

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**
- **CHAPTER 17: DESCRIBES TOOLS FOR USE IN PHASE 2: DETERMINE REQUIREMENTS**
- **CHAPTER 18: DESCRIBES TOOLS FOR USE IN PHASE 3: DESIGN FUTURE ORGANISATION**
- **CHAPTER 19: DESCRIBES TOOLS FOR USE IN PHASE 4: BUSINESS CASE AND IMPLEMENTATION PLANNING**
- **CHAPTER 20: DESCRIBES TOOLS FOR USE IN PHASE 5: IMPLEMENTATION**
- **CHAPTER 21: DESCRIBES TOOLS FOR USE IN PHASE 6: MONITOR AND EVALUATE**
- **CHAPTER 22: DESCRIBES TOOLS FOR USE IN MANAGING CHANGE AND TRANSITION**

CHAPTER 17

DESCRIBES TOOLS FOR USE
IN PHASE 2: DETERMINE
REQUIREMENTS

CHAPTER 17

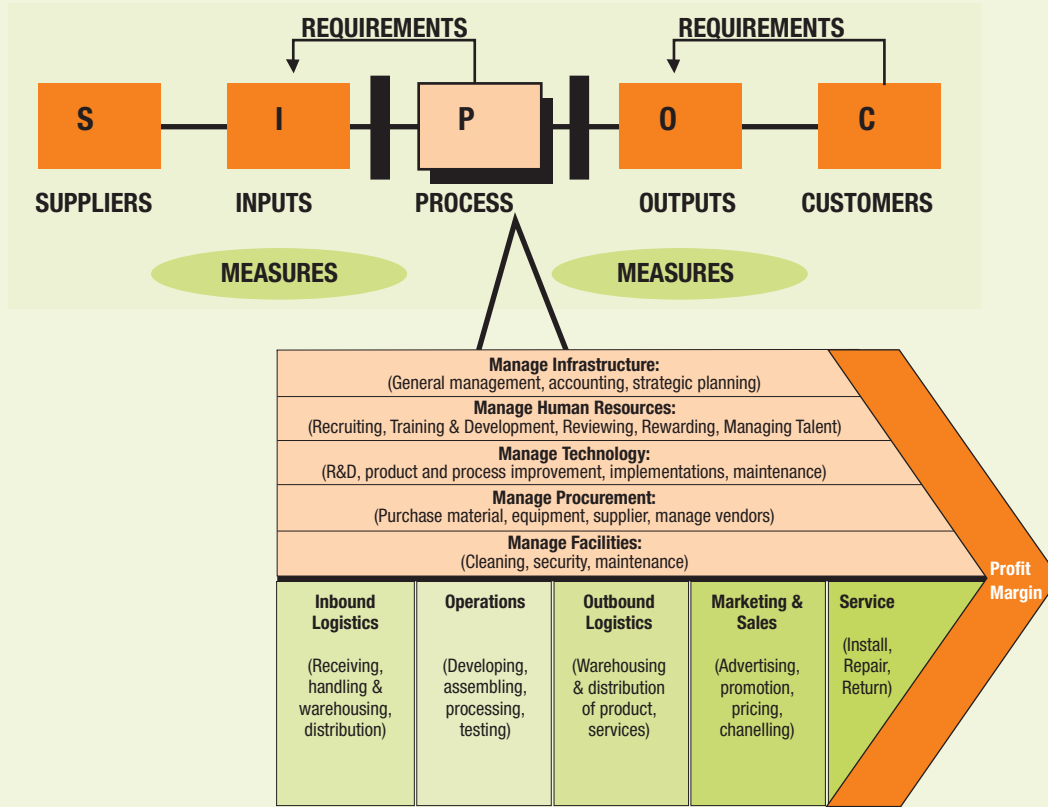
17. TOOLS FOR PHASE 2: DETERMINE REQUIREMENTS

17.1 TOOLS FOR STEP 6: DETERMINING REQUIREMENTS AND CAPABILITIES

Tools	Highly recommended	Recommended	Nice to have
Backward process analysis and engineering (SIPOC)	X		
Service recipient requirements analysis		X	
Process-structure alignment requirements		X	
Business process maps	X		
Quick structured map			X
Process analysis and optimisation		X	
Dependencies map	X		
Process-supplier matrix	X		
External requirements analysis	X		
Risk analysis	X		
Service capacity planning		X	
Organisational capability analysis	X		
Behaviour enabler identification	X		
Behaviour/structure analysis framework	X		
Structure constraints review		X	
Maturity analysis		X	
Structure assessment questionnaire	X		

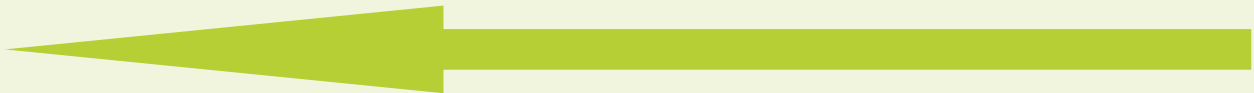
17.1.1 TOOL 25: BACKWARD PROCESS ANALYSIS

