Contingency Analysis Tool (CAT) Worksheets

***Task Uncertainty***

I.a – Unit Service Uncertainty*: Variety*

|  |  |  |  |
| --- | --- | --- | --- |
|  | **No** | **Somewhat** | **Yes** |
| 1. Are unit tasks largely routine? | 1 | 2 | 3 |
| 1. Does almost everyone in the unit do about the same job in the same way most of the time? | 1 | 2 | 3 |
| 1. Are unit members performing repetitive activities in doing their jobs? | 1 | 2 | 3 |

Average Variety (a+b+c) / 3 \_\_\_\_\_

I.b – Unit Service Uncertainty: *Analyzability*

|  |  |  |  |
| --- | --- | --- | --- |
|  | **No** | **Somewhat** | **Yes** |
| 1. Are there clearly known way to do the major types of unit tasks? | 1 | 2 | 3 |
| 1. Are there understandable sequences of steps that employees can follow in doing major units tasks? | 1 | 2 | 3 |
| 1. Can unit tasks be accomplished using established procedures and practices? | 1 | 2 | 3 |

Average Analyzability (a+b+c) / 3\_\_\_\_

***Average Task Uncertainty =* (Avg. *Variety* \_\_\_\_\_** + ***Avg. Analyzability* \_\_\_\_\_) / 2** = **\_\_\_\_\_**

Plot average task uncertainty on the following line:

**Uncertainty**

***Certainty***

3

2

1

***Unit Structures***

|  |  |  |  |
| --- | --- | --- | --- |
|  | **No** | **Somewhat** | **Yes** |
| 1. Are there a lot of written rules and procedures? (*Formalization*) | 1 | 2 | 3 |
| 1. Does the manager control most decisions regarding job tasks? (*Centralization*) | 1 | 2 | 3 |
| 1. Do the unit’s tasks require little training or experience to accomplish? (*Division of Labour*) | 1 | 2 | 3 |
| 1. Does the manager have a large number of employees who directly reports to them? i.e. > 10 FTE (*Span of Control*) | 1 | 2 | 3 |
| 1. Does unit communication largely involve written or direct communication with manager? (*Vertical Communications*) | 1 | 2 | 3 |

Average Unit Structural Control (a+b+c+d+e) / 5 \_\_\_\_\_\_\_

Plot average unit structures on the following line

***Mechanistic***

***Organic***

3

2

1

Fit: *Task Uncertainty & Unit Structures*

**3**

|  |
| --- |
| **3**  Mechanistic  Organic  ***Unit Structures***  *Fit Line* |

Certainty

**1**

Uncertainty

***Task Certainty***