to start from scratch..

Advantages	Disadvantages
It improves productivity	The software may be expensive
It is good for hard-to-make, unique designs	It can lead to job-losses

Robotics

Advantages	Disadvantages
Repetitive tasks are completed with 100% accuracy	They are expensive to purchase, install and maintain
They prove cheaper than people in the long-run	They can lead to job-losses