What is it?	How to use it
<ul style="list-style-type: none"> The backward process analysis tool is based on the SIPOC acronym indicating Supplier, Input, Process, Output, and Customer. The analysis process, however, starts by identifying the customer (citizen in your case) and working backward towards input requirements. It is therefore more appropriate to refer to it as the “Copic” model rather than “Sipoc”. Although developed for the private sector, the tool is applicable to the public sector – customers are citizens and users of public services. 	<ul style="list-style-type: none"> The following value-added chain provides an overview of the sequential thinking and analysis pattern associated with the backward analysis process. <div data-bbox="486 456 1418 589" style="text-align: center;"> </div> <ul style="list-style-type: none"> Identify the customers (citizens) or reconfirm the customers (this might have been completed as part of the diagnostic phase). Determine the key requirements, value propositions or expectations of each customer or customer grouping/segment in detail (this might also be completed during the diagnostic phase). Determine the business processes required to provide the customers/stakeholders with what they need or expect. Each customer requirement invariably requires the organisation to be good at executing certain business processes. Refer back to the value and business drivers, identify the key activities which will enable delivery, and list them against each requirement. (This may result in the same process being identified more than once.) In order to be fully aware of what is required to execute the process, the requirements for each process have to be identified. Process requirements include skills, knowledge, standards, norms, equipment and facilities and standard procedures which will enable the replication of the same process at the same level of performance by anybody involved in the execution of the process. Identify the input requirements in detail for each process (raw material, application form, information, model, etc. which will be transformed into something more valuable, i.e. the customer requirement). Identify the suppliers for each input required to execute the process and list them.
When to use it	
<ul style="list-style-type: none"> The review of business processes with the end in mind should be used almost without exception if service and service orientation are at all important in the structural design. 	



Adapted from Michael E. Porter, Competitive Advantage: Creating and Sustain Superior Performance, 1985

Example of SIPOC:

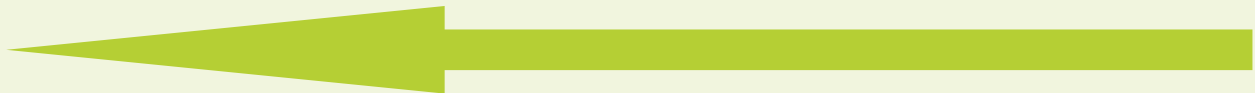


Supplier	Inputs	Process	Output/product	Customer outcome
<ul style="list-style-type: none"> • Patient. • Investors. • Medical schools. 	<ul style="list-style-type: none"> • Money. • Information. • Doctor. • Nursing staff. • Resources. 	<ul style="list-style-type: none"> • Surgery. • Meal supply. • Ward service. • Pre-/post-op. • Admission. • Finance. 	<ul style="list-style-type: none"> • Three meals a day. • Operation not longer than planned. • Cost no more than quoted. • Minimum discomfort. 	<ul style="list-style-type: none"> • Healthy and productive again.

Process analysis:

What is it?	How to use it
<ul style="list-style-type: none"> • Process analysis describes the activities that take place in a business and relates them to an analysis of the competitive strength of the business. Influential work by Michael Porter suggested that the activities of a business could be grouped under two headings: <ul style="list-style-type: none"> o Primary activities – those that are directly concerned with creating and delivering a product (e.g. component assembly). o Support activities, whilst not directly involved in production, may increase effectiveness or efficiency (e.g. human resource management). It is rare for a business to undertake all primary and support activities. • The aim is to determine segmented citizen 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"> • List all the citizen requirements and our value propositions (make sure the requirements are detailed and quantifiable). • Identify the key business processes required to provide the citizens with what they need or what we are promising (value proposition). • Identify in turn all the support processes the organisation needs to fulfil in order to enable the execution of the key business processes.

Example



Support activities to ensure that primary processes and activities are executed fully	Primary processes and activities to ensure citizen satisfaction	Citizen requirements
		1
		2
		3
		4

17.1.2 TOOL 26: DETERMINE CUSTOMER REQUIREMENTS

In any structuring exercise, it is important to take note of the following:

For...	The organisation needs to...
Investors (government) and citizens (service recipients)	Build its value proposition.
Citizens and employees	Grow the business.
Employees and investors	Invest in human resources.

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> The aim is to determine segmented citizen 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 citizen 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 requires new passport within two days after application. Review the collective requirements under each category and identify the structural implications to achieve each. 	<ul style="list-style-type: none"> If the service user requirements have not yet been identified, this tool is an important mechanism to do it. This tool forms the basis for value drivers and process analysis.

Stakeholders	Segments Groups	Requirement categories					
		Speed and convenience	Quality	Cost	Volume	Safety	Morale
Government	Executive						
	Other departments						
	Other						
Citizens	High income						
	Low income						
	Rural						
	Urban						

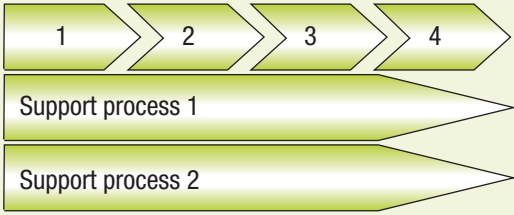
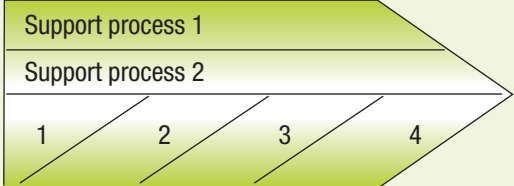
17.1.3 TOOL 27: PROCESS STRUCTURE ALIGNMENT REQUIREMENTS

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> A tool to identify process inefficiencies and subsequent structural flaws. 	<ul style="list-style-type: none"> Review each of the questions in the questionnaire and determine which of the situations are applicable to your organisation. Identify either a process design or structural design intervention to address the identified process or structural inefficiency or ineffectiveness. 	<ul style="list-style-type: none"> Use as a support tool for the process analysis. Use if the team needs to confirm their findings on any other other requirement analysis tools.

