

SECTION 3 OUTLINES A RANGE OF TOOLS FOR USE IN THE ORGANISATIONAL STRUCTURING PROCESS.

- **CHAPTER 15: INTRODUCES THE TOOL KIT AND PROVIDES AN INVENTORY OF TOOLS**
- **CHAPTER 16: DESCRIBES TOOLS FOR USE IN PHASE 1: DIAGNOSIS**
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CHAPTER 16

DESCRIBES TOOLS FOR USE
IN PHASE 1: DIAGNOSIS

CHAPTER 16

16. TOOLS FOR PHASE 1: DIAGNOSIS

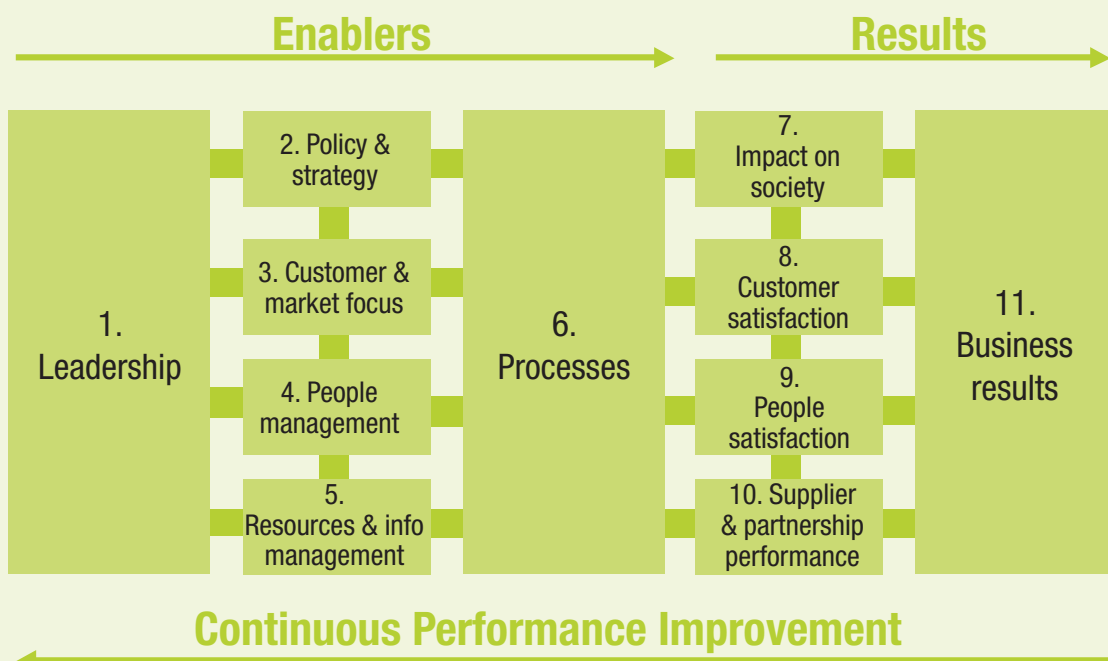
16.1 TOOLS FOR STEP 1: IDENTIFYING PROBLEM/OPPORTUNITY

Tools	Highly recommended	Recommended	Nice to have
Business excellence model	X		
Burke and Litwin model	X		

16.1.1 TOOL 1: BUSINESS EXCELLENCE MODEL

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> The business excellence model provides a framework for assessing the aspects of performance which make an organisation successful. It is based on the business excellence criteria and provides for a structured review of generic organisational enablers and result areas. 	<ul style="list-style-type: none"> Start by systematically working through the different categories of the model by using the questionnaire provided below. Mark the categories where potential problems or challenges might lie. Review the categories again and define the problem in detail by referring to all the identified problem/challenge areas. 	<p>This tool provides a good basis for identifying the institutional problem or challenge which needs to be addressed in order to improve organisational performance or adhere to the departmental mandate.</p>

The process of continuous performance improvement can be graphically portrayed as follows:



Problem categories	Types of problems/opportunities	Yes/No
Leadership and management related	<ul style="list-style-type: none"> • Lack of direction or discipline. • Managerial positions vacant. • Uneven workload between managers. • Lack of authority for managers to make decisions. • Hierarchy and bureaucracy valued. 	
Mandate or strategy related	<ul style="list-style-type: none"> • Lack of a clear strategy. • Inability to execute the strategy. • Additional mandatory tasks. • Unrealistic targets. • Difficult changes in the department. • Lack of client focus, inability to respond to client needs. • Lack of flexibility, unable to adapt quickly. 	
Policy related	<ul style="list-style-type: none"> • Long decision making cycles. • Lack of authority for people to perform their jobs. 	
People management related	<ul style="list-style-type: none"> • Recruitment and selection practices. • Employee competence and skills levels. • Reward and remuneration. • Recognition. • Freeze on recruitment, eliminating of functions, additional responsibility without adequate authority. • Role design and job grading. • No adequate decision making power. 	
People behaviour related	<ul style="list-style-type: none"> • Low morale and frustration with red tape. • No achievement of individual performance targets. • Not working towards a common goal. • Lack of discipline or pride. • Fraudulent behaviour. • Destructive internal competition. • Unwillingness or inability to share information. • Performing tasks which are non-core to the department. 	
Client management related	<ul style="list-style-type: none"> • Access to service or high inconvenience factors. • Long turnaround times in responding to clients. • Lack of client information. • Long queues and waiting times. • Poor quality of service. 	
Client behaviour related	<ul style="list-style-type: none"> • Client satisfaction levels are decreasing. • Client complaints are increasing. • Client involvement and suggestions low. • Fraudulent behaviour. • Mistrust. 	
Technology and information	<ul style="list-style-type: none"> • Lack of technology support. • Lack of integrated solutions. • Access to information. • Information quality. • Sharing of information. 	

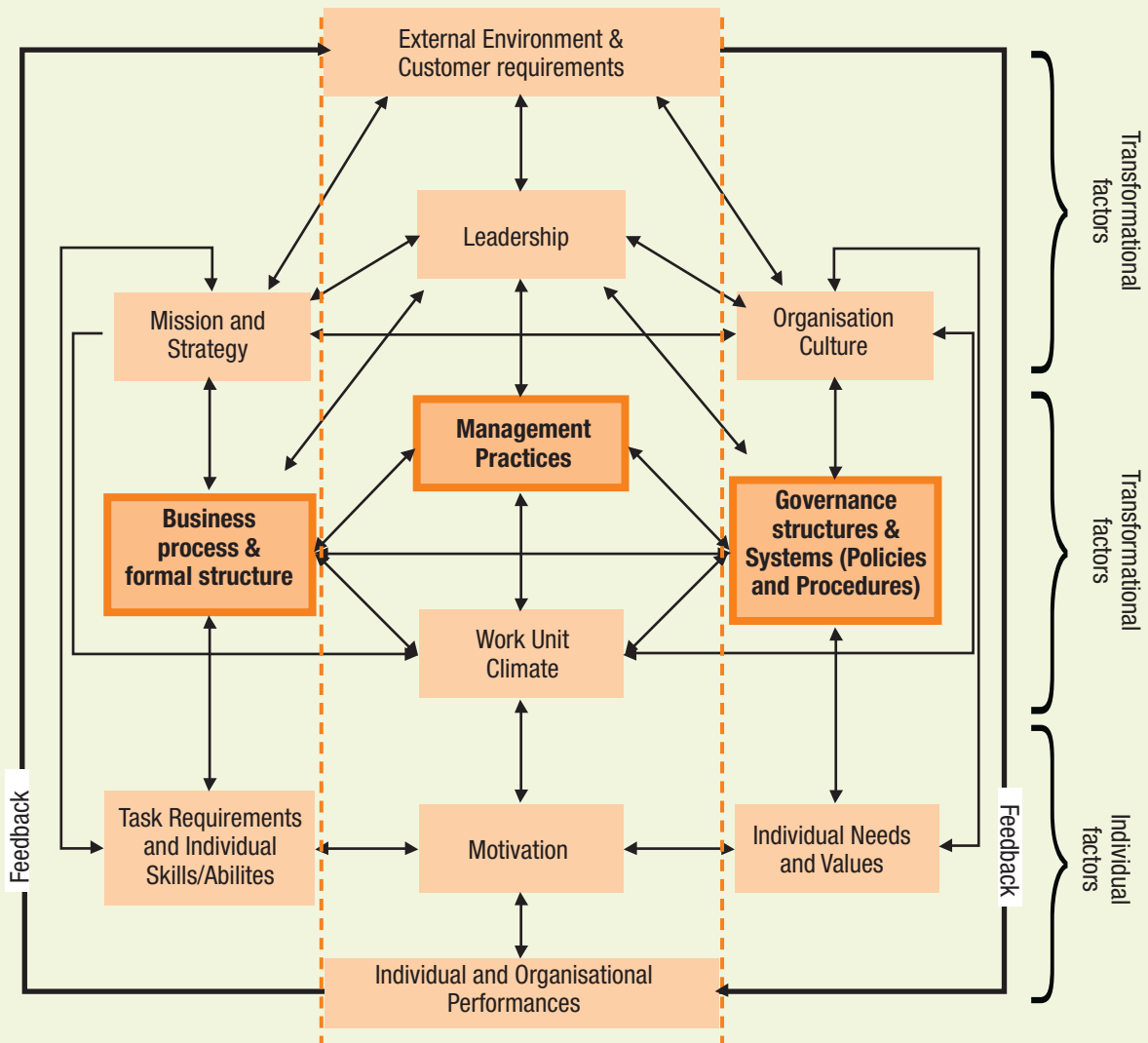
Problem categories	Types of problems/opportunities	Yes/No
Resource related	<ul style="list-style-type: none"> • Not enough people to do the job. • Equipment and facility quality. 	
Process and service delivery related	<ul style="list-style-type: none"> • Inability to deliver required levels of service. • Duplication of tasks. • Unequal workload. • Rework and time wasting. • Sequencing of tasks and work flow (handover). • Lack of standards for process speed or quality. • Volume problems. 	
Supplier or partner related	<ul style="list-style-type: none"> • Performance of external providers. • Selection/appointment of outside providers. • Procurement process. 	
Cost related	<ul style="list-style-type: none"> • High cost of service. • Budget allocation. 	

