

# The Revised Handbook for Analyzing Jobs



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## CHAPTER 17

### ORGANIZATION AND WORKFLOW CHARTS

Organization Charts and Workflow Charts provide useful information in a limited space; therefore, a brief discussion of their construction is included here. Where such charts are used, cross-references should be made to them at appropriate points in the Narrative Report (see Chapter 18).

When preparing charts in the field, a clear, freehand pencil chart is adequate. In preparing finished charts, the analyst should concentrate on accuracy and clarity.

#### ORGANIZATION CHARTS

An organization chart shows graphically the organizational arrangement and the relationships among the subdivisions. Generally, one of two types of organization charts accompanies a narrative report. The first is an overall chart of the organization showing the relationship among subdivisions. The second is a chart of the subdivisions showing the relationship among jobs within each subdivision. Charts of the subdivisions are especially helpful when large establishments are studied. When the overall chart is used, it should be accompanied by chart(s) showing relationships among jobs. In no instance should a chart show a mixture of the names of jobs, departments, work processes, and subdivisions.

One method of developing charts is as follows: 1) write the titles of individual units that will appear on the chart on separate slips of paper; 2) arrange these slips of paper in descending order of authority; 3) place the units which have the same level of authority side by side; 4) sketch this layout in rough draft; and 5) connect the units with lines to show the appropriate relationship.

#### COMPONENTS OF AN ORGANIZATION CHART

In an organization chart, boxes represent the units of the organization. They depict: 1) jobs, positions, or groups of workers in one or more job titles; 2) divisions, departments, sections, or other organizational units; or 3) broad functions of workers or organizational units.

**Lines** indicate channels of authority, accountability, or cooperation. They must be straight and should be charted vertically or horizontally.

**Solid** lines are used to indicate line authority (the authority to direct operations, supervise workers, give orders, or enforce compliance) and link units in a chain of command.

**Dashed** lines are used to indicate functional authority. Functional authority is the authority to advise, assist, support, or inform management or operating staff but not the authority to direct and supervise.

**Dotted** lines are used to indicate cooperation. Since nominal cooperation among units typically exists in any establishment and excessive use of lines only clutters the chart, cooperation should be indicated only when it is pronounced.

**Captions** are placed in boxes to identify job titles, divisions, departments, or sections.

**Titles** of Organization Charts consist of the identification number of the establishment, the name of the division or department covered by the chart, and the SIC Code of the establishment.

## CHARACTERISTICS AND LIMITATIONS OF ORGANIZATION CHARTS

### **Simplicity and Clarity**

The organization chart should be easy to follow and understand. It should show formal reporting relationships only. Do not attempt to show informal relationships nor convey other types of information by using footnotes, symbols, or elaborate devices; this will only cause clutter or confusion.

### **Balance**

Arrange the chart so that the alignment and spacing of boxes and lines are reasonably balanced and uncrowded. To accomplish this, charting techniques often must be applied imaginatively. While few organizations can be charted symmetrically, most charts can be organized in an eye-appealing manner.

### **Recency**

The chart should portray the organization as of the date of the study and not show projected jobs or unimplemented organizational changes.