Process identification considerations	New processes/procedure to address the need	Structural impact
<ul style="list-style-type: none"> What is the downstream effect (the effect on other processes, effect of receiving late delivery or poor quality from suppliers inside or outside the organisation and silo approaches), if people are unable to perform according to certain expectations? 		
<ul style="list-style-type: none"> Does the organisation compensate for poor quality or poor service, e.g. poor quality of work, not delivering on time, spelling errors, incorrect figures, etc. What is the effect when people deliver outstanding work versus when people deliver poor quality work? There should be a “carrot and stick” scenario embedded in the organisation. 		
<ul style="list-style-type: none"> Does the organisation employ people to check other people’s work? As soon as work is checked for correctness, the structure is allowing for and building inefficiencies into processes. 		
<ul style="list-style-type: none"> Are things done right the first time around? If not, why not? What can be done to rectify the situation? 		
<ul style="list-style-type: none"> How can the business improve on a specific process and how can the organisation understand what it is that citizens want? 		
<ul style="list-style-type: none"> Is the organisation structured according to its own internal requirements or according to what the citizen wants? 		
<ul style="list-style-type: none"> What are the risks causing inefficiencies in our processes? 		
<ul style="list-style-type: none"> Do we really know what the citizens’ requirements are; are they clarified and tied back to the specific process? 		

17.1.4 TOOL 28: BUSINESS PROCESS MAPS

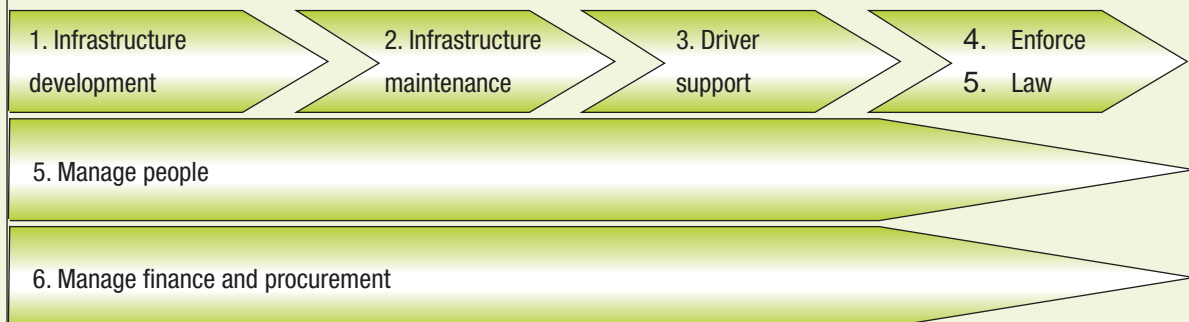
Option 1: Value-added chain (VAC) map

What is it?	How to use it
<ul style="list-style-type: none"> A value chain or value-added chain map is a high-level sequential representation of how key groups of tasks (processes) add value to the final product or service. This type of map is used to create a picture of the business' or organisation's main activities which can be divided into two groups: <ul style="list-style-type: none"> Primary or key business activities/processes are those which directly influence the final product or service. Support activities/processes are those that enable and support the execution of the key business processes, e.g. finance, HR, IT, security, and audit. 	<ul style="list-style-type: none"> Identify the primary reason for the organisation's/team's existence: To ensure safe access to and from our communities for commercial and private purposes. Determine the last major process which is to be executed to achieve the reason for existence: Last process. Group the value drivers and capabilities into two categories. There are two ways of depicting the value chain or VAC: VAC map  Porter value chain 

When to use it

- This map forms the basis for the service model and for capacity analysis. It is a very important tool in the whole structuring process.
- Not required if the restructuring does not impact a whole department or unit.

Example: VAC map for Provincial Department of Transport



Examples of primary activities:





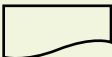
Primary activity	Description
Inbound logistics	<ul style="list-style-type: none"> All those activities concerned with receiving and storing externally sourced materials.
Operations	<ul style="list-style-type: none"> The manufacture of products and services – the way in which resource inputs (e.g. materials) are converted into outputs (e.g. products).
Outbound logistics	<ul style="list-style-type: none"> All those activities associated with getting finished goods and services to buyers.
Marketing and sales	<ul style="list-style-type: none"> Essentially an information activity – informing buyers and consumers about products and services (benefits, use, price etc.).
Service	<ul style="list-style-type: none"> All those activities associated with maintaining product performance after the product has been sold.

Examples of support activities:

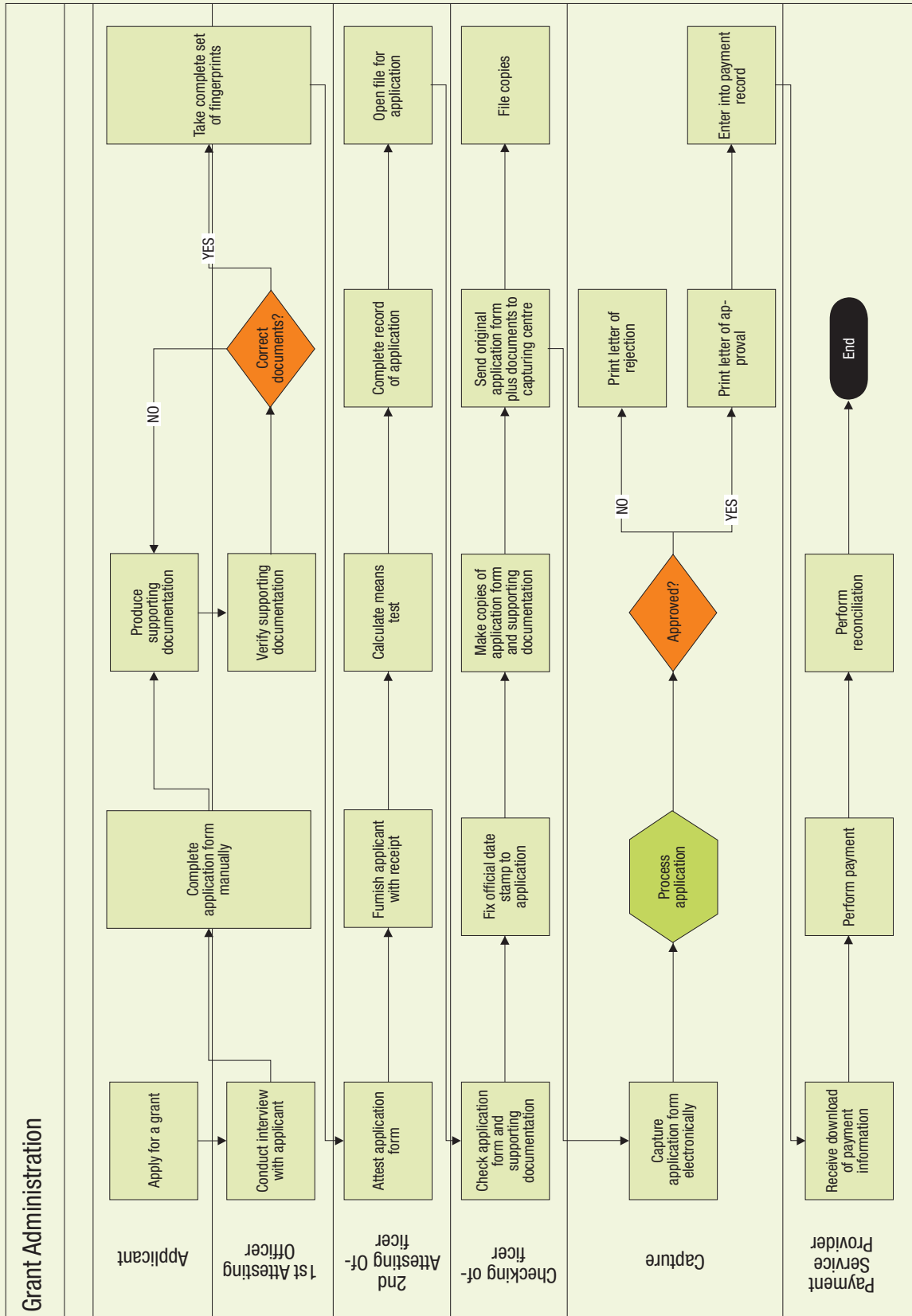
Support activities	Description
Procurement	<ul style="list-style-type: none"> This concerns how resources are acquired for a business (e.g. sourcing and negotiating with materials suppliers).
HR management	<ul style="list-style-type: none"> Those activities concerned with recruiting, developing, motivating and rewarding the workforce of a business.
Technology development	<ul style="list-style-type: none"> Activities concerned with managing information processing and the development and protection of knowledge in a business.
Infrastructure	<ul style="list-style-type: none"> Concerned with a wide range of support systems and functions, such as finance, planning, quality control and general senior management.

Option 2: Flow chart map

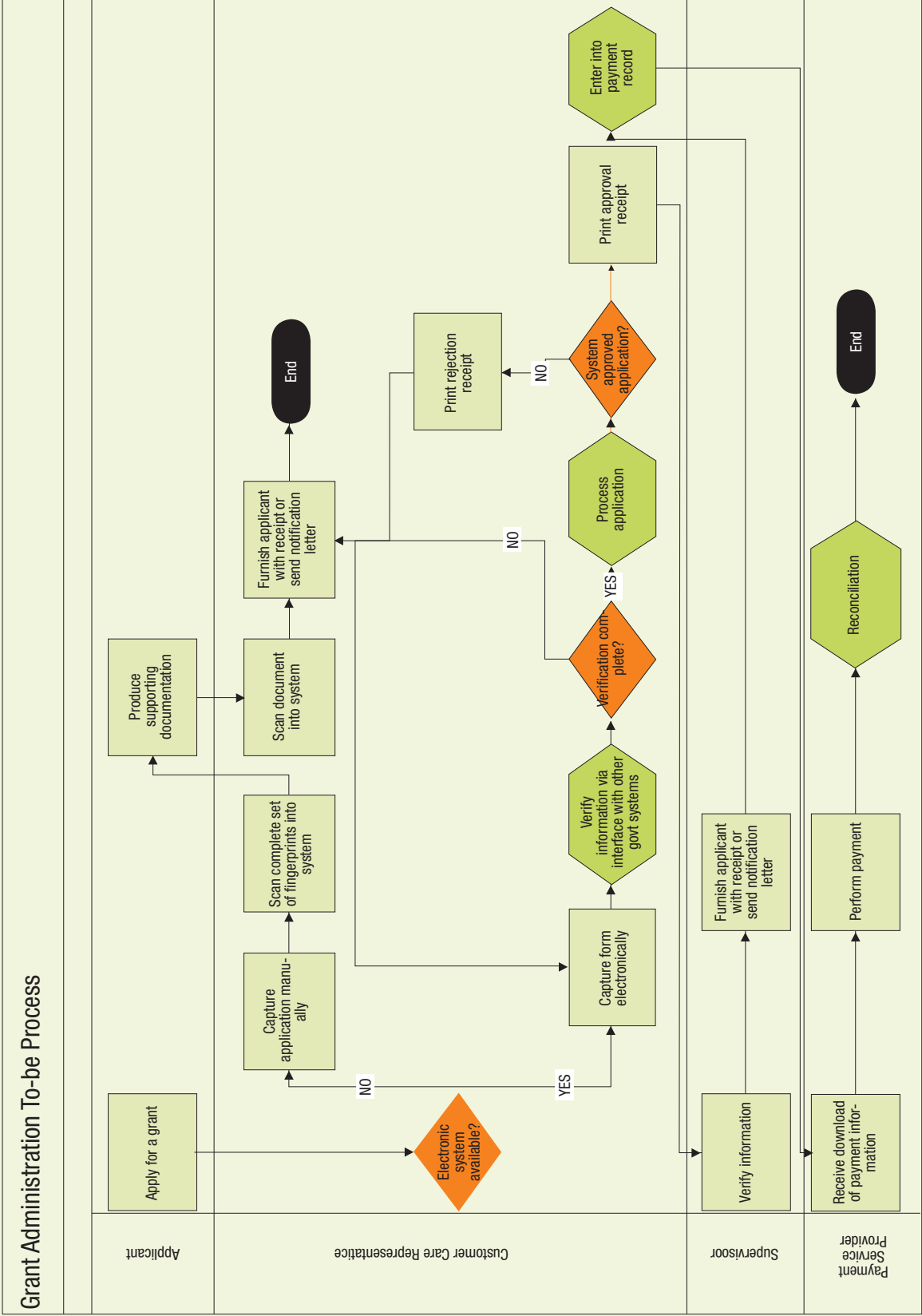
What is it?	How to use it	When to use it
<ul style="list-style-type: none"> The purpose of process mapping is to use diagramming to understand the process we currently use and ask what is expected of us; what should we be doing to provide better citizen focus and satisfaction? 	<ol style="list-style-type: none"> Step 1: Determine the boundaries. <ol style="list-style-type: none"> Where does a process begin? Where does a process end? Step 2: List the steps. <ol style="list-style-type: none"> Use a verb to start the task description. The flow chart can either show sufficient information to understand the general process flow or detail every finite action and decision point. Step 3: Sequence the steps. <ol style="list-style-type: none"> Use post-it notes so that you can move tasks. Do not insert arrows until later. 	

