

SECTION 2 TAKES YOU THROUGH THE ORGANISATIONAL STRUCTURING PROCESS STEP BY STEP. IT CONTAINS THE FOLLOWING:

- **CHAPTER 6: GIVES AN OVERVIEW OF THE PHASES IN THE ORGANISATIONAL DESIGN PROCESS AND TOOLS THAT CAN BE USED. EACH PHASE IS THEN DISCUSSED IN DETAIL IN THE SUBSEQUENT CHAPTERS.**
- **CHAPTER 7: PHASE 1: DIAGNOSIS**
- **CHAPTER 8: PHASE 2: DETERMINING ORGANISATIONAL REQUIREMENTS**
- **CHAPTER 9: PHASE 3: DESIGNING THE STRUCTURE**
- **CHAPTER 10: PHASE 4: DEVELOPING THE BUSINESS CASE AND PLANNING THE IMPLEMENTATION**
- **CHAPTER 11: PHASE 5: IMPLEMENTING THE STRUCTURE**
- **CHAPTER 12: PHASE 6: MONITORING AND EVALUATION**
- **CHAPTER 13: PLANNING AND MANAGING THE ORGANISATIONAL STRUCTURING PROJECT**
- **CHAPTER 14: MANAGING CHANGE AND TRANSITION**

(NOTE: BEFORE YOU EMBARK ON AN ORGANISATIONAL STRUCTURING PROCESS, IT IS ADVISABLE TO FAMILIARISE YOURSELF WITH CHAPTER 13: PLANNING AND MANAGING THE ORGANISATIONAL STRUCTURING PROJECT)

CHAPTER 11

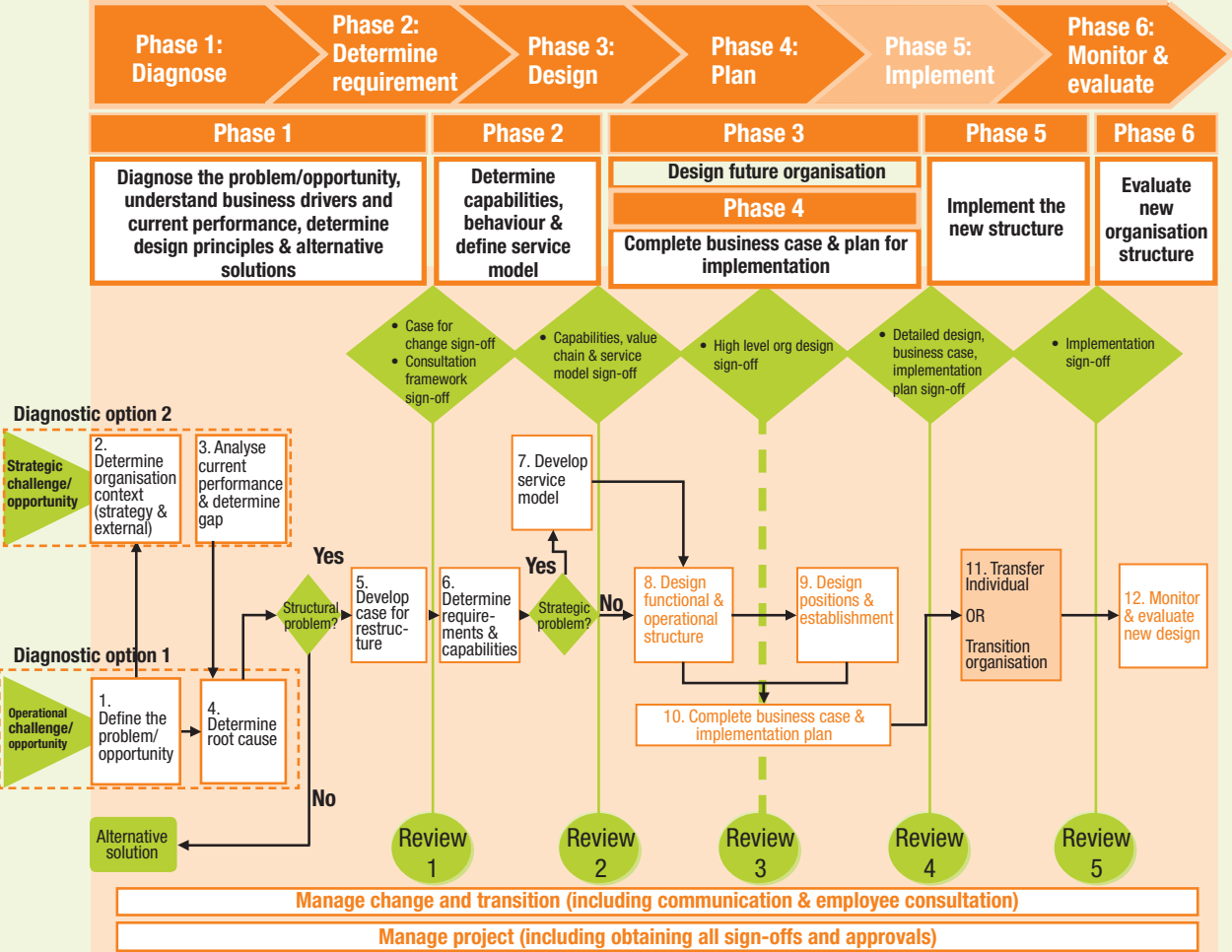
PHASE 5:

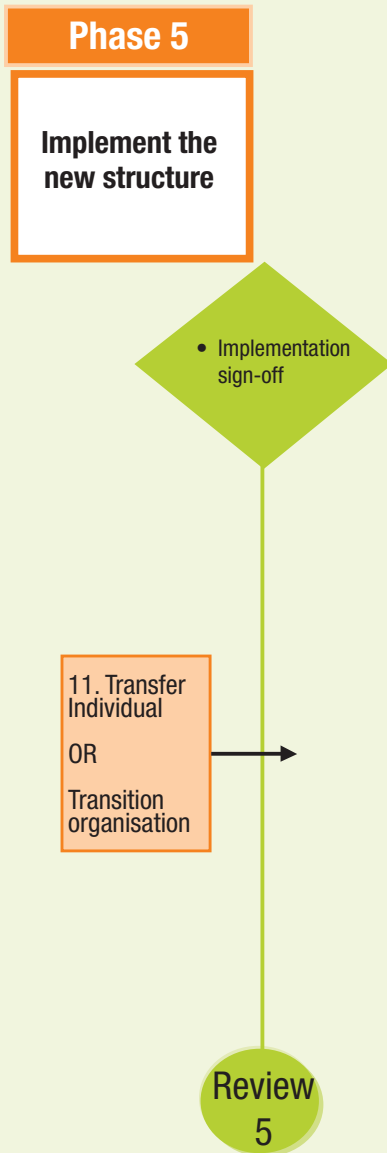
IMPLEMENTING THE STRUCTURE

CHAPTER 11

11. PHASE 5: IMPLEMENTATION

11.1 OVERVIEW OF IMPLEMENTATION PROCESS





Purpose

- The coordination of the following implementations:
- Workforce migration (the job-person matching process and timelines).
- Implementation support (continuous support, information and adjustments).
- Training.
- Handover process and timelines.
- Process and timelines for using the new KPIs.
- Process and timelines for assessing the benefits of the new organisational design.

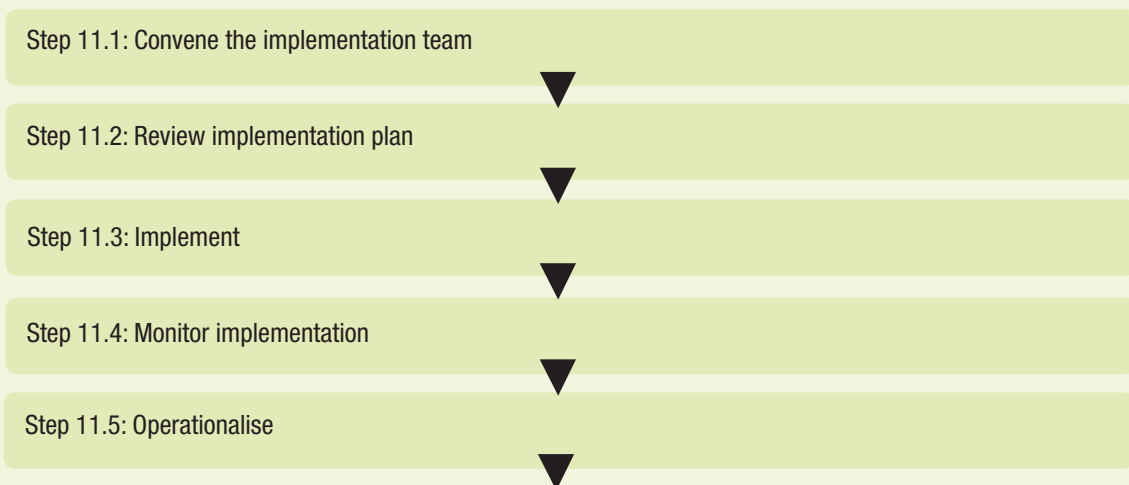
Objective

To implement the new structure as effectively as possible and to limit any negative impact on current performance.