16.1.2 TOOL 2: BURKE AND LITWIN MODEL

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> • The Burke and Litwin model is a model of organisational change and performance. • It makes the following key points: <ul style="list-style-type: none"> o The external environment is the most powerful driver for organisational change. o Changes in the external environment lead to changes in the “transformational” factors within an organisation – its mission and strategy, its organisational culture and its leadership. These factors have an impact across the organisation and its staff. o Changes in transformational factors lead to changes in the “transactional” factors – the organisational structure, systems, management practices and climate. These are more operational factors and may not have an organisation-wide impact. o Together, changes in transformational and transactional factors affect motivation, which in turn impacts on individual and organisational performance. 	<ul style="list-style-type: none"> • Gather data on relevant boxes by utilising any relevant research technique, e.g. groups, desk research, surveys, diagnostic instruments, and interviews with key stakeholders throughout the organisation. • Summarise findings in a report by using the various factors as headings for the report to senior managers. • This report should indicate the interrelationships between the various factors (refer to the graphical representation of the model below) to indicate how a structural adjustment (formal or governance) would address organisational performance. • Key issues and questions to consider when using the model for diagnosis or planning are summarised in the table below. 	<ul style="list-style-type: none"> • It can be used to diagnose the root cause of organisational performance problems. • It can be used as a framework for planning a change strategy – the key levers for major organisational change are the transformational factors. • It can be used to plan the implementation of a restructuring by using the transactional and individual factors as areas to consider for implementation of the new structure. • However, to be effective and sustainable, changes in transformational and transactional factors need to be consistent with each other.

Dimensions of model	Key questions
1. External environment and citizens	<ul style="list-style-type: none"> • What are the key external drivers? • Do we know how these are likely to impact on the organisation? • Who are the citizens and do we know what they require and think of us?
2. Mission and strategy	<ul style="list-style-type: none"> • What does top management see as the organisation's mission and strategy? • Is there a clear vision and mission statement? • What are employees' perceptions of these? • Can we address the citizen requirements with this strategy?
3. Leadership	<ul style="list-style-type: none"> • Who provides overall direction for the organisation? • What is the current vs. ideal style of leadership? • How is leadership developed throughout the organisation?
4. Organisational culture	<ul style="list-style-type: none"> • What are the overt and covert rules, values, customs and principles that guide organisational behaviour? • What is the gap between the current culture and the required culture to achieve the strategy?
5. Business processes and formal structure	<ul style="list-style-type: none"> • What are the business processes which need to be executed? • How is the organisation and its people currently organised in specific areas and levels of responsibility and how should they ideally be organised? • What are the key decision making, communication and control relationships?
6. Governance structures and systems	<ul style="list-style-type: none"> • What structures, forums, or committees are in place to ensure coordination, flow of information, collaboration, risk management, etc? • What are the organisation's policies and procedures, including systems for reward and performance appraisal, management information, HR and resource planning, etc?
7. Management practices	<ul style="list-style-type: none"> • How do managers use human and material resources to carry out the organisation's strategy? • What is their style of management and how do they relate to subordinates?
8. Work unit climate	<ul style="list-style-type: none"> • What are the collective impressions, expectations and feelings of staff? • What is the nature of relationship with work unit colleagues and those in other work units?
9. Task and individual skills	<ul style="list-style-type: none"> • What are the task requirements and individual skills/abilities/knowledge needed for task effectiveness? • How is job-person fit ensured? Are competency frameworks, motivational fit, geographic fit, etc. taken into consideration when matching people with positions?
10. Individual needs and values	<ul style="list-style-type: none"> • What do staff value in their work? • What are the psychological factors that would enrich their jobs and increase job satisfaction?
11. Motivation	<ul style="list-style-type: none"> • Do staff feel motivated to take the action necessary to achieve the organisation's strategy? • Of factors 1-10 above, which seem to be impacting most on motivation?
12. Individual and organisational performance	<ul style="list-style-type: none"> • What is the level of performance in terms of productivity, citizen satisfaction, quality, etc? • Which factors are critical for motivation and therefore performance?

The mutual linkages between transformational factors, transactional factors and individual factors are illustrated in the diagram below.



16.2 TOOLS FOR STEP 2: DETERMINE ORGANISATIONAL CONTEXT (MACRO)

Tools	Highly recommended	Recommended	Nice to have
Determine critical success factors	X		
Value driver analysis		X	
Business focus matrix		X	
Service drivers review	X		

16.2.1 TOOL 3: DETERMINE CRITICAL SUCCESS FACTORS

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> • Critical success factors are those key focus areas which, if you are able to fully implement them, the organisation will have a very high probability of business success. • The critical success factors are informed by the mandate/vision and the required values/culture of the organisation. • The critical success factors inform the design principles of the organisational structure and serves as excellent reality checks for the alignment of the structure and strategy. 	<ul style="list-style-type: none"> • Review the mandate or vision to understand what the organisation would need to be good at. • Review the values or required culture to understand what the organisation would collectively have to do to realise these values or culture. • Use the balanced scorecard categories as a thinking tool to determine critical success factors for the organisation. Try not to identify more than eight to 10 critical success factors for the organisation. • Review the implication of each of the factors for the future organisational design. 	<ul style="list-style-type: none"> • Useful for situations where a whole department or sections of a department need to restructure. • Not applicable to individual jobs or job family adjustments.

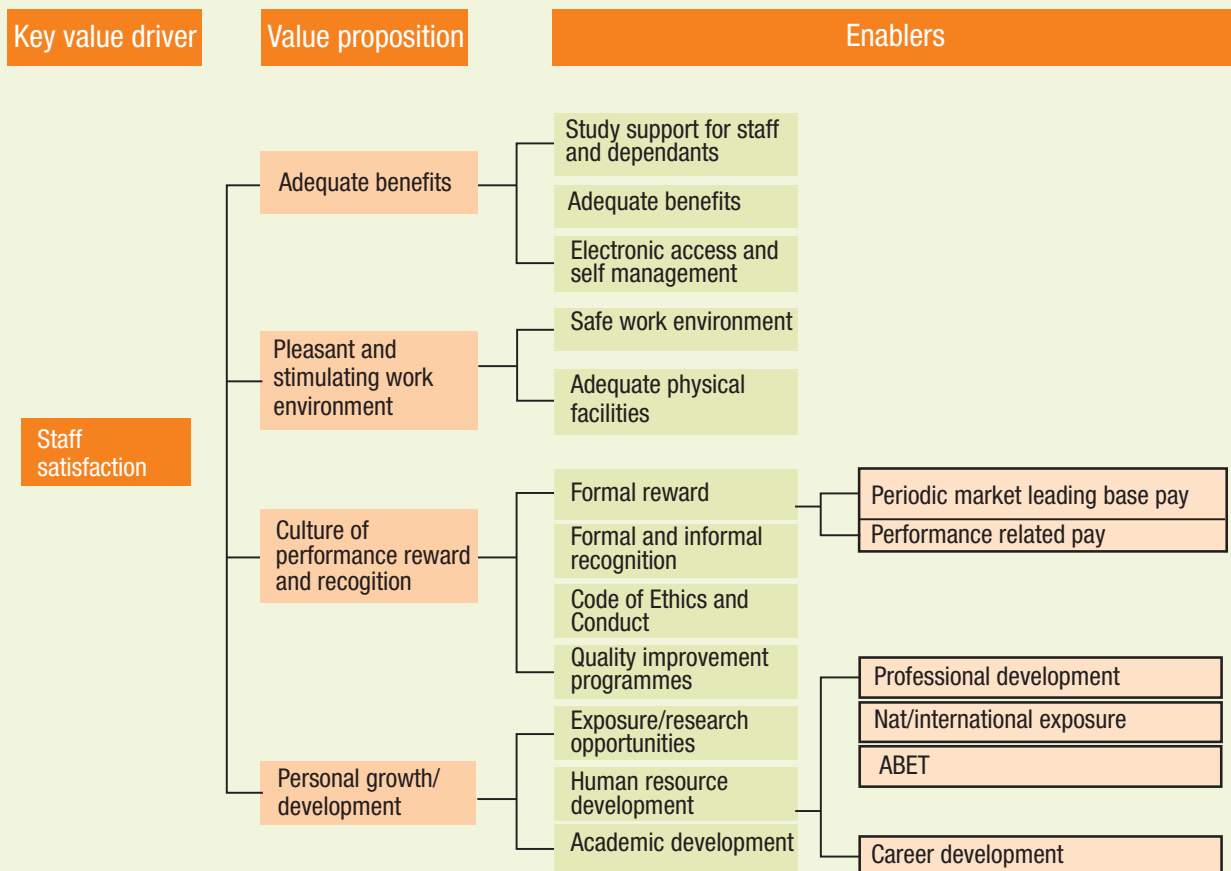
To determine the organisation’s critical success factors, start by asking yourself what your structure needs to ensure. That would include design principles and success indicators. Use the following template:

Critical success factors	Strategic direction
<ul style="list-style-type: none"> • Learning and innovation critical success factors: • Process management critical success factors: 	Mandate/Vision
<ul style="list-style-type: none"> • Citizen management critical success factors: • Service results and cost critical success factors: 	
	Culture/Values

16.2.2 TOOL 4: VALUE DRIVER ANALYSIS

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> The value drivers of a public sector organisation would be those things that are of value to stakeholders and what they want from the organisation. Value drivers are what determines value for the citizens, service recipients, the employees and the government. The difference between business drivers and value drivers is that business drivers focus on a consolidated view and value drivers are determined per stakeholder group. 	<ul style="list-style-type: none"> Determine stakeholder groups. Determine what the key value propositions would be for each group of stakeholders. Identify the drivers for the key value propositions and link them logically (drivers can be linked to more than one key value driver). Quantify the value drivers if possible. For the purposes of identifying business value drivers the value trees do not need to include more than three levels of drivers. 	<ul style="list-style-type: none"> This is one of the most powerful methods to determine service/value drivers and how the organisation needs to organise itself. Use for organisational alignment for the total and individual units in the organisation.

An example of value drivers of employee satisfaction:



16.2.3 TOOL 5: BUSINESS FOCUS MATRIX

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> A tool to determine the business focus of the organisation. The tool identifies five business focus areas: product, customer, technology, production and distribution and also five value propositions to stakeholders/customers: cost, quality, speed, service and innovation. The tool enables the organisational design specialist or manager to identify some of the key design principles when designing the structure. 	<ul style="list-style-type: none"> Determine the business focus by allocating no more than 60 points and no fewer than 10 points to each business focus area. Determine the value propositions by allocating no more than 60 and no fewer than 10 points to each value proposition. Cross-reference by adding the totals of the business focus and the customer value proposition to determine the primary (highest score) and secondary (second highest score) business focus areas. Determine the impact of each focus area on the future structure. 	<ul style="list-style-type: none"> Total organisational restructuring. Unit or directorate restructuring. Structuring a new unit or department. An alternative for value drivers or service driver analysis.

		Product focus (Focus on same product or minimum service for all)	Customer focus (Focus on different service/product for different needs)	Technology focus (Controls a process to ensure good governance, risk management, effectiveness etc. SARS, Reserve Bank, Mint)	Production capability (Focus on assisting as many as possible as quickly as possible (e.g. application, payments))	Distribution focus (Focus on distributing goods (Post Office); linking customers to potential partners, information sources)	Total
		50 +	10 +	10 +	20 +	10	= 100
Low cost Low direct and indirect cost	40 +	90			60		
Quality Promises product quality without exception	30 +	80			50		
Speed Promises the product to the citizen as fast as possible	10 +						

Service Promises flexibility and service that the citizens value	10 +						
Innovation Promises continuous improvement and innovative service solution	10						
Total:	= 100						

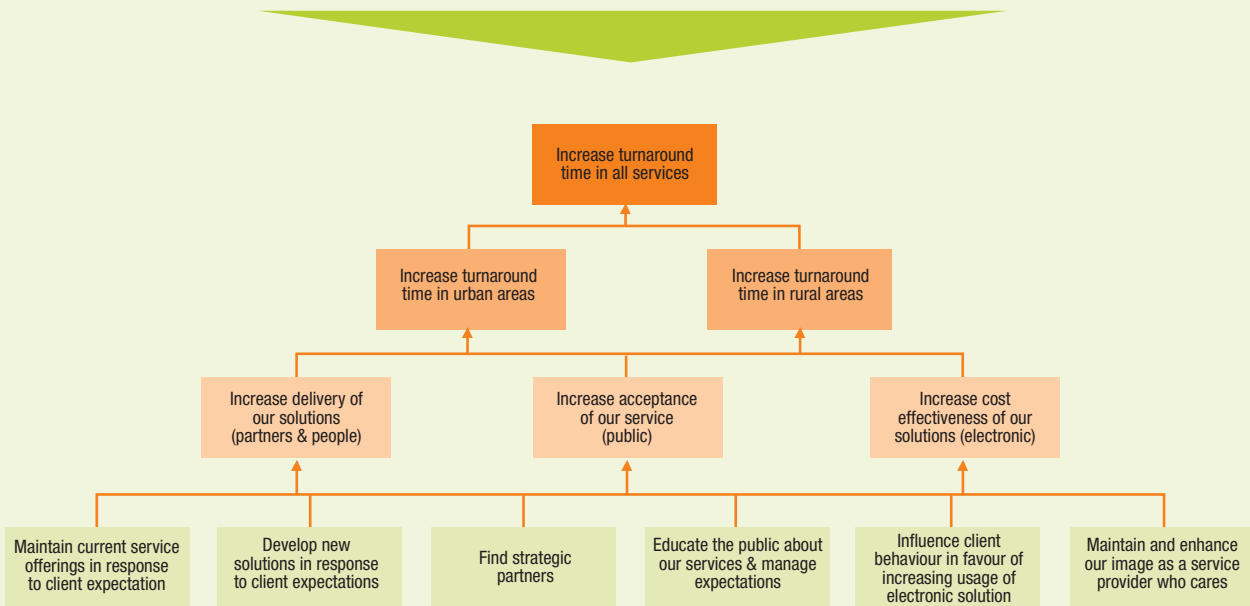
Business dimensions	Things we need to be good at	Our structures need to ensure the following (Success indicators and design principles)
Business focus	Primary focus: Product (<i>see analysis</i>)	1. 2. 3.
	Secondary focus: Production capability (<i>see analysis</i>)	4. 5. 6.
Value proposition (promise to the citizen)	Primary promise(s): Low cost (<i>see analysis</i>)	7. 8. 9.
	Secondary promise(s): Quality (<i>see analysis</i>)	10. 11. 12.

16.2.4 TOOL 6: SERVICE DRIVER REVIEW

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> A tool to understand where the organisation wants to be in future so as to inform development of the design of the organisation–to-be. The tool also enables the review of the impact of the anticipated future in practice. The tool enables an understanding of what completion of the strategic objectives would look like in practice. 	<ul style="list-style-type: none"> Review existing vision and strategy and facilitate a workshop to explore what the strategy means in practice. Confirm working ‘strategic objectives’ and the required actions to execute on each of the strategic objectives. Identify the key business drivers by reviewing the implications for each of the business driver categories i.e. service offering, customer, competent people, culture, clear definition of success, more money, better information flow, quick response time and accuracy. Map the information in a business driver tree. 	<ul style="list-style-type: none"> This is an alternative to the value driver analysis. You do however require the strategic objectives of the department or unit which you need to review.

What is it?	How to use it	When to use it
	<ul style="list-style-type: none"> Identify the design principles for each of the business driver categories. (Review the implications of each objective for each business driver and formulate your design principles.) 	

Strategic objectives	Actions	Business driver categories				
		Implications for service offerings	Implications for citizen management	Implications for people management	Culture required to be successful	How will we know if we are successful?
• Objective 1						
• Objective 2						
• Objective 3						
• Objective 4						
• Objective 5						
Our structure needs to ensure the following (design principles and success indicators):						



16.3 TOOLS FOR STEP 3: ANALYSE CURRENT ORGANISATIONAL PERFORMANCE

Tools	Highly recommended	Recommended	Nice to have
Benchmarking			X
SWOT analysis of the critical success factors	X		
Critical success factor/key performance factor vs. behaviour analysis		X	
Stakeholder requirement analysis	X		
Gap analysis tool	X		

16.3.1 TOOL 7: BENCHMARKING

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> A planned process for selecting and collecting information which will assist the organisation in assessing either their current level of performance in relation to others, or to identify solutions to specific performance challenges which the organisation experiences. In other words it is used to compare your processes/structures with others in a different context to collect information which will assist you in designing your interventions. 	<ol style="list-style-type: none"> Prepare for benchmark: <ul style="list-style-type: none"> Decide what to benchmark. Assemble team to develop the process. Understand own process. Document own process (as-is) and communicate. Collect information: <ul style="list-style-type: none"> Clarify what to benchmark. Select measures to benchmark against. Determine whom to benchmark. Decide how data will be collected. Develop questionnaire(s) or review guides. Collect information. Analyse the results. Take action: <ul style="list-style-type: none"> Define recommendations. Communicate the findings and recommendations. Set new performance standards based on measures which were benchmarked. Develop action plan. 	<ul style="list-style-type: none"> Useful tool and should be used to verify the current performance of the organisation. Use if you have time to do benchmarking.