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> • Process mapping identifies the best practices the organisation needs to incorporate and find appropriate benchmarks to measure how we can arrive at better ways of communicating our services. 	<p>3. Step 4: Draw appropriate symbols.</p> <p>Start with the basic symbols:</p> <ul style="list-style-type: none">  a. Ovals show input to start the process or output at the end of the process.  b. Boxes or rectangles show tasks or activities performed in the process.  c. Arrows show process direction flow. If there are feedback arrows, make sure feedback loop is closed, i.e. it should take you back to the input box.  d. Diamonds show points in the process where yes/no questions are asked or a decision is required. Usually there is only one arrow out of an activity box. If there is more than one arrow, you may need a decision diamond.  e. Deliverables should be clearly indicated if it is a detailed procedure map. <p>4. Step 5: Draft system model.</p> <ul style="list-style-type: none"> a. Draw charts using system model approach. b. Input – use information based on people, machines, material, method, and environment. c. Process – use subsets of processes in series or parallel. d. Output – use outcomes/desired results or deliverables. e. Control – use best in class business rules. f. Feedback – use information from surveys or feedback. <p>5. Step 6: Check for completeness.</p> <ul style="list-style-type: none"> a. Include pertinent chart information, using title and date for easy reference. <p>6. Step 7: Finalise the flow chart.</p> <ul style="list-style-type: none"> a. Ask if this process is being run the way it should be. b. Are people following the process as charted? c. Do we have consensus? d. What is redundant; add what is missing. 	<ul style="list-style-type: none"> • This tool is useful in identifying operational requirements for information flow, work flow, decision making, handover, etc. • If the restructuring requires operational structure design, the tool should be considered for all key or critical processes of the value chain.

Example of as-is process map (combination-type map)



Example of map of process-to-be



17.1.5 TOOL 29: QUICK STRUCTURED MAPS

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> • A quick tool to map high-level processes and identify support processes without skills and knowledge about specialised mapping tools or methodologies. • The quick structured map is used in support of the value-added chain map (VAC) to provide additional information and overview of process complexities and dependencies. • It provides an opportunity to analyse processes and identify opportunities for improvement. • The link to organisational structures is made via the value-added chain. 	<ul style="list-style-type: none"> • Identify the value-added chain component, e.g. manage human resources. • Define the process. • Clarify the organisational context (owner, executer). • Use SIPOC to analyse the process (remember, it starts with the customer (citizen) – first ask what the citizen wants, then how to give it to the citizen, then what inputs are required and then who the supplier will be). • Identify key performance indicators based on citizen requirements (speed, quality, volume, cost). • Identify the sequential subprocesses. Although processes will not always follow in sequence and there will be feedback loops and decision points, the idea is to identify the subprocesses in order to determine what activities need to be performed. 	<ul style="list-style-type: none"> • An alternative to process flow charts. • This tool is useful to analyse a process for the sake of information and confirmation of time and sequence of activities.

Example of a quick structured map for human resource management:

1. Process description

Level-one value chain process common name	Manage Human Resources
Objective(s) of the process explained in this document	To perform all actions related to the management of the human resources of the company. This includes all aspects of planning, developing, compensating, and relationship management of the company's workforce .