Approach

The approach will be determined by the nature of the change and the implementation strategy.

11.1.1 PROCESS FOR STEP 11



11.1.2 TOOLS FOR STEP 11

The tools for implementation have already been explained in step 10.2 (Implementation planning) and an example of an implementation plan is shown on page 20-2 in Section 3 of the Guide.

11.1.3 HOW TO EXECUTE STEP 11

Step 11.1: Convene the implementation team

The size and composition of the implementation team will vary depending on the scale and complexity of the organisational structuring. The table below gives you an indication of the categories of resources that would typically be involved in implementing a new structure and the respective responsibilities of these resources.

| Resources | Responsibilities |
|--------------------------|--|
| Process owners | <ul style="list-style-type: none"> • Delivering against agreed critical milestones. • Identifying appropriate individuals to fulfil key roles by a certain time. • Identifying ‘business functional experts’ accountable for answering business questions for their area with ongoing responsibility for policy decisions and continuous improvement (in many cases these people are likely to be a subset of the holders of key roles or line managers of the holders of key roles). • Ensuring compliance to agreed objectives for holders of key roles and business functional experts. • Establishing consistent communications/understanding across their audience groups involved in new/changed processes. • Holding line managers accountable for capability development and assessment. |
| Implementation owners | <ul style="list-style-type: none"> • Ensuring implementation logistics at a given site are completed on time (for example training facilities ready, training requirements identified and met, profiles assigned, site communications plan in place and executed on time). • Signing off the implementation plan. • Completing the implementation team activities. • Defining contingency plans. |
| Change delivery managers | <ul style="list-style-type: none"> • Responding to all implementation queries/information requests. • Building understanding of the solution. • Supporting the department/unit in the completion of key activities, for example training needs analyses, impact assessments, and communications. |
| Human resources | <ul style="list-style-type: none"> • Ensuring that all individuals required to fill key roles have been identified. • Ensuring that transition plans/documentation is in place to enable the take-up of key roles. • Ensuring that any replacement roles required have been identified and sourced. • Ensuring that a comprehensive suite of human resource processes (relocation packages, grading, contracts, salary changes) required to support organisational changes (for instance key role sourcing) are in place. • Ensuring that any redundancy, consultation, recruitment activities required to enable the fulfilment of key roles by the required dates are in place. • Ensuring that top line organisational structure is signed off by function by senior managers. • Ensuring that headcount requirements for organisational structure are agreed with the senior management. • Defining appropriate assessment guidelines. • Validating the training and communications approach. |

Step 11.2: Review implementation plan

There is often a delay between the development of the implementation plan and the start of the implementation process. During this time, there could be events or factors that impact on the implementation and may necessitate an adjustment to the implementation plan.

It is therefore good practice to review the implementation plan at the start of the implementation phase, identify risks and required adjustments and obtain approval from the sponsor or steering committee for the recommended adjustments to the timeline, activities or resource requirements.

Step 11.3: Implement

The main implementation activities are shown in the table below.

| Implementation activities | Explanation |
|---|---|
| Communication | A clear and unambiguous communication framework must be developed and reflected in order to sustain the organisational structure, to ensure that the roles, responsibilities and communication channels involved in the ongoing support of the business are clear. |
| Project management and schedule updating | This is explained in more detail in Chapter 13 (Planning and managing organisational structuring) of the Guide. |
| Progress reporting | A regular update on progress against the planned schedule. This will also include lessons learnt and suggested adjustments to the sites which were restructured first (if in a phased implementation). |
| Change management and reviewing impact | This is explained in more detail in Chapter 14 of the Guide. |
| Risk management and reporting | The identification of risks, the developing of contingency plans and the monitoring of the identified risks on a regular basis. This will include reporting on risks and barriers to implementation which have to be addressed by either the sponsor, the steering committee or other stakeholders. |
| Issue management and reporting | The identification and management of project issues form part of project management. This includes the registering of issues (for example staffing, leave issues, competence, time, budget) and then escalating the issues to the relevant authorities. |
| Implementation or structure adjustment management | This includes the substantiation of and planning for adjustments to the structure as approved for implementation. In structuring interventions in large organisations, the probability of this happening is high. |
| Training and awareness | Training and awareness are an important step to ensure successful implementation with sustainable results. |