Benchmarking template

Heading	Detail		
Why and what do we need to benchmark			
<ul style="list-style-type: none"> • Problem statement 			
<ul style="list-style-type: none"> • Benchmark team members 			
<ul style="list-style-type: none"> • Current constraints, problems, challenges 			
<ul style="list-style-type: none"> • What is the “as-is” process/ structure? 			
Planning for collection of information			
<ul style="list-style-type: none"> • What do we need to benchmark? • (structures, trends, best practice, performance) 			
<ul style="list-style-type: none"> • What measures would we be benchmarking? • (speed, volume, quality, cost, safety, satisfaction levels) 			
<ul style="list-style-type: none"> • Whom would we benchmark? • (internal/external, public/private, industry/non-industry, large/small) 			
<ul style="list-style-type: none"> • Whom would we benchmark? • (internal/external, public/private, industry/non-industry, large/small) 			
<ul style="list-style-type: none"> • How will data be collected? • (Mode: physical, electronic, telephonic. Method: observation/questions, one-on-one/groups, push (we collect)/pull (they complete) 	Mode:	Method:	
<ul style="list-style-type: none"> • What instruments do we need, when and by whom? • (questionnaire, interview guide, observation guide) 	What	Who	When
<ul style="list-style-type: none"> • Plan to collect information. 	Where	Who	When
<ul style="list-style-type: none"> • Plan to analyse results. 	How	Who	When

16.3.2 TOOL 8: SWOT ANALYSIS OF CRITICAL SUCCESS FACTORS

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> SWOT analysis is a tool for assessing and communicating the current position of an organisation or a restructuring option in terms of its internal strengths and weaknesses (things we control) and the external opportunities and threats (things we do not control) it faces. It provides a perspective on what would be required to build on strengths, minimise weaknesses, take advantage of opportunities and deal with threats. 	<ul style="list-style-type: none"> Identify the critical success factors of the organisation (if not available). Determine the strengths and weaknesses of the organisation to execute the critical success factors. Determine the opportunities and threats which might prevent the organisation from executing the critical success factors. Organise the information according to the matrix below and review this with key employees and stakeholders. Note that some strengths can also be weaknesses when viewed from a different perspective. The same applies to opportunities and threats. Develop strategies on the basis of a cross-impact analysis. (Formulate design principles based on the current strengths and opportunities, and based on the current weaknesses and threats to the organisation.) 	<ul style="list-style-type: none"> This is the quickest and easiest tool to use when reviewing organisational performance. You do however need to have a good understanding of the critical success factors.

	Opportunities	Threats
	<ol style="list-style-type: none"> 	<ol style="list-style-type: none">
Strengths <ol style="list-style-type: none"> 	Develop design principles to make sure the current strengths and opportunities are incorporated.	Additional issues which may or may not be important
Weaknesses <ol style="list-style-type: none"> 	Additional issues which may or may not be important.	Develop design principles to eliminate the current weaknesses and mitigate the threats/risks associated with the current structure.

16.3.3 TOOL 9: CRITICAL SUCCESS FACTOR VS. BEHAVIOUR

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> A high-level analysis tool to review the link between the current employee behaviour and the organisational structure. 	<ul style="list-style-type: none"> Identify the critical success factors. Determine the categories of employee behaviour to be used. Typical categories are: work attitude/behaviour, team behaviour, interpersonal behaviour, citizen support behaviour. Brainstorm the required behaviour for each critical success factor. Review the current behaviour of employees and list only those behaviours which are contrary to the required behaviour. Identify potential structural or governance process reasons for current employee behaviour (these are the things which should be addressed when restructuring). 	<ul style="list-style-type: none"> This should be a standard tool for every restructuring exercise. The identification of required behaviour is as important as knowing what needs to be done.

Critical success factors	Required employee behaviour to ensure success (Typical categories are work attitude/behaviour, team behaviour, interpersonal behaviour, citizen interface)	Current employee behaviour which prevents success (What behaviours are employees displaying which prevent success/ are not the required behaviours?)	Structural reasons for the gap (What in the current structure or governance structure is preventing employees from displaying the required behaviour and not incentivising them to do so?)
CSF 1			
CSF 2			
CSF 3			
CSF 4			

16.3.4 TOOL 10: STAKEHOLDER REQUIREMENTS ANALYSIS

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> To determine segmented stakeholder or service user requirements which are realities and need to be addressed by the organisation. It distinguishes between three generic types of groups, but can be expanded to include investors/donors. 	<ul style="list-style-type: none"> Select the stakeholder groups and identify the different segments of a stakeholder group. Review and confirm the performance categories (the generic categories are speed, quality, cost, volume, safety and morale). Formulate the requirements of each stakeholder group in quantitative form, for example, citizens require a passport to be issued within two days from application. Review the collective requirements under each category and identify the structural implications of achieving each. 	<ul style="list-style-type: none"> If you do not use the tool to review performance, you will have to use it to determine requirements in step 6. There is no better way of focusing any restructuring than taking a real hard look at how you are able to give the citizens what they want and what you promise.

Stakeholders	Segments Groups	Requirement categories					
		Speed and convenience	Quality	Cost	Volume	Safety	Morale
Employees	Management						
	Non-management						
	Contractors						
Government	Executive						
	Other departments						
	Other						
Service recipients	High income						
	Low income						
	Rural						
	Urban						
Donors							
Our structure needs to ensure the following (success indicators and design principles):							

16.3.5 TOOL 11: GAP ANALYSIS

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> Gap analysis is the name given to identifying, specifying and taking action on the gap between the situation as is and the situation as we would like it to be. 	<ul style="list-style-type: none"> Define the area of analysis (e.g. efficiency, competence, system performance, business results). Analyse/describe the existing situation in detail, including metrics of performance areas or criteria (the tool as provided includes business excellence criteria). Analyse/describe the desired situation with metrics in the same way as the existing situation analysis. Specify the gap or what we need to improve. 	<ul style="list-style-type: none"> The standard tool to establish the performance gap of the organisation.

Areas of excellence	Current business focus and activities and ability to provide adequate service levels	Required business focus and activities and service levels	What do we need to improve, change, and do differently?	Implications for new or adjusted structure
Example	<i>Promises speed but turnaround on applications is six months.</i>	<i>Increased speed of applications to one month.</i>	<i>Gap = improve turnaround time by five months.</i>	<i>More processing in the front office and improved speed in the back office (multidisciplined teams?)</i>
Leadership and managerial behaviour				
Strategic, policy mandatory compliance				
Citizen promise and service levels				
Employee behaviour and satisfaction				
Government value requirement				
Internal process efficiencies and effectiveness				
Partnership performance				
Service cost and financial performance				

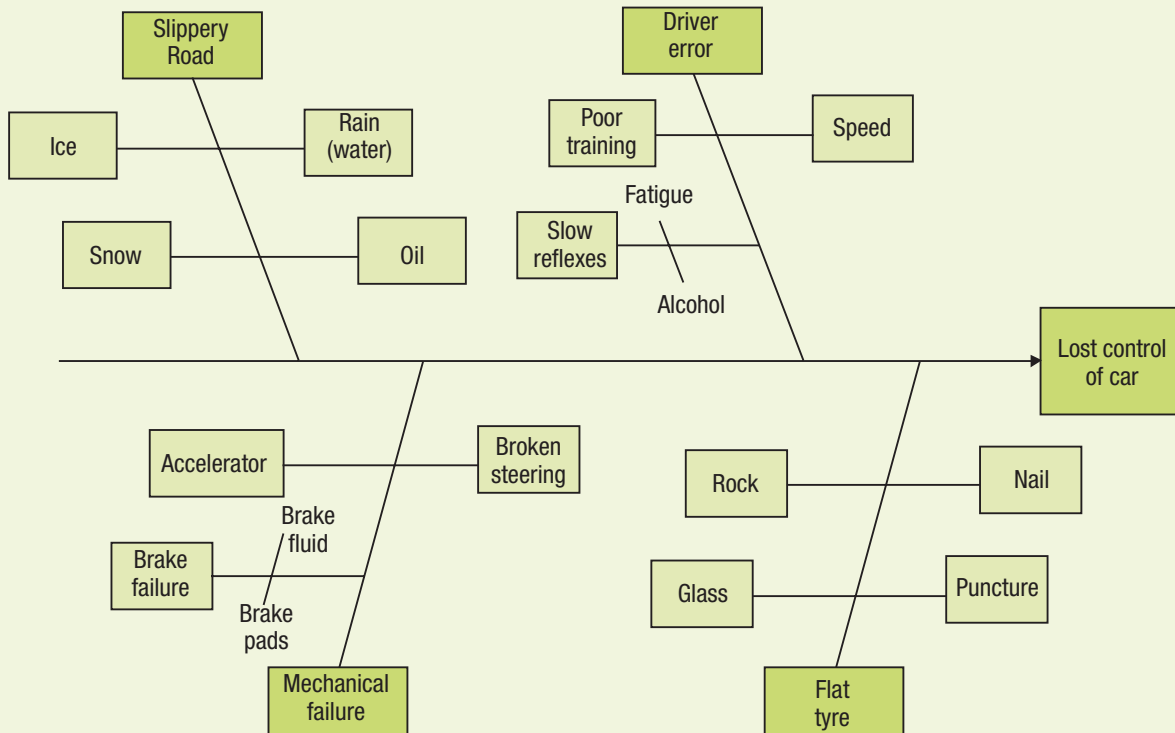
16.4 TOOLS FOR STEP 4: IDENTIFY ROOT CAUSE