2. Organisational context

Business unit owner	Manages Human Resources
Department/unit owner	Human Resources
Responsible process owner(s)	Human Resources Manager

3. Process analysis

Suppliers Who provides me with the inputs?	Trigger (input) What is required to start the process?	Customer requirements (outputs) What are the citizen requirements of the end results?	Customer Who uses the end results of the process?
Executive Committee HR Manager	Start or change in organisation	To determine human resources strategy and organisational structure	Executive Committee
Line managers	Planning	Business continuity and employee growth	Line manager, employees
Line managers Employees	Request from line manager or employee	Employees should have adequate skills to perform duties. Employees would like to grow in their careers.	Employees
Line managers	Vacancies identified	Vacancies to be filled by suitable candidates.	Line managers
Line managers	Employee appointed	Employee should be adequately remunerated and have access to benefits as well as pension options.	Employees

4. Key performance indicators

Type	Dimension	Measure (KPI)	Target	Information source
Key output measures (lagging)	Quality	Appointed employees match required skills	80%	HR database
		Average number of training days per employee	10 days	HR database
	Speed	Time from vacancy to employee appointment	14 days	HR database
	Cost	Employee setup cost	<R30k	HR database, financial system
Key process measures (leading)	Quality	Employee turnover rate	10%	HR database
		Accurate salary payments	99%	Valid complaints received
	Speed	Time to negotiate collective bargaining agreement	14 days	Tracking of negotiation procedures
	Cost	Resource cost percentage of overall expenses	10%	HR database, financial system
Input measures (leading)	Quality	Accurate information on employee		
	Speed			
	Cost	Funds for salary payments and other HR activities	100%	Treasury

Process analysis (subprocesses)

Step number	Role player	Action	Average processing time	Potential results
# 1 HR-010	HR Manager	Define Human Resources strategy		Human Resources strategy and vision defined. Programmes to support strategy and vision defined and implemented.
# 2 HR-020	HR Manager	Plans and manages HR programmes and plans		Policies and procedures developed. Training programmes developed. Performance appraisal process and recognition plans developed. Headcount and salary plans developed.
# 3 HR-030	Executive Board and HR Manager	Design and maintain organisational structure		Organisational structure designed. Organisational positions defined. Reporting lines established. Personnel budget created. Job vacancies posted.
# 4 HR-040	HR Manager and line managers	Career and succession planning		Business continuity ensured. Career plans ensured. Training and development needs established. Succession plans developed.
# 5 HR-050	Recruitment agent, line managers, HR Manager	Manage recruitment, hiring and integration		Suitable candidates employed to fill positions.
# 6 HR-060	Training coordinator	Develops and trains workforce		Employees have adequate skills to perform duties and to grow their careers.
# 7 HR-070	Payroll administrator, line managers	Manage remuneration and classification		Adequate compensation for employees. Employees suitably promoted or transferred.
			0	Minutes/hours/days

17.1.6 TOOL 30: PROCESS ANALYSIS AND OPTIMISATION

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> • A benchmark tool for process optimisation. • It provides a structured analysis of each business process against standard optimisation criteria. 	<ul style="list-style-type: none"> • Identify the business processes for the organisation or unit. • Write these processes and their definitions in the top row (you can increase the number of columns). • Evaluate each process against each of the criteria and rank the process as good, medium or poor. 	<ul style="list-style-type: none"> • An optional tool to review process effectiveness. • Can provide sound information for the capability identification.

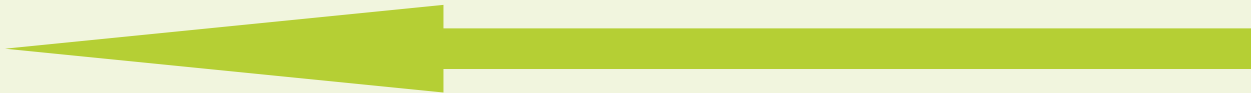
Analyse current business processes against the characteristics of optimal processes	Process 1 <i>Good, medium, poor</i>	Process 2 <i>Good, medium, poor</i>	Process 3 <i>Good, medium, poor</i>
The assignment rights of decisions in the organisation are clear to all, transparent and aligned with best practice.			
The methods of rewarding are clear to all, fair and aligned with strategic intent.			
The structure of systems to evaluate the performance of both individuals and business units are clear and enjoy the support of all levels of employees. In this regard, the organisation collects measurements diligently because everyone in the organisation wants feedback and wants to know how well they are doing.			
Every person understands the big picture and exactly how he/she “fits” into it and accordingly adds specific value. This understanding underpins the value proposition to clients, employees and investors.			
Every process is defined, understandable to all and followed to ensure consistent service quality.			
We talk to customers and have agreements, e.g. service level agreements, in order to meet their requirements.			
Continuous improvement is a way of life, problems are opportunities to improve and processes are easy to change.			
The organisation ensures that suppliers understand and provide it with what it needs to provide the required service to customers.			

17.1.7 TOOL 31: DEPENDENCIES MAP (PROCESS DEPENDENCIES)

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, functions, etc. • 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. Example: The IT manager position is the first position in the left-hand column, row 1. Review the requirements of the IT manager from the perspective of 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"> • Important tool to identify dependencies between business processes, which might be important for the service model design.

	IT manager	Facilities manager	HR manager	Important implications for job description
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 job descriptions				

17.1.8 TOOL 32: PROCESS-SUPPLIER MATRIX



Suppliers (According to what standards should we execute the process, what are the norms for this type of work?)	Input requirements (Collective skills and knowledge required to execute the process)	Process
1. Applicant (who needs to be trained or informed by the service provider) 2. Printer 3. IT service provider	1. Accurate completion of application form 2. Adequate application forms 3. Electronic application forms	Example: Application process
•	•	• Process/activity 1
•	•	• Process/activity 2
•	•	• Process/activity 3
•	•	• Process/activity 4

	Supplier type 1	Supplier type 2	Supplier type 3	Important implications for new structure
Process/activity 1	• N/A			•
Process/activity 2		• N/A		•
Process/activity 3			• N/A	•
Important implications for the new structure	•	•	•	•

17.1.9 TOOL 33: RISK ANALYSIS

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> The risk management matrix is situated along two axes: <ul style="list-style-type: none"> The probability of an adverse outcome. The scale of the impact if things do not go according to plan. The degree of risk will therefore fall into one of four quadrants. The relevant strategies for responding to the degree of risk are set out in each of the quadrants. 	<ul style="list-style-type: none"> Identify possible problems and decide which quadrant they fall into and then plan accordingly for their management. Risk is not static, and regular risk assessments should be carried out to ensure that circumstances have not led to the need for a revised assessment and handling strategy. 	<ul style="list-style-type: none"> A useful tool to determine the risk for the implementation of the structure. This links back to the givens identified during the diagnostic phase.