Step 11.4: Monitor implementation

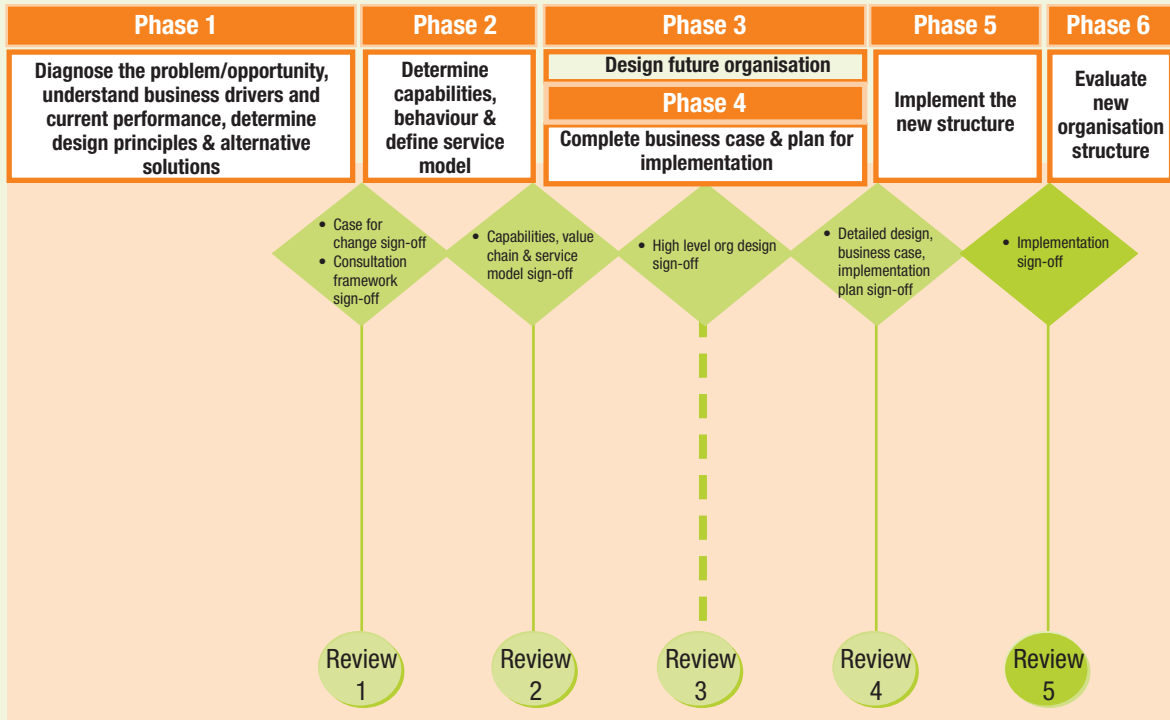
During the implementation certain adjustments will have to be made to current practices or documentation. The monitoring of these adjustments is essential for the full alignment of the strategy, processes and structure. The typical activities include:

| Monitoring activities | Explanation |
|-------------------------------|--|
| Identify required adjustments | <ul style="list-style-type: none"> Monitoring and identifying potential adjustments to the approved structure during the implementation. |
| Job descriptions | <ul style="list-style-type: none"> Adjusting and readjusting job descriptions based on potential adjustments to the structure during implementation. |
| Policy adjustments | <ul style="list-style-type: none"> Policy adjustments to accommodate governance structures, empowerment, decision making, risk management. |
| People requirements | <ul style="list-style-type: none"> Monitoring the staffing rate (if recruitment needs to take place, staff need to apply for positions, redeployment, retrenchment). |
| Technology and infrastructure | <ul style="list-style-type: none"> Monitoring the technology and infrastructure impact or needs and addressing these needs as soon as possible to prevent negative expectations around the new structure. |
| Process adjustments | <ul style="list-style-type: none"> Process improvements or engineering which needs to take place will impact on the operations of the organisation and can result in a drop in productivity during the adjustment. It is necessary to monitor the productivity and plan for maintaining current levels during the implementation. |

Step 11.5: Operationalise

Although not all restructuring will require a formal sign-off of the implementation, it is good practice to establish the discipline of signing off and accepting the new structure as effective from a given date. Where there is no formal sign-off or effective starting date, there is the risk that restructuring becomes a perpetual process, resulting in restructuring fatigue amongst staff and instability in the organisation.

11.2 REVIEW POINT 5: IMPLEMENTATION SIGN-OFF



| Area for review | Specific focus | Accepted, rejected or adjusted |
|---------------------------|--|--------------------------------|
| Project management | • Have project risks been identified and planned for? | |
| | • Do we need external service providers and has the process of selection been initiated? | |
| | • Do we have the budget for the monitoring and evaluation? | |
| | • Do we have a monitoring schedule? | |
| | • Are there any project issues outstanding? | |
| Change management | • Have line managers taken over the change management? | |
| | • Are there any change issues outstanding? | |
| Monitoring and evaluation | • Has the monitoring and evaluation process been defined? | |
| | • Have key performance indicators been identified and baselined? | |
| | • Has the monitoring and evaluation plan been completed? | |