

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)

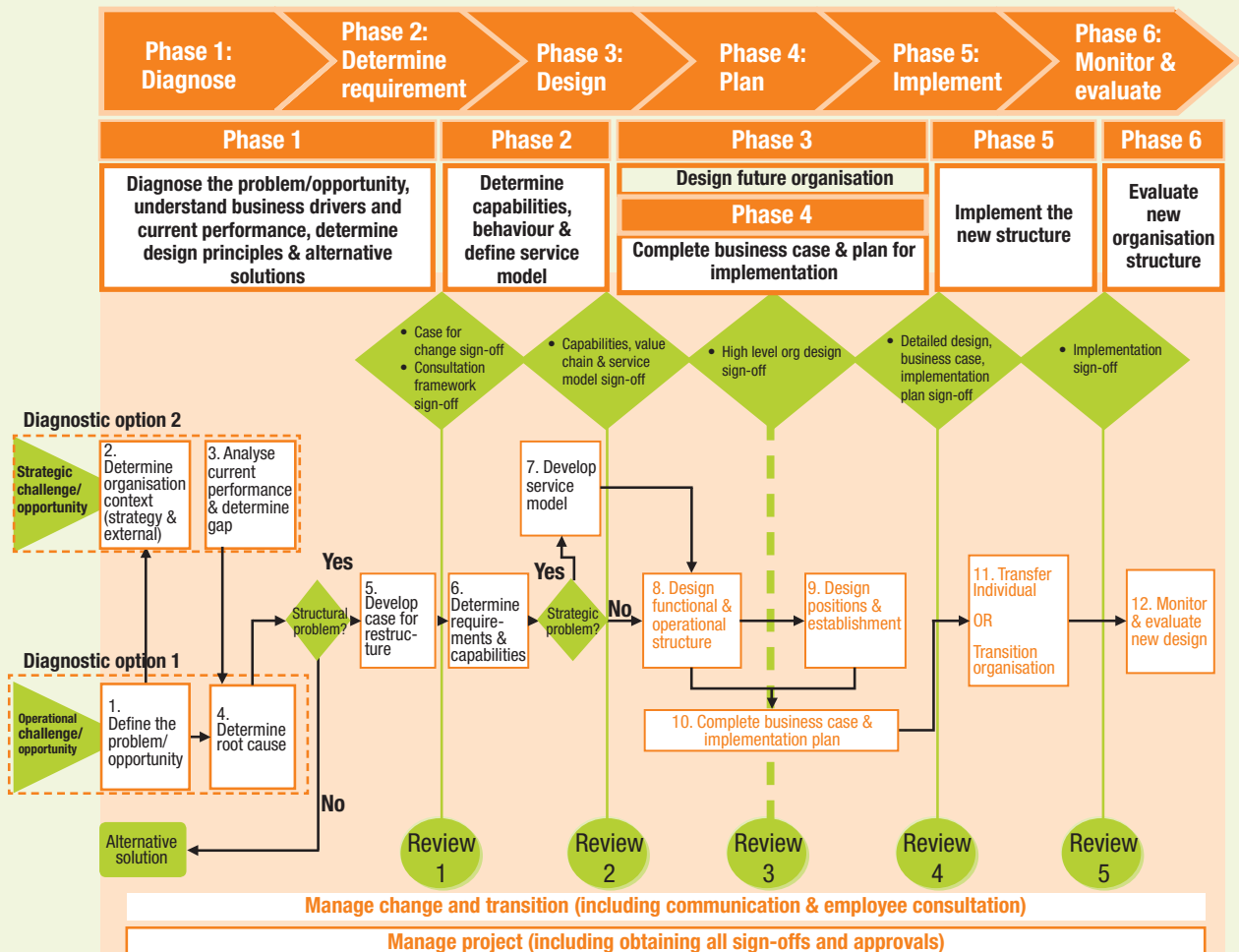
CHAPTER 14

MANAGING CHANGE AND TRANSITION

CHAPTER 14

14. MANAGE CHANGE AND TRANSITION

14.1 OVERVIEW OF PROCESS

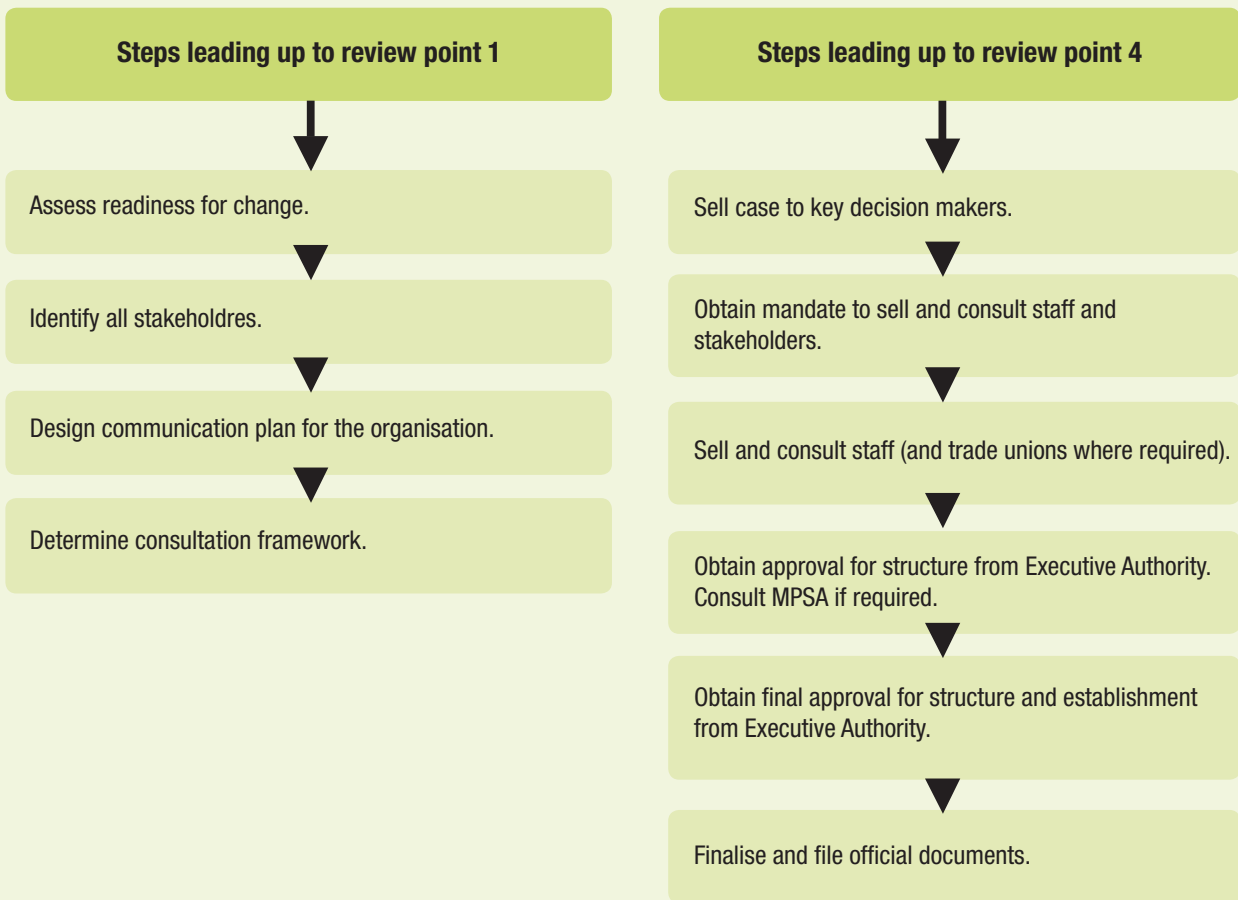


Managing change and transition cuts across all the phases of the organisational structuring process. It includes communication and consultation with staff and key stakeholders.

How effectively change and transition are managed has a major impact on the final outcome of the organisational structuring process. It is therefore essential that you plan the change and transition processes thoroughly and devote sufficient time and resources to these processes.

Although managing change and transition cuts across all phases of the organisational structuring process, there are specific tasks leading up to different review points in the process.

14.2 PROCESS FOR MANAGING CHANGE



14.3 TOOLS FOR PLANNING AND MANAGING CHANGE

Tools	Highly recommended	Recommended	Nice to have
Change strategy checklist	X		
External requirements identification		X	
Real-time strategic change (RTSC) methodology	X		
Sell and consult process	X		
Sell the case to key decision makers framework	X		
Obtain approval from Executive Authority	X		
MPSA consultation checklist	X		
Leadership/sponsor alignment	X		
Stakeholder influence analysis	x		
Communication planning matrix	X		
Force field analysis		X	

14.4 HOW TO PLAN AND MANAGE CHANGE

14.4.1 STEPS LEADING UP TO REVIEW POINT 1

Assess readiness for change

Organisational structuring almost invariably involves change. Whether the change is minor or significant, it is useful to assess the organisation's readiness for change in the early phase of the organisational structuring process. Some of the key elements of this assessment would include:

- Is there a vision to drive change?
- Are people willing and ready to change?
- Will the leadership support change?
- Does the organisational culture support change?
- Are there identifiable champions for change?
- Does the organisation have the capacity and capability to follow a new direction?