Example of risk analysis

Risk category	Specific risk event	Probability (1-10 scale)	Impact (1-10 scale)	Risk factor /100
People				
Client				
Process				
Technology				
Environment				
Funding				

	High impact	Low impact
High probability	Address in detail in structure. (Be careful not to create another risk in the way you manage the known risk.)	Address in governance structures at least.
Low probability	Include in governance structure process for review.	Address if required.

17.1.10 TOOL 34: SERVICE CAPABILITY PLANNING

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> A planning process which starts with the end in mind. Each of the capability criteria builds on the previous criteria to ensure an integrated aggregate plan with adequate attention to detail and contingency requirements. 	<ul style="list-style-type: none"> Work from the top to the bottom of the planning tool. Start by first defining (in detail) the output associated capacity requirements. Define the structural implications this might have. (For example, the output requirements are visiting 10 sites a day, but one person can only perform three visits and you only have two people. Structurally, you need to increase capacity.) Continue with the same process till the last row of the table. 	<ul style="list-style-type: none"> Very useful tool for the design of new structures or significantly adjusted mandates and output targets.

Service capability criteria	Detailed description	Structural requirements to ensure service capabilities
<p>Output capacity How many services do we need to provide? (Who is the customer, how often, how much, how long, what kind, etc.) How many goods do we need to produce?</p>		
<p>Location Where will we have to render the service or produce the product?</p>		
<p>Aggregate plan What is the overall demand for the products or services? How many will be produced or provided on an annual basis?</p>		
<p>Master schedule How much demand do we forecast? How will we meet the demand on a month-to-month basis?</p>		
<p>Processes Which core processes do we need to provide the services to meet the anticipated demand? (Process, subprocesses, standards, knowledge and skills, resources, policies and procedures.</p>		
<p>Process requirements What standards, knowledge and skills, resources, policies and procedures)</p>		
<p>Facilities layout Layout or distribution of facilities and infrastructure</p>		
<p>Input What information, raw material, funding, backup and support do we need?</p>		

17.1.11 TOOL 35: ORGANISATIONAL CAPABILITY PLANNING

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> A tool to determine the capability requirement for a process. 	<ul style="list-style-type: none"> Identify each task or procedure and ask the following four questions for each: <ul style="list-style-type: none"> What skills are required to execute it? What resources are required? What standards should be in place? What standard procedures should be followed? 	<ul style="list-style-type: none"> Useful to prepare for work design.

Option 1: Process execution based capability identification

	Standards <i>(At what standards should we execute the process, what are the norms for this type of work?)</i>	Resources <i>(What permanent resources do we require: facilities, technology, and people?)</i>	Procedures <i>(What governance procedures are required, e.g. decision making, sharing of information, quality assurance, and risk management?)</i>	Skills and knowledge <i>(Collective skills and knowledge required to execute the process)</i>
Example: Application process	<ul style="list-style-type: none"> 10 minutes to process an application. One person should complete at least 20 applications per day. 	<ul style="list-style-type: none"> Based on forecast 100 applications requiring five FTEs. 		<ul style="list-style-type: none"> Computer skills. Systems knowledge. End-to-end process knowledge.
Process 1				
Process 2				
Process 3				

Option 2: Identification of capability based on process results

	Customer facing capabilities	Internal facing capabilities	Partnerships	Management capabilities
Process 1				
Process 2				
Process 3				

17.1.12 TOOL 36: BEHAVIOUR ENABLER IDENTIFICATION

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> The table provides an opportunity to review the enablers and constraints for required behaviour by employees. Strong values and collective effort provide for competitive advantage. This tool identifies the things which need to be incorporated into the new structure and those which need to be changed and improved. 	<ul style="list-style-type: none"> If the required behaviour of employees has not yet been identified, identify the type of behaviour which will be required of employees if the organisation is to be successful in future. Review each of these behaviours against the behaviour enablers to determine what practices are currently encouraging or discouraging the required behaviour. This provides important input into the operational structuring. 	<ul style="list-style-type: none"> Very good generic tool to be used, regardless of the type of structuring initiative.

What kind of behaviour do we need employees to display to achieve our strategy?

Behaviour enablers	What in our people management will promote the required behaviour?	What in our people management prevents the required behaviour?
Quality of people/colleagues (abilities, general behaviour, motivation/attitude)		
HR management (staffing, T&D, performance management, remuneration)		
Organisational management (organisational structure, leadership, culture [the unwritten rules] and communication)		
Operations (technology, facilities, R&D, processes)		
Strategy (outsourcing, marketing, EE, BEE)		

17.1.13 TOOL 37: BEHAVIOUR-STRUCTURE ANALYSIS FRAMEWORK

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> The process of identifying and aligning organisational infrastructure processes with “new” processes and ensuring that organisational characteristics can support new behaviours. The following graphic illustration depicts the gap that needs to be addressed to reach the future end state. 	<ul style="list-style-type: none"> As with the behaviour enablers tool, you first need to identify the ideal behaviour. Review the way in which the different organisational layers should and can be used to encourage the required behaviour. Identify the structural components (formal and governance structures which will be required in the new structure). 	<ul style="list-style-type: none"> Alternative to the behaviour enabler identification.