### **Consistency**

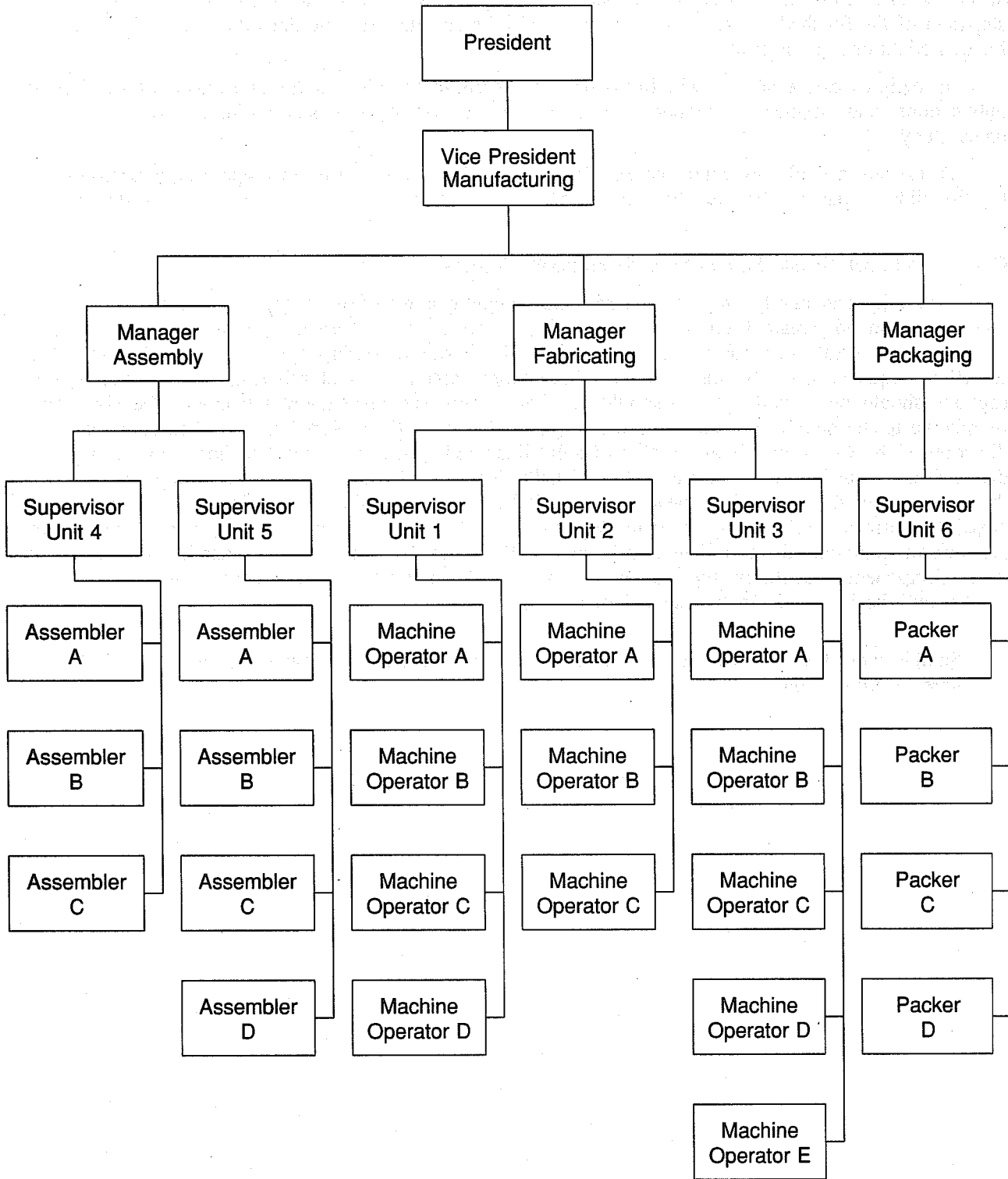
Unit and job titles and lines of authority on the chart should reflect official company titles and should be consistent with those used or indicated in other job analysis forms prepared in the current study. The content of chart captions should be consistent; for example, if the analyst includes the number of positions after each job title, all boxes must contain that information.

### **Purpose**

The chart should show organizational structure and reporting relationships only. Do not attempt to show status, importance, or responsibility of jobs or subdivisions by any means, such as the relative size of the boxes.

A sample Organization Chart is included on the next page for illustration.

ORGANIZATIONAL CHART  
Establishment No. 362-307-901  
SIC: 9999



## WORKFLOW CHARTS

A workflow chart depicts the normal sequence of procedures or processes at an establishment. In an industrial establishment, the chart shows the work process from arrival of raw materials through the shipment of the finished products. In a service establishment, the chart outlines the provision of the service to a client or to a material.

In many cases the analyst will find workflow charts in technical books and publications, industrial publications, and engineers' handbooks. The analyst may adapt these sources to fit the establishment under study.