Tools	Highly recommended	Recommended	Nice to have
Root cause analysis	X		
Brainstorming			X
Pareto analysis			X
Cost of poor quality		X	
Fault tree analysis		X	
SWOT	X		
7 S		X	
Dependencies map		X	

16.4.1 TOOL 12: ROOT CAUSE ANALYSIS

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> Because of its shape, this tool is also called the fishbone diagram. Cause-effect is, however, more descriptive of its purpose. The tool has three important features: visual, identification of interrelationships and is usually based on hypothetical data which have to be researched further. The most important consideration in using the tool is a clear understanding of the cause-effect relationship. There are four classes of causes: what? (objects –equipment, material), why? (conditions – motivation), when? (time or sequence – time of day), where? (place – warehouse, computer). 	<ul style="list-style-type: none"> Define clearly the effect or symptom for which the cause must be identified. Place the effect, problem or symptom at the right-hand side of a straight line. Use brainstorming or any other approach to identify possible causes. Group the causes into major causes. Each major cause is now written in a box and connected to the straight line (spine of the diagram). Identify causes for each major cause in turn and if possible identify further subcauses for each cause identified and continue doing this until each branch reaches a root cause (in other words this is where the major cause starts). 	<ul style="list-style-type: none"> An essential tool for analysing any cause of any type of problem.

Example of root cause analysis



16.4.2 TOOL 13: BRAINSTORMING

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> A group process which focuses on generating as many options as possible for a specific problem statement without any constraints on the number or quality of options identified. Other types of models can be used as a guide to generating ideas, e.g. the excellence model criteria on page 16-1 can be used to generate ideas on each of the criteria. 	<ul style="list-style-type: none"> Define the problem statement or the purpose of the brainstorming. Confirm the four rules: <ul style="list-style-type: none"> No criticism or evaluation of any kind. Quantity of ideas. Build on others' ideas Be unconventional. Review practical rules: <ul style="list-style-type: none"> Take turns. Only one idea per turn. You may pass a turn. Do not explain idea. Facilitation: <ul style="list-style-type: none"> Write issues down where all can see them. Only confirm, do not reformulate. Stop before people get tired. Process ideas. Group ideas. Prioritise ideas. Select the most appropriate idea(s). 	<ul style="list-style-type: none"> Very useful and optional tool for more than one type of group exercise.

16.4.3 TOOL 14: PARETO ANALYSIS

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> • Tool gets its name from the economist Vilfredo Pareto (1848-1923), who observed that a small minority of people held the majority of the wealth. • The Pareto principle suggests that in any group of factors contributing to a problem or effect, a relative few account for the bulk of the effect or problem. For example, a few of the employees account for the majority of absentees or in a meeting a few people tend to make the majority of comments. • The principle also applies to identifying potential structural issues. For example, we might find that a single position is responsible for the majority of information flow problems; the majority of our complaints come from rural areas but we do not have an office there; duplication of duties between two roles is responsible for the majority of service problems. • Use it to prioritise problems, analyse symptoms, identify root causes, and prove structure effectiveness. 	<ul style="list-style-type: none"> • Determine what data need to be collected. • Collect the data (observation, questionnaires, counting queries/complaints/absenteeism/ costs). • Plot the data on a Pareto diagram by ranking the items identified from highest to the lowest. • Assign weights to different responses e.g. happy = 0, very unhappy = 10. • Identify the vital few elements by multiplying the score by the weight. • Add all the scores to get a total. Determine the vital few by dividing the score for each category by the total. • Data can be organised (stratified) in the following ways: <ul style="list-style-type: none"> o Products or services. o Observable symptoms. o Geographical location. o Reason/rationale. o Cost. o Per process/function/job. 	<ul style="list-style-type: none"> • One of the most frequently used statistical tools, and should be used when you have limited resources to throw at a problem or an opportunity. • Optional tool.

Example: Customer satisfaction results (see table and graph as example of how this tool can be used).

The customer satisfaction questionnaire consists of five categories:

- Accuracy of information.
- Service at the counter.
- Problem resolution.
- Convenience (service location).
- Time to deliver the product.

Each category has four possible answers, each with a different weight to indicate importance:

Delighted	–	0
Satisfied	–	2
Not satisfied	–	4
Very unhappy	–	8

In the example below, the responses to the first category, “accuracy of information”, are 20 respondents indicated delight, 10 satisfied, 5 not satisfied and 10 unhappy.

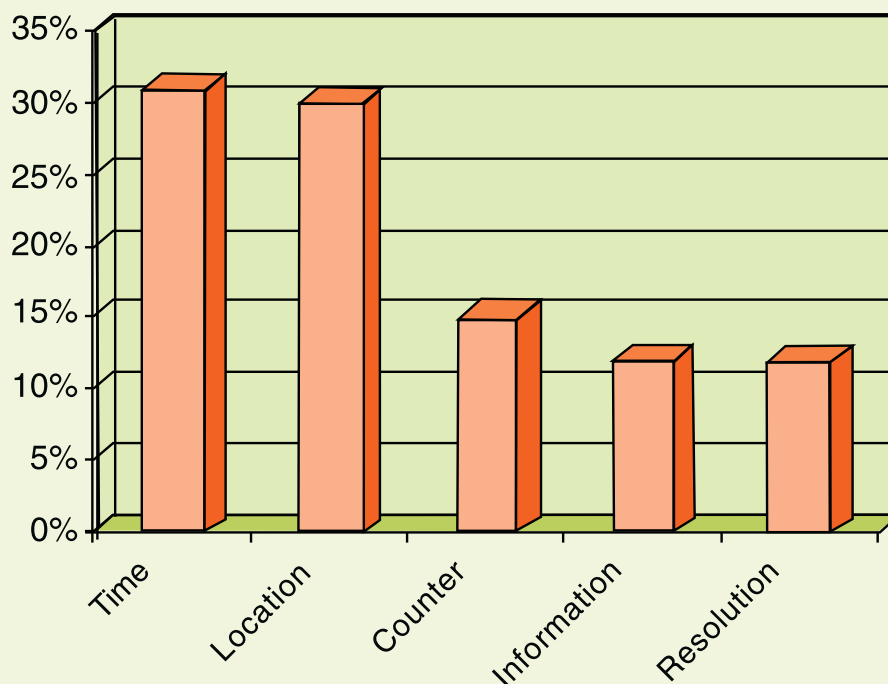
The next step is to multiply the response by the weight: 20 for delight x 0 weight = 0, 10 for satisfied x 2 weight = 20 etc. Do this for all the categories and add the total weighted scores for each category e.g. for accuracy = 120, service at counter = 130 etc. The total score is 890.

To determine the significant few, divide the score by the total to get a percentage for the specific category, e.g. accuracy of information represents 13% of the total score ($120/890 = 13\%$).

The last step is to plot the results on a histogram chart as indicated below.

Categories	Delighted Weight=0	Satisfied Weight=2	Not satisfied Weight=4	Very unhappy Weight=8	Score	%
Accuracy of information	Response=20 $20 \times 0 = 0$	Response=10 $10 \times 2 = 20$	Response=5 $5 \times 4 = 20$	Response=10 $10 \times 8 = 80$	120	$120/890 = 13\%$
Service at the counter	Response=10 $10 \times 0 = 0$	Response=15 $15 \times 2 = 30$	Response=15 $15 \times 4 = 60$	Response=5 $5 \times 8 = 40$	130	$130/890 = 15\%$
Problem resolution	Response=20 $20 \times 0 = 0$	Response=10 $10 \times 2 = 20$	Response=10 $10 \times 4 = 40$	Response=5 $5 \times 8 = 40$	100	$100/890 = 11\%$
Convenience (service location)	Response=0 0	Response=20 $10 \times 2 = 20$	Response=10 $10 \times 4 = 40$	Response=25 $25 \times 8 = 200$	260	$260/890 = 30\%$
Time to deliver the product	Response=0 0	Response=0 0	Response=20 $20 \times 4 = 80$	Response=25 $25 \times 8 = 200$	280	$280/890 = 31\%$
Total					890	100%

The results plotted on a histogram chart would look like this:



16.4.4 TOOL 15: COST OF POOR SERVICE DELIVERY

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> • A methodology based on the following formula: • $TOC = EFTW \text{ price} + CPSD$, i.e. TOC (total operating cost) equals EFTW (essential first-time work price) plus CPSD (cost of poor service delivery). • In the majority of organisations the equation is as follows: • $TOC (100\%) = EFTW (70\%) + CPSD (30\%)$ (85+15% would be world-class). • $CPSD = POAQ$ (price of attaining quality) (initially 1-5%) + $COPQ$ (cost of poor quality) (initially 20% of turnover). • $POAQ = POP$ (price of prevention – training, inspection, test) + POA (price of appraisal – checking). • $COPQ = COR$ (cost of rework) + COW (cost of waste). • Example: CPSD in documentation: • $POP =$ cost for training on word processing. • $POA =$ cost of proofreading. • $COR =$ cost of delays, etc. due to misfiled information. • $COW =$ cost of time lost due to wrong reporting. 	<ul style="list-style-type: none"> • Determine the price of preventing poor quality (POP), including training, testing, hiring, system, additional resources, etc. • Determine the price of appraisal to prevent poor quality (POA), including checking, proofreading, inspection, auditing, appraisals, etc. • Calculate the price of attaining quality (POAQ) by adding POP and POA. • Determine the cost of rework (COR) including all rework activities, wasted time, citizen cost, stationery cost, lost production as a result of rework. • Determine the cost of waste/mistakes/tasks not completed (COW), including time lost, opportunity losses, compensation paid, legal costs, additional resource (contractors), cost to the citizen. • Calculate the cost of poor quality (COPQ) by adding COR and COW. • Calculate the total cost of poor service delivery (CPSD) by adding POAQ and COPQ. 	<ul style="list-style-type: none"> • Optional tool, but very important to use if you are not sure what the actual business case for the new structure is, or if you need to find out how effective and efficient a process really is.

(Adapted from E vd Heever & T Cox, 2002. "Service delivery improvement management". Unpublished)

Example: Document production environment

To determine the total cost of poor service delivery (CPSD), you investigate the document production process and identify the following cost items:

- **Price of preventing poor quality (POP):**
 - o You find two activities that are used to prevent poor quality i.e. training and testing of equipment before starting to print.
 - o The training (work processing and equipment) takes five days per employee.
 - o They were trained on MS Word and on using the equipment.
 - o You determine the average cost of lost production and salary per day as R400,00 pp and the cost of training per person per day as R400,00.
 - o The cost of the testing activities includes the cost of 10 pages per machine (five machines), ink, and power.

- Price of quality assurance (POA):
 - o You find two activities that are used to ensure the quality of the product – inspecting the binding and printing quality and making sure all the pages are in the document.
 - o You calculate that inspecting the quality of the document takes five seconds per document and an average of 5 000 documents are checked each day.
 - o The average hourly rate of the employees is R50,00 per hour.
 - o This results in five seconds costing R0,07 ($R50/3\ 600\ \text{seconds} \times 5\ \text{seconds} = R0,07$).
 - o The cost of proofreading is the same as the quality inspection.

Price of attaining quality (POAQ)				
Cost elements	Unit(s) of measure	Cost per unit	Number of units	Total
Price of preventing poor quality (POP)				
1. Training	Cost per man day	R400 salary R400 training	10 people x 1 day each = 10	R8 000,00 (one-off)
2. Testing	Cost per page pd	R5,00 per page	10 pages x 5 machines	R250 pd = R60 000 pa
Price of appraisal to prevent poor quality (POA)				
3. Quality inspection	Cost per document	R0,076	R0,076 x 100 (random docs)	R7,60 pd = R1 824 pa
4. Content inspection	Cost per document	R0,076	R0,076 x 100 (random docs)	R7,60 pd = R1 824 pa
Total (The total amount spent to ensure quality of the product)				R950 pd R228 000 pa

- **You further identify the cost of rework (COR):**

There are direct and indirect costs associated with this item.

 1. Inspections reveal that certain documentation had to be reprinted, which resulted in lost production and waste.

The lost production was calculated per average document size (150 pages x R0,20 per page = R30,00 per document) and the number of documents which had to be reprinted per day (100 per day).
 2. Because of the rework, documents had to be sorted to make sure only the correct documents reach the client.

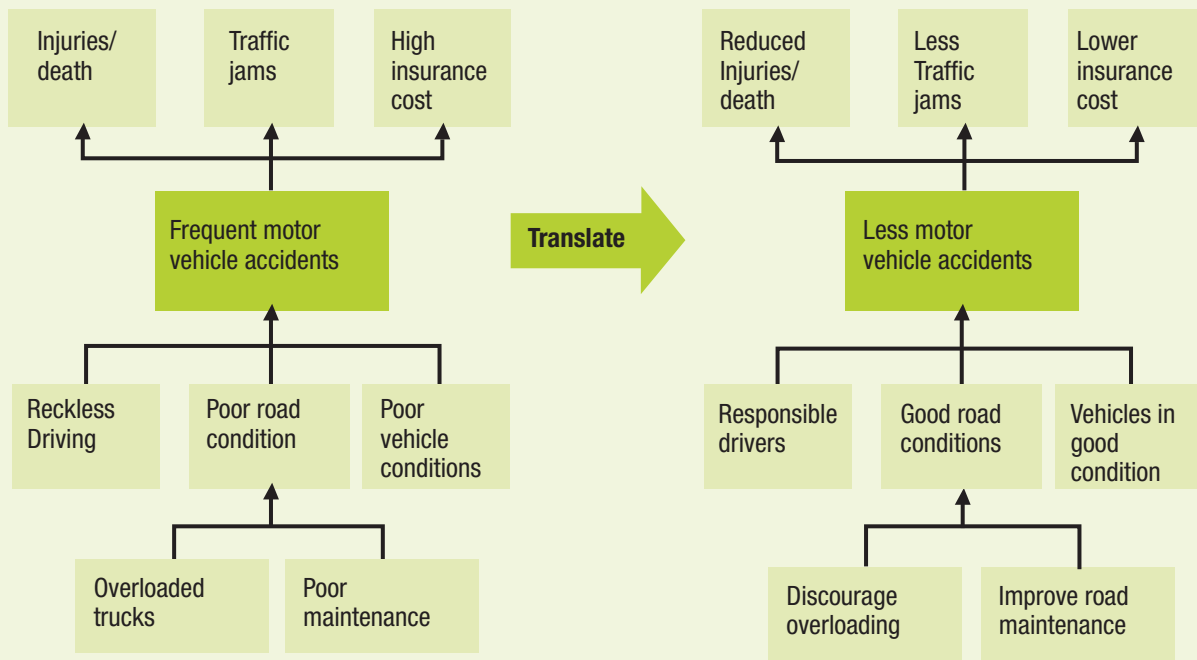
Three employees spent on average about 60 minutes per day sorting documentation to be collected (average R50 ph for 3 hours = R150).
 3. The average waiting time for clients to collect documentation or the courier company to collect is 20 minutes.

The average hourly rate for public servants is R150 and 20 minutes of waiting time = R50 per person.
About 100 clients collect documents each day which = R5 000,00 waiting time per day.
- **Cost of waste includes all the additional material which had to be purchased and the loss of volume which you decide is equal to the number of documents which had to be reprinted.**

Cost of poor quality (COPQ)				
Cost elements	Unit(s) of measure	Cost per unit	Number of units	Total
Cost of rework (COR)				
1. Loss in production	Documents to be redone per day	R0,20 per page	100 docs x 150 pages = 1 500	R3 000 pd R720 000 pa
2. Cost of sorting	Time spent sorting	R50 ph	1 hour for 3 employees per day	R150
3. Cost of waiting	Time spent waiting by clients	R150 ph	100 clients per day, each waiting 20 minutes	R5 000 pd R1,2m pa
Opportunities lost (COW – cost of waste)				
4. Additional product to be procured	Cost per page	R0,15	1 500 additional pages	R2 325 pd
	Cartridges	R1 000	1 cartridge per day	R558 000 pa
	Glue	R1 per doc	100 docs per day	
	Covers	R5 per cover	2 covers per document	
5. Additional volume	Documents per day	R0,20 per page	100 docs x 150 pages = 1 500	R3 000 pd R720 000 pa
Total				R11 475 pd R2,75m pa

16.4.5 TOOL 16: FAULT TREE ANALYSIS

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> • Fault tree analysis helps to illustrate the linkages between a set of complex issues or relationships by fitting them into a hierarchy of related factors. • It is used to: <ul style="list-style-type: none"> o Link the various issues or factors which may contribute to an organisational problem. o Identify root causes of a problem. • The important assumption underlying the fault is the hierarchical relationship between cause and effect. 	<ul style="list-style-type: none"> • Identify the major existing problems/ issues based on available information (e.g. by brainstorming). • Select one important problem for analysis, e.g. poor information quality. • Develop the fault tree by beginning with the direct causes of the problem, e.g. incorrect information from citizens, incorrect capturing of information. • After completing the fault tree, translate the different causes and effects into objectives, e.g. high accident rate – reduce accident rate by 40%. • This will provide the opportunity to determine success factors for the structural design process. 	<ul style="list-style-type: none"> • This process can help to distinguish the underlying or root causes of an institutional problem from their effects and guide advisers towards the critical issues that need to be tackled in institutional development. • For example, poor budgetary processes or late arrival of funds in a Ministry may be effects of a poor or non-existent public expenditure management process or poorly articulated priorities – or no money.