This assessment can be done using the tools on pages 22-2 in Section 3.

Tools	Highly recommended	Recommended	Nice to have
Change strategy checklist	X		
Leadership/sponsor alignment	X		

Identify all stakeholders

There will be a range of stakeholders in the organisational structuring process. These can be categorised as follows:

Categories	Example
<ul style="list-style-type: none"> • Directly affected by organisational structuring process. 	<ul style="list-style-type: none"> • Staff.
<ul style="list-style-type: none"> • Influence process and outcome of the organisational structuring. 	<ul style="list-style-type: none"> • Senior managers in other parts of the organisation. • Trade unions. • Other departments. • Parliamentary committee.
<ul style="list-style-type: none"> • Have an interest in the outcome of the organisational structuring. 	<ul style="list-style-type: none"> • Service users. • Donors.

You will need to identify all the key stakeholders and assess the likely impact and influence they have. This stakeholder analysis is essential so that you can develop an effective communication plan to inform and manage the expectations of stakeholders. The tools on page 22-7 in Section 3 of the Guide will assist you in doing this analysis.

Design communication plan for the organisation

Effective communication throughout the organisational structuring process is essential. Organisational structuring processes can increase anxiety and tension within the organisation, especially amongst staff that are likely to be affected by the process. A communication plan will help you to target and structure your communication efforts.

Tools to assist you in developing a communication plan are contained on page 22-11 in Section 3 of the Guide.

Tools	Highly recommended	Recommended	Nice to have
Stakeholder influence analyses	X		
Communication matrix	X		

Determine consultation framework

Effective consultation requires a clear framework to guide the consultation. The consultation framework should set out the following clearly:

- Who should be consulted?
- What outcomes do you want from the consultation?
- When will you consult them?
- What format will the consultation take?
- What documentation do you need for the consultation?

You should refer to Chapter 2 for guidance on statutory consultation.

14.4.2 STEPS LEADING UP TO REVIEW POINT 4

Once you have completed the business case and implementation plan, you need to get support from decision makers and stakeholders for the structure. If you build in consultation from the outset of the structuring process, it will be easier to sell the proposed structure to the decision makers, staff and other stakeholders.

This section of the Guide gives you generic steps for selling and consultation. You can adapt these to suit your particular circumstances. You can also refer to Chapter 2 of the Guide for more information on consultation. The table below summarises the selling and consultation process.

Whom to consult or sell to	What do you want from them	What format could you use	What documentation do you need
Decision makers: 1. Unit manager. 2. EXCO. 3. DG or HOD. 4. Executive Authority.	<ul style="list-style-type: none"> • Agreement with proposed structure. • Mandate to sell and consult on the structure. 	<ul style="list-style-type: none"> • Presentation at EXCO meeting. • Meeting to brief Executive Authority. • Formal submission to EA. 	<ul style="list-style-type: none"> • Business case. • Summary of business case. • Presentation slides.
Staff	<ul style="list-style-type: none"> • Support for proposed structure and its implementation. 	<ul style="list-style-type: none"> • Information sessions. • Written comments and submissions from staff. 	<ul style="list-style-type: none"> • Summary of business case. • Presentation slides. • FAQs about the structure.
Trade unions or workplace forum (if required in terms of section 197 and 189 of the Labour Relations Act – see page 3-5)	<ul style="list-style-type: none"> • Support for proposed structure and its implementation. 	<ul style="list-style-type: none"> • Information sessions. • Written comments and submissions from trade union. 	<ul style="list-style-type: none"> • Summary of business case. • Presentation slides. • FAQs about the structure.
MPSA (if top three tiers of structure are changed)	<ul style="list-style-type: none"> • Concurrence on the proposed structure. 	<ul style="list-style-type: none"> • Formal submission. 	<ul style="list-style-type: none"> • Business case and submission requirements as set out by dpsa.

