

Promoting good job design: applying SMART work principles

Stimulating Mastery Agency Relational Tolerable Demands

Research highlights that these 5 key themes positively contribute to the wellbeing of individuals as well as a thriving organisation¹.

Practical suggestions for workers and supervisors on how to apply these principles to make positive adjustments to work characteristics are summarized below.

	Workers <i>Apply these principles to identify opportunities to build job satisfaction and wellbeing.</i>	Supervisors and Managers <i>Apply these principles in how you plan work, manage work and communicate with your team to build wellbeing and productivity.</i>
S	- Look for skill development opportunities in your current role. - Ask about options for backfilling, cross-training or secondments. - Have a brainstorming session with your colleagues, manager - Use the APD process to set some considered development and delivery goals with your manager.	- Provide opportunities for job rotations or cross-training within teams. - Check in with your staff to understand if they are sufficiently challenged. - Explore skills development needs and opportunities with staff. - Support staff to undertake professional development activities or engage with Staff Development programs.
M	- Ask for informal and formal feedback. - Request clarification on the tasks you are required to complete and request clear performance criteria. - Look for opportunities that allow you to complete tasks from beginning to end.	- Provide regular and timely feedback, both formal and informal. - Aim to group tasks into a meaningful job that allows for an overview and understanding of the work process as a whole. - Ensure the team understands how tasks fit into the larger process: the input, output, previous and subsequent steps.
A	- Discuss with your manager about your work goals and how you can achieve them. This will help you understand the expectations and boundaries of your work. - Take responsibility for your work and make decisions that align with your goals. This will help you feel more in control of your work. - Take the initiative to identify problems and come up with solutions. This will help you develop your problem-solving skills and demonstrate your value. - Seek a work or career mentor.	- Move away from a blame culture and encourage innovation and problem solving. - Design work to allow flexibility and choice in work schedules, e.g. start times, break times, ordering of tasks where possible - Involve workers in organisational decision-making processes and encourage suggestions for continuously improving work practices. - Implement processes to allow workers to have control over workflows.

CREATE CHANGE

R	• Join or start a local social committee in your work area. • Initiate informal team-based activities, such as team lunches, morning tea. • Join a professional network or mentoring program. • Establish or participate in a team for organisational events e.g. UQ Wellness corporate team-based events.	• Implement a regular team 'huddle', eg weekly or daily for the team to touch base. • Share feedback with workers about how their efforts and work have contributed to the broader organisation. • Implement an internal recognition program where co-workers can recognise the efforts of peers. • Address any negative or inappropriate behaviour in a timely manner.
T	• Review and discuss task priorities with your manager- what needs to be done, what can wait or be reallocated? • Engage in regular conversations with your manager about work expectations, workloads, deadlines and instructions. • Take regular restorative breaks.	• Engage in workload planning and allocation, in consultation with workers. • Establish processes and spaces where employees can take breaks or 'time out' from emotionally demanding work. • Use open communication during times of change, including clear explanations of the reasons for decisions. Provide an avenue for staff to voice concerns and feel heard. • Provide clear and consistent feedback and instructions. This becomes particularly important if feedback is shared within the team.

Take a self-assessment survey [How SMART is your work](#) (Curtin University, Centre for Transformative Work Design)

For more information:

- [Good work design | WorkSafe.qld.gov.au](#)
- [S.M.A.R.T Work model - Resources](#) (Curtin University, Centre for Transformative Work Design)