16.4.6 TOOL 17: SWOT ANALYSIS

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> The SWOT analysis is a tool for assessing and communicating the current position of an organisation or a restructuring option in terms of its internal strengths and weaknesses (things we control) and the external opportunities and threats (things we do not control) it faces. It provides a perspective on what would be required to build on strengths, minimise weaknesses, take advantage of opportunities and deal with threats. 	<ul style="list-style-type: none"> Gather and summarise initial insights from internal interviews and relevant documents. The 7 S or excellence models on page 16-1 can be used to gather information on strengths and weaknesses and the PESTE analysis (analysis of political, economic, socio-cultural, technological and ecologic factors) and customer value propositions can be used to identify opportunities and threats. Organise the information according to the matrix below and review this with key employees and stakeholders. Note that some strengths can also be weaknesses when viewed from a different perspective. The same applies to opportunities and threats. Develop strategies on the basis of a cross-impact analysis. (Formulate design principles based on the current strengths and opportunities, and based on the current weaknesses and threats to the organisation.) 	<ul style="list-style-type: none"> Good tool, to be used whenever it is appropriate.

	Opportunities	Threats
	<ol style="list-style-type: none"> 1. 2. 3. 4. 	<ol style="list-style-type: none"> 1. 2. 3. 4.
<ol style="list-style-type: none"> 1. 2. 3. 4. <p>Strengths</p>	Develop design principles to ensure that the current strengths and opportunities are incorporated.	Additional issues which may or may not be important.
<ol style="list-style-type: none"> 1. 2. 3. 4. <p>Weaknesses</p>	Additional issues which may or may not be important.	Develop design principles to eliminate the current weaknesses and mitigate the threats/risks associated with the current structure.

16.4.7 TOOL 18: 7 S ANALYSIS

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> • The 7 S framework describes seven key interdependent organisational variables that need to be taken into account in organisational design. • The 7 S model has proved to be a useful tool for analysing internal issues in an organisation. • While it is not as robust as the excellence models or other models like the Burke-Litwin model, it is easy to use. • The authors developed the model in the context of their research into the key attributes of excellent private sector organisations. 	<ul style="list-style-type: none"> • Use the 7 S framework as a basis for discussion of organisational design with key stakeholders in the organisation and relevant experts. • Special attention should be paid to the relationships between the seven variables. Gather data on each of the areas based on desk research and interviews with key stakeholders throughout the organisation. • Summarise findings in a report for senior staff. This report can then be used as a basis for identifying which boxes relate to which executives and managers, and can be useful in helping them understand the complex performance and change issues they are trying to manage. • Key questions to include are summarised in the table below. 	<ul style="list-style-type: none"> • Use it only to consider internal variables. • If you used the Burke and Litwin model to define the problem, the 7 S is not necessary.

Element	Key questions for each element
Strategy	<ul style="list-style-type: none"> • How clear is the vision and goals of the organisation? • Is everybody aware of the business focus when they plan the strategy? • Are all the stakeholders who should be involved part of the process?
Structure	<ul style="list-style-type: none"> • Does the current structure enable quick decision making, flow of information, service delivery to all citizens according to their requirements, ensure equal distribution of workload, etc.? • Is there a link between the structure and the strategy? • Are all the roles and responsibilities clearly defined? • Are governance structures in place to ensure participation of key stakeholders – staff, other Ministries and service users in determining how the organisation should deliver its service?
Staff	<ul style="list-style-type: none"> • Are they effectively utilised and do we have enough people? • Does the organisation encourage the right behaviour?
Skilled	<ul style="list-style-type: none"> • Are staff fully competent and do they have high morale? • Are jobs designed to ensure the right skills are utilised in the right place? • Are there enough opportunities for staff to develop and grow?
Style	<ul style="list-style-type: none"> • Is the leadership style of Ministers/senior civil servants conducive to a high-performance, high-service-oriented environment? • Do employees feel that they are important and are there efforts to make the work environment conducive to effective service? • Is information shared and communicated effectively and regularly enough?
Shared values	<ul style="list-style-type: none"> • What is the nature of the overt and covert rules, values, customs and principles that guide organisational behaviour? • To what extent are core professional values internalised?
Systems	<ul style="list-style-type: none"> • How effective are the human, financial and technology systems that support objectives? • Nature of incentives within HR and budgeting policies and procedures.

Adapted from Peters and Waterman: McKinsey 7S framework.

16.4.8 TOOL 19: DEPENDENCIES MAP

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> • A tool to determine and map the interdependencies for positions, processes and functions. • It provides a clear overview of requirements and critical tasks which need to be executed for the organisation to function effectively. 	<ul style="list-style-type: none"> • Determine the components to be reviewed: Processes, positions, functions etc. • Review the interdependencies per row. In the example below, the IT manager position is the first position in the left-hand column of row 1. Review the requirements of the IT manager from all the other positions in the header row. • Complete the analysis and identify critical dependencies which have to be incorporated into the design principles for each column and each row. 	<ul style="list-style-type: none"> • To be used when role confusion, duplication, idle time, blaming etc. are some of the symptoms of the current situation.

The following is an example of a dependencies map:

	IT manager	Facilities manager	HR manager	Important implications for new structure
IT manager	<ul style="list-style-type: none"> N/A. 	<ul style="list-style-type: none"> Information about office hours. 	<ul style="list-style-type: none"> HR policies. HR processes. Recruitment. 	
Facilities manager	<ul style="list-style-type: none"> New technologies. Security system support. 	<ul style="list-style-type: none"> N/A. 	<ul style="list-style-type: none"> Recruitment of staff. Office space requirements. 	
HR manager	<ul style="list-style-type: none"> HR software. System performance. 	<ul style="list-style-type: none"> Information about office hours. Adequate space. 	<ul style="list-style-type: none"> N/A. 	
Important implications for the new structure				

16.5 TOOLS FOR DECISION POINT 1: IS IT A STRUCTURAL PROBLEM?

Tools	Highly recommended	Recommended	Nice to have
Problem/solution matrix (including problem categorisation matrix)	X		
Alternative prioritisation	X		

16.5.1 TOOL 20: PROBLEM/SOLUTION MATRIX

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> A tool to categorise the type of problem/challenge or solution as structure or non-structure-related problems. The structure-related problems can be solved by permanent structural or governance solutions. The non-structure-related problems can be solved by formal systems, procedures or informal ad hoc solutions. The matrix is not a definitive tool, but a guide for decision making. 	<ul style="list-style-type: none"> Identify the problem and link the problem to the typical solution category (formal or informal). Some problems appear in more than one quadrant to facilitate due deliberation on the appropriate solution to the problem. Review the potential solutions and select the appropriate option(s) from the potential solutions matrix. Use the information to confirm the structure-related problems/opportunities to be addressed through the formal design process. 	<ul style="list-style-type: none"> Should be a standard framework to consider when deciding to restructure or not.

Part I: The problem categorisation matrix

	Formal–solution-related problems (Formal structure, systems and policy)	Informal/governance-solution-related problems (Committees, forums, groups, events, communication, awareness)
Structure related (problems which can be solved by adjustments to structure)	<ul style="list-style-type: none"> • Access to service by citizens. • Service delivery and quality. • Citizen inconvenience. • Risk management (e.g. trends of corruption). • Cost (e.g. top-heavy organisation, high cost and low service delivery). • Productivity/functioning. • Organisational flexibility and responsiveness. • Internal redundancies and inefficiencies. • Accountability and role clarity. • Span of control. • Duplication of roles or role uncertainty. • Workload. • Task bundling. • Flow of information (speed and accuracy of information). • Decision making. • Non-core business problems (options for outsourcing or partnering). 	<ul style="list-style-type: none"> • Service delivery and quality. • Citizen inconvenience. • Risk management. • Productivity/functioning. • Organisational flexibility and responsiveness. • Morale. • Communication. • Flow of information (speed and accuracy of information). • Decision making. • Service delivery and quality. • Deviant behaviour by individuals. • Lack of strategic clarity.
Non-structure-related (problems which cannot or should not be solved by means of structural solutions)	<ul style="list-style-type: none"> • Promotions issues. • Job grading issues. • Disciplinary challenges. • Incompetence (lack of skills and training). • Non-conformance to standards. • Lack of a clear strategy. • Uncertainty of outputs or performance criteria. • Systems ineffectiveness. • Individual needs and values. • Managerial competence and leadership practices. 	<ul style="list-style-type: none"> • Individual needs and values. • Managerial competence. • Leadership practices.

