

Table 5

Tools to Identify and Analyze Problems and to Generate Solutions

Tool	Description	Purpose		
		Identify	Analyze	Generate
Flow process chart	Analysis of steps of processes and procedures by showing time, distance, and sequence and by tabulating operations, inspections, transports, delays, and storages	X	X	
Job description review	Review content of job description for accuracy and currency	X	X	
Job Diagnostic Survey ^a	Publicly available survey that both assesses current jobs for potential redesign to improve employee satisfaction and evaluates the effects of redesign	X	X	X
Job procedure review	Review documentation of procedural steps for accuracy and currency	X	X	
Log	Daily record of employee's activities, work-related and non-work-related, during a period. Period may be day, week, or month, and time increments may be 15, 30, or 60 minutes depending upon the job's periodicity and fragmentation	X	X	
Operation flow chart	Documentation of steps of processes and procedures including time, distance, and sequence	X	X ^b	
Performance reports	Results of studies on productivity and quality	X		
Periodic review	Review of current work processes and products against the department's purpose and organizational mission with special attention to changes in technology, policies, standards, and regulations	X	X	X
Personnel	Reports on tardiness,	X		

reports	absenteeism, and turnover			
Satisfaction survey	Survey of administrators, clients, and employees on their satisfaction with products, services, and work environment	X	X	
Time and motion study	Documentation and analysis of tasks within a job using stopwatches to find the most efficient methods in terms of time and effort	X	X	
Work distribution chart	Overall view of division of work and work processes within a department by aggregating data from each job in department (time and motion studies, work sampling, logs) in terms of content, frequency, and time spent	X	X	X ^b
Work sampling	Randomized observations of employees as they perform their jobs that result in data on frequency of and time spent on the jobs' tasks	X	X	

^a Hackman, J. Richard, and Greg R. Oldham. "Development of Job Diagnostic Survey." *Journal of Applied Psychology* 60, no. 2 (1975): 159–70.

^b Partial.