Sell case to key decision makers

The first step is to sell the proposed structure to the decision makers in your organisation. You will have to convince them that the proposed structure is the most feasible and most desirable of the options that you have explored. Your arguments will be set out in the business case.

A well-written business case is only part of the selling task. You will need to make a convincing presentation to the decision makers.

Helpful tips	Addressed Yes/No
✓ Prepare a presentation pack that includes a summary of the business case and presentation slides.	
✓ Request sufficient time for you to make the presentation to the relevant managers or EXCO of your organisation.	
✓ Anticipate the questions decision makers may ask and be prepared to respond.	
✓ If you are briefing the Executive Authority, prepare a briefing pack. The Executive Authority may need to have the briefing pack prior to the briefing session.	

Obtain mandate to sell and consult staff and stakeholders

You will need a mandate (or authorisation) from the decision makers before you can proceed to sell and consult on the structure with staff and other stakeholders. It is important that you have a clear mandate. This will minimise confusion and conflict in the consultation process.

Helpful tips	Addressed Yes/No
√ Obtain the mandate in writing from the person who has authority.	
√ Agree on whom to consult and for what purpose.	
√ Be clear about the parameters of the mandate, for example, you may have the mandate to listen to concerns but not to negotiate changes to the structure.	
√ Agree on who will be on the selling and consultation team. Be sure that the team has the expertise to respond to questions.	
√ Agree on the time that will be allowed for selling and consultation. Set a cut-off date for the process.	
√ Agree on the format for consultation, for example briefings with staff and written submissions from staff.	
√ If consulting trade unions, ensure that you have labour relations experts as part of your consultation team.	
√ Indicate what you will do with the information collected through the consultation process.	

Sell the structure to staff

If you have consulted staff in the earlier phases of the structuring exercise, it may be easier to sell the structure. But do not take it for granted that all staff will support the proposed structure.

Helpful tips	Addressed Yes/No
√ Plan briefing or information sessions thoroughly. Consider inviting manageable groups of staff. Set aside sufficient time for the sessions so that staff do not feel rushed.	
√ Prepare a concise, clear presentation and handouts for the sessions.	
√ Anticipate questions that staff might ask and be prepared to respond to these.	
√ Decide who from the organisational design team will be present at the sessions.	
√ Let staff know what will happen following the briefings.	

Consult trade unions

If your organisation is embarking on a major restructure that will affect the staff in your organisation, it will be necessary to consult the trade unions represented in your organisation. See page 22-6.

Helpful tips	Addressed Yes/No
✓ It is essential that you consult the dpsa Guide on Transformation and Restructuring: Human Resources. You should also consult the labour relations specialist or the legal division in your department to ensure that you have interpreted the provisions of the LRA correctly.	

Obtain approval from Executive Authority

If the restructure does not involve changes to the top three tiers of the organisation, the Executive Authority can approve the structure.

Helpful tips	Addressed Yes/No
✓ Prepare a formal submission to the Executive Authority.	
✓ Include in the submission the final organogram for the signature of the Executive Authority (or his/her delegate).	
✓ Include an implementation plan with time frames and roles and responsibilities.	
✓ Highlight issues raised in the consultation process that might impact on implementation.	

Consult the MPSA

If the restructuring involves changes to any of the top three tiers of the organisation, the Executive Authority must consult the MPSA. Refer to Chapter 2 of this Guide for more information on the directive from the MPSA on consultation.

Helpful tips	Addressed Yes/No
✓ Ensure that the submission and business case to the MPSA meet the requirements set out by the MPSA in the directive.	
✓ The submission to the MPSA should be signed by the Executive Authority or the delegated official.	
✓ Keep a copy of the submission and business case.	
✓ Respond promptly to requests for further information and clarification from the dpsa.	

Obtain final approval from Executive Authority

Once the MPSA has commented on the proposed structure, you may proceed to obtain formal approval for the structure from the Executive Authority.

Helpful tips	Addressed Yes/No
√ Prepare a formal submission to the Executive Authority.	
√ Include in the submission the final organogram for the signature of the Executive Authority (or his/her delegate).	
√ Include an implementation plan with time frames and roles and responsibilities.	
√ Highlight issues raised by the MPSA that might impact on implementation.	
√ Submit a copy of the final approved organogram to the dpsa for their records.	

Finalise and file official documents

It is important to keep an accurate record of the structuring process, consultations and the final approved structure. This will make it easier to trace how and why decisions were made. Complete and accurate records will also assist in monitoring the implementation and evaluating the impact of the structure.