Part II: Problem/solution matrix

	Types of formal structure solutions (Formal structures)	Types of governance structure solutions (Committees, forums, groups, events, communication, awareness)
Structure related (Problems which can be solved by means of structural adjustments)	<ul style="list-style-type: none"> • Formal organisational structure adjustments: <ul style="list-style-type: none"> • Functional. <ul style="list-style-type: none"> o Product/service line. o Citizen. o Divisional or geographic. o Process. o Matrix. • Business model adjustments: <ul style="list-style-type: none"> o Outsourcing. o Networking. o Small/large. • Business process adjustments: <ul style="list-style-type: none"> o Re-engineering. o Downsizing. o Rightsizing. • Physical infrastructure. • Position related: <ul style="list-style-type: none"> o Span of control. o Decision making power. o Authority. o Task bundling. 	<ul style="list-style-type: none"> • Teams (decision making teams). • Forums (employee forums). • Groups (process management groups, strategic review groups). • Committees (audit, finance, risk management). • Quality management systems. • Monitoring systems. • Risk management systems. • Employee benefits. • Visual management. • Team charters. • Standard meetings. • Process ownership.
	<ul style="list-style-type: none"> • Types of formal solutions which become part of day-to-day operations 	<ul style="list-style-type: none"> • Types of informal interventions • (Events, forums, groups, communication, awareness)
Non-structure-related (problems which cannot or should not be solved by means of structural solutions)	<ul style="list-style-type: none"> • Processes. • Procedures. • Policy. • Systems (technology). • Systems (HR management). • Physical infrastructure. • Budgets. 	<ul style="list-style-type: none"> • Awareness campaigns. • Roadshows. • Events. • Culture programmes. • Communication. • Employee assistance programmes. • Day care, health care.

16.5.2 TOOL 21: INTERVENTION IDENTIFICATION

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> The tool can be used as a stand-alone tool for use in the case of less complex problems or can be used in conjunction with the problem/solution matrix. The tool can be used in preparation for structure discussions, as a decision making tool or as input into the business case. The tool assists in selecting the best-fit solution to the problem. 	<ul style="list-style-type: none"> Clearly formulate the problem statement or group of related problems. This information can be generated by using the problem/solution matrix or by using information generated by any other diagnostic tool. Identify potential options: <ul style="list-style-type: none"> Brainstorming of potential solutions. Use generic solutions (the tool provides for some generic considerations, but is not definitive and can be expanded). Rank the potential solutions in order of priority. Provide comments about the implementation and rationale for selection. 	<ul style="list-style-type: none"> Reality check to support the solution selection matrix.

The following table can be used if you want to use intervention identification as a tool:

Problem statement		
Options	Best fit (Indicate where N/A and rank the rest in order of priority (1-x))	Comments on the rationale and potential implementation considerations
• Upskilling/multiskilling of staff.		
• Outsourcing of non-core functions.		
• Utilising consultants.		
• Utilising contract workers.		
• Creating partnerships with private sector or other departments.		
• Formal structure change (restructuring).		
• Governance structure change (incentives, HR system, culture change, leadership).		
• Systems development or technology implementation.		
• Other.		

16.6 TOOLS FOR STEP 5: DEVELOP A CASE FOR CHANGE TOOLS

Tools	Highly recommended	Recommended	Nice to have
Success indicator identification	X		
Structure questionnaire		X	
Design principles	X		

16.6.1 TOOL 22: SUCCESS INDICATOR IDENTIFICATION

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> To determine the indicators of success, in other words what would success look like for us OR how will we know if we are successful? It provides a basis for determining design principles in complementing the organisational and problem analysis. 	<ul style="list-style-type: none"> Identify the areas for success (the tool provided uses stakeholder groupings and balanced scorecard indicators as basis). Identify the results (i.e. 95% service recipient satisfaction, 1 000 new houses built) and behaviour (all employees willing to go the extra mile, service users utilising the internet more often) which will indicate success in each block. Clearly indicate in detail how we will know if we are successful. Include these success indicators as part of the case for change. 	<ul style="list-style-type: none"> Should be used without exception with any structural change or adjustment. This tool is applicable to an overall organisational restructuring or a unit or team structure adjustment.

Areas for success	We will know we are successful when we achieve the following results or behaviour by our employees:				
	Stakeholders	Cost and overall benefit of service	Service quality	Service delivery process	People capacity, innovation and learning
Government (Our value proposition and their requirements)	<ul style="list-style-type: none"> Treasury approves 100% of budget. No qualification from the OAG. 	<ul style="list-style-type: none"> 100% service user satisfaction. No legal proceedings. 	<ul style="list-style-type: none"> No duplication of tasks. Full alignment with other departments. 		
Employees (Our value proposition and their requirements)	<ul style="list-style-type: none"> Each employee will be able to explain how he/she makes a difference. 	<ul style="list-style-type: none"> No service user waits more than three days for an answer. No service user spends more than 30 minutes without an answer to his/her query. 	<ul style="list-style-type: none"> Employees support each other to improve. 	<ul style="list-style-type: none"> Each employee is part of a process improvement group. All employees are 100% competent and multiskilled. 	

Service users/ recipients (Our value proposition and their requirements)	<ul style="list-style-type: none"> • 1 000 new houses built. • 10 000 people with shelter. 	<ul style="list-style-type: none"> • 100% satisfaction. 	<ul style="list-style-type: none"> • 40% of users apply via telephone or the internet. 	
Based on the required performance and behaviour, we need to consider the following design principles for the new structure:	<ul style="list-style-type: none"> • All divisions are fully aligned when budgeting. • Quick, accurate and consistent flow of information. 	<ul style="list-style-type: none"> • As close as possible to the service user. • As close as possible to a one-stop shop (no unnecessary handovers). 	<ul style="list-style-type: none"> • Employee involvement. • Alignment with other departments (no duplication). 	<ul style="list-style-type: none"> • Continuous improvement. • Multidisciplinary workforce (optimal utilisation of multiskilled employees)

16.6.2 TOOL 23: ORGANISATIONAL STRUCTURE QUESTIONNAIRE

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> • A set of structured questions to assist the integration of the diagnostic information collected to date. • It also provides the guiding questions for compiling a case for change or high-level business case. 	<ul style="list-style-type: none"> • Review each of the questions in sequence and provide an explanation for each by using the information collected in the diagnostic phase. 	<ul style="list-style-type: none"> • This tool can be used for all types of restructuring and should be considered when compiling any case for change or high-level business case.

Case for change questions	Explanation
<ul style="list-style-type: none"> • How is your organisation, division, or department structured today? (Draw a chart.) 	
<ul style="list-style-type: none"> • What are the strengths and limitations of this structure? (It might be useful to ask both internal and external stakeholders.) 	
<ul style="list-style-type: none"> • How does your current structure serve or fail to serve the needs of citizens? 	
<ul style="list-style-type: none"> • How are your business processes helped or hindered by your current structure? (Think about coordination needs – for example, which steps in each business process are highly interdependent?) 	
<ul style="list-style-type: none"> • How do employees feel about the current structure? 	
<ul style="list-style-type: none"> • Would a different structure improve morale, productivity, or opportunities for creativity? 	

Case for change questions	Explanation
<ul style="list-style-type: none"> How might a different structure eliminate or improve weaknesses in the current one? 	
<ul style="list-style-type: none"> What would be the success indicators for the future structure? 	
<ul style="list-style-type: none"> What are the design principles to ensure that the new structure improves on the current one? 	

16.6.3 TOOL 24: DESIGN PRINCIPLES

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> Design principles are the criteria which the design team identifies to guide the development and evaluation of a new structure. Design principles should be used to ensure focus in the design process of the formal and governance structures. 	<ul style="list-style-type: none"> The table below provides a generic set of design principles, but these principles should be reviewed in view of the diagnosis, the success indicators and the structure questions. Once the design principles have been agreed, the team then determines the relative priority of each of the design principles. Once the priorities have been established, the team then reviews the principles for their applicability in the design process, that is, applicable to the formal or governance structures or to both structures. Include these principles in the case for change. 	<ul style="list-style-type: none"> This is the most frequently used type of tool for restructuring.

Example of a design principle table:

Design principles	Detail of principle	Priority	Formal structure	Governance structure
1. Optimal alignment (Structure must ensure alignment with instruments of governance).	<ul style="list-style-type: none"> • Ensure planning and budget cycle alignment. • Ensure adequate information to plan strategic and operational programmes of action • Generate accurate and adequate information to justify budgetary requirements to Treasury. 			
2. Structure must support focus on citizen's needs.	<ul style="list-style-type: none"> • The way in which the organisation seeks to serve clearly identified target groups of service recipients should be evident from the structure. • All roles should include opportunities for interaction with service recipients. 			
3. Optimal coordination (Structure must support an integrated working method).	<ul style="list-style-type: none"> • Purpose of each team and its contribution to the overall departmental objectives must be clear. • No functional silos. 			
4. Structure must enable increased focus on the relationship between advocacy/ promotional activity and results.	<ul style="list-style-type: none"> • Clear definition of high-level responsibilities of each role, along with key interdependencies. • Clear definition of the key outputs that each role is accountable for delivering. 			
5. Holistic governance – distinction of responsibilities between hub level and central must be clear.	<ul style="list-style-type: none"> • Focus on the whole and not parts of the system of governance. • Clear definition of the activities which will be carried out by roles based in the regions and those which will be carried out centrally. • A consistent structure and titles should be maintained across the regions. 			
6. Required level of integration (structure must provide flexibility for individuals to expand their skills).	<ul style="list-style-type: none"> • Roles should be designed so that staff have the flexibility to cover other roles within the same team where required. • Design for critical mass in respect of resource utilisation. 			
7. Allocation of responsibilities between teams must be clear.	<ul style="list-style-type: none"> • Clear interfaces between teams. 			
8. Contribute to goals of the developmental state.	<ul style="list-style-type: none"> • Must be informed by the broader priorities of the developmental state. • Must be consistent with principles of the developmental state. 			