Chapter Two
Organizational Requirements
Organizational Requirements

Objectives

- Develop better understanding of what a successful organization expects from its workers
- Identify how motivation is related to the effectiveness of your organization
- Identify your role in making your organization successful

Notes:
Is This Organization Successful?

- Business world vs. Government
- Complaints
- Repeating jobs
- What do we do? How do we do it?
Success

Is determined by comparing actual achievement to intended goals

Notes:
Our Job

Meet the public’s need for a safe and efficient transportation system by effectively managing our available resources

Notes:
Resources

- Raw materials
- Equipment
- People
Levels of Success

<table>
<thead>
<tr>
<th>Perform minimum</th>
<th>Perform minimum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stay with Org.</td>
<td>Stay with Org.</td>
</tr>
<tr>
<td>Join</td>
<td>Join</td>
</tr>
</tbody>
</table>

Average Organization | Successful Organization

Notes:
Levels of Success

- Perform minimum
  - Stay with Org.
  - Join

- Perform above minimum
  - Stay with Org.
  - Join

Average Organization  Successful Organization

Notes:
Join

- Why did you?
- Why do others?
- What keeps others away?

Notes:
Perform

- Written expectations
- Unwritten expectations

Notes:
**OPTIONAL EXERCISE 2-1: Minimum Organizational Requirements and Expectations**

List some of the requirements of employees that are written in a policy manual or printed work rules for your organization. Then write down some unwritten expectations. Note, these are the **minimum** expectations of the employees.

<table>
<thead>
<tr>
<th>Written Requirements</th>
<th>Unwritten Expectations of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>For example:</td>
<td>For example:</td>
</tr>
<tr>
<td>■ Come to work on time.</td>
<td>■ Be no more than 15 minutes late for work.</td>
</tr>
<tr>
<td>■ Work safely.</td>
<td>■ Be ready to work.</td>
</tr>
<tr>
<td>1.</td>
<td>■ Get along with others.</td>
</tr>
<tr>
<td>2.</td>
<td></td>
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<tr>
<td>3.</td>
<td></td>
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<td>4.</td>
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<td>5.</td>
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<tr>
<td>6.</td>
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Continue to next page.
Notice that some of the minimum requirements are task oriented and some are attitude or behavior oriented. The organization requires both. Now, based on the responses above, answer the following questions:

1. Are the minimum **written** requirements difficult to achieve? Why or why not?

2. Are the minimum **unwritten** expectations difficult to achieve? Why or why not?

3. Do the written and unwritten rules say the same thing? For example, if the written rules say that starting time is 8:00 a.m., do the unwritten expectations imply that leaving the maintenance shed at 8:30 a.m. is fine?

4. How do the employees learn about the unwritten rules?

5. Can the organization be successful if everyone performs at the minimum level?

Stop. Wait for further instructions.
Stay

- Employee expectations
- Satisfied/unsatisfied?
- Greener pastures
Levels of Performance

0%

100%

Exceptional

Expected

Minimal

Unacceptable

Notes:
What the Organization Should Do

- Educate workforce about mission and clients
- Hire types of people to best fulfill its mission
- Match individual’s capabilities with the job
- Train workers so they have the skills to do their job and advance
What the Organization Should Do

- Insure workers know what is to be done, how, when, and where it’s to be done, who, and how much
- Provide the right tools, materials, and equipment
- Evaluate performance to see where it can be improved
- Reward people for their performance
What the Organization Should Do

- Allow workers to develop and use skills
- **Allow workers to make decisions about their work**
- Inform workers of the organizations activities and plans so they feel part of the bigger picture
- Discipline workers when necessary

Notes:
Key Points

• Working above minimum is key to a successful organization

• The key person in maintenance is the crew leader

• Most important resource is your workers

• Leaders can create a work environment where workers can do well
What You Have Learned

- What the organization needs to be successful
- The strengths and weaknesses of your organization
- What leaders can do on their own to make the organization more successful
OPTIONAL EXERCISE 2-2: Characteristics of Your Organization

Evaluate your organization by placing an X in the appropriate square to show how well your organization performs the following functions.

1. Educate the workforce so that it understands the organization's mission and the organization's clients.

2. Hire people to fulfill the mission of the organization.

3. Match the individual capabilities of the people and what they enjoy doing with the job that needs to be done.

4. Train workers so they have the skills to do their jobs and advance in the organization.

5. Provide the necessary information and instructions so workers understand what is to be done, how, when, and where it is to done, who is to do it, and how much is to be done.

6. Provide workers with the tools, equipment, and materials necessary to do the job efficiently and correctly.

7. Evaluate performance to see where it can be improved.


9. Allow workers to develop their skills and then use those skills in challenging assignments.

10. Allow workers to make decisions about their work and issues that affect them.

11. Let workers know about the organization's activities and plans so that they feel that they are a part of the organization and its future.

12. When necessary, discipline workers to correct their behavior.
OPTIONAL EXERCISE 2-3: Making Things Happen

Indicate with an X who can see to it that these things are done--the organization or the immediate supervisor. You can indicate that both are responsible.

<table>
<thead>
<tr>
<th></th>
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<th>Organization</th>
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Review your responses. Are there things that only the organization can do? Are there things that the immediate supervisor can do alone?