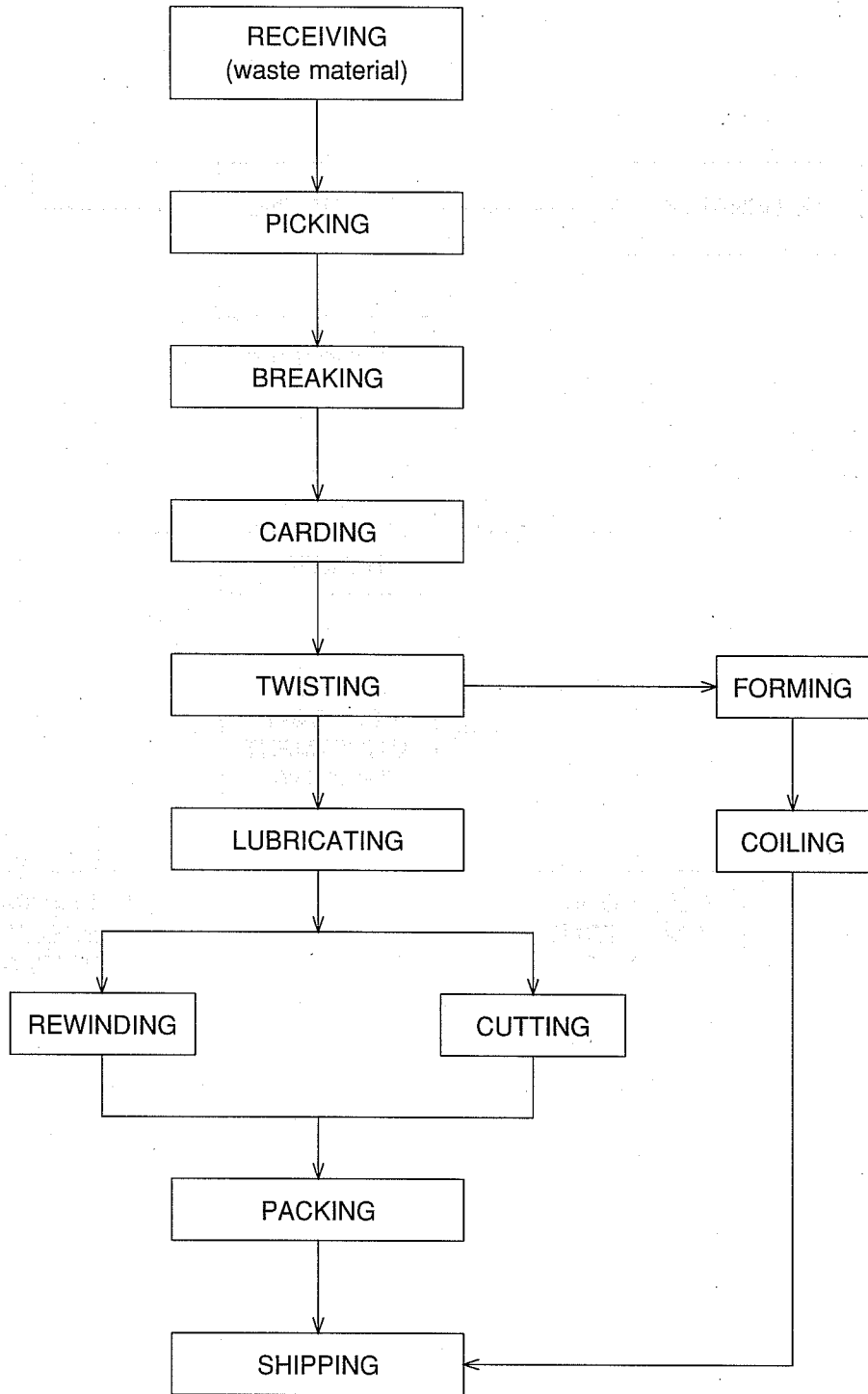
To prepare a workflow chart, the analyst can adapt the method used to prepare organization charts. On the slips of paper substitute the steps in the process or service for the units in the establishment.

### COMPONENTS AND BASIC FORMATS OF WORKFLOW CHARTS

Simplicity and clarity are essential for understanding a workflow chart. The charting of complex processes need not create a confusing chart. The use of boxes and arrows as basic chart components will produce a clear chart for job analysis studies. Each box represents a single process phase in the workflow sequence and contains a title or description (caption) of that process. For consistency, chart captions should be gerunds. Boxes should have a uniform size throughout the chart. The size should be relative to the number of boxes and the lengths of their captions. Arrows, indicators of the path and direction of the workflow, should consist of solid lines and should be vertical or horizontal. Curved and diagonal arrows are more difficult to follow visually. The heads of the arrows need to appear only where the arrows meet the boxes. Two-headed arrows indicate a bi-directional flow. Whenever arrows must cross, the horizontal arrow loops over the vertical one. Captions may appear outside chart boxes to impart information about the workflow that is not specific to any one process or to identify specific materials or components that follow separate process paths. The chart heading must contain the establishment number and the SIC Code of the establishment.

Sample workflow charts for a manufacturing establishment and a service organization are included here for illustration.

WORKFLOW CHART  
Establishment No. 362-307-901  
SIC: 9999





WORKFLOW CHART  
Establishment No. 362-75-109  
SIC: 9999