Behaviour requirements	Strategy layer	Operational layer	HR process layer	Structure	Leader-ship	Communication
Behaviour 1						
Behaviour 2						
Behaviour 3						
Behaviour 4						

17.1.14 TOOL 38: STRUCTURE CONSTRAINTS REVIEW

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> A tool to identify constraints or certain givens which are not likely to change in the short- to medium-term future. It provides an opportunity to review the organisation’s external environment and constraints that need to be taken into account in designing the structure. 	<ul style="list-style-type: none"> Review each of the constraints to identify specific considerations for the new structure or for the project team. Rank the considerations to determine which will have the biggest impact on the new structure or the process of restructuring. 	<ul style="list-style-type: none"> Alternative to identifying the constraints in the diagnostic phase. Very important to complete for any large-scale restructuring.

Constraints	Considerations to be taken into account when structuring the organisation	Ranking
Organisation and country maturity (Process, technology, developmental state, access, socio-economic reality, view of public service, willingness for self-service)		
Dependencies between the main operating divisions (Sequential nature of work flow, decision making process, duplication)		
Service and legal risks (Health, safety, corruption, recipient behaviour)		
Financial constraints (Current and future, prioritisation)		
Regulatory requirements		
Resource and physical constraints (Technology, equipment, geography, infrastructure, people)		
Skills constraints (Availability, quality, time to develop)		

17.1.15 TOOL 39: MATURITY ANALYSIS

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> • Maturity models provide an indication of how mature the organisation is, based on key processes and practices that are employed. • The maturity level is indicative of the effectiveness and efficiency of the organisation and the probable quality of its outcomes. Typically they identify five maturity levels against a number of key organisational features. • Each maturity level is a plateau in which one or more processes have been transformed from a lower level to achieve a new level of capability. • It implies a progression through informal, repeatable, well-defined, managed and continuously improving levels against organisational features such as administration, planning, integration and involvement. 	<ul style="list-style-type: none"> • Assess your organisation against the criteria. • Determine your overall level of maturity. • Review the business practices of the organisation further against the maturity levels. • Identify the implications of the level of maturity for the new structure and the way in which it needs to be implemented and governed. 	<ul style="list-style-type: none"> • Useful tool for a reality check, especially in large-scale restructuring interventions.

Example of a maturity analysis table:

Levels	Description	Own organisational maturity	Implications for the new structure
1. Localised use	<ul style="list-style-type: none"> Where individual staff members innovate in their rendering of services, but those innovations are limited by existing organisational practices and are not transferred or sustainable in the longer term. 	•	•
2. Internal coordination	<ul style="list-style-type: none"> Where a degree of sharing of assets and resources developed and individuals' uses of organisational practices are managed in line with overall strategic plans. 	•	•
3. Process redesign	<ul style="list-style-type: none"> Where the organisation moves beyond automating existing approaches and begins to apply organisational practices more systematically to redesigned processes. 	•	•
4. Network redesign and embedding	<ul style="list-style-type: none"> Where the redesigned processes become part of the essential day-to-day work of the organisation and management processes have been established to ensure their reliability. 	•	•
5. Redefinition and innovative use	<ul style="list-style-type: none"> Where the technology is used to offer new 'customer services' in new ways to 'new' stakeholders. 	•	•

Template for reviewing maturity levels of business practices:

Business practices	Level 1	Level 2	Level 3	Level 4	Level 5	Implication for structures
Clinical governance						
Corporate governance						
Performance management and improvement						
Risk management						
Shared vision						
Business planning						
Robust personal development plans for ALL staff						
Medium-term strategic planning						
Accountability agreements						
Clear policies and procedures						
Shared service agreements						
High-performance teams						
Performance management systems						
Understanding functions						
Communication plans						

17.1.16 TOOL 40: STRUCTURE ASSESSMENT QUESTIONNAIRE

What is it?	How to use it	When to use it
<ul style="list-style-type: none"> A structure questionnaire to review the current organisational structure in terms of four requirements for effective structures: <ul style="list-style-type: none"> Levels of hierarchy. Span of control. Decision making. Coordination. 	<ul style="list-style-type: none"> Review each of the questions and answer each question. Identify the implications for the design as regards levels of hierarchy, span of control, decision making and coordination. 	<ul style="list-style-type: none"> Suggested use for every restructuring exercise.

Questionnaire to determine the four requirements for effective structures:

Management layers (levels of hierarchy)	
<ul style="list-style-type: none"> How many levels of management do you have in your present organisation? (The number of levels might be different in different parts of the organisation.) 	
<ul style="list-style-type: none"> What are the costs and benefits of each level of management to the organisation as a whole? To each manager or supervisor? To the workers reporting to each manager? 	
<ul style="list-style-type: none"> In terms of your goals, business processes, and key success factors, are there places where it might be desirable to eliminate a level of management? What would be the possible drawbacks or benefits of doing this? How would the work formerly done by the managers at that level be dealt with? 	
<ul style="list-style-type: none"> Are there places where it might be beneficial to add a level of management? What value would it contribute to the organisation? What are the downsides of doing this? How can they be overcome? 	
Spans of control	
<ul style="list-style-type: none"> What is the span of control for each of the managers and supervisors in your organisation? 	
<ul style="list-style-type: none"> Do any of these seem to warrant investigation? (Suggestion: first look at spans of four or fewer and spans of 10 or more.) 	
<ul style="list-style-type: none"> Describe any challenges that might be due to an overly narrow or overly broad span. 	
<ul style="list-style-type: none"> Would it make sense to consider changing the span of control in particular cases? What do the relevant managers and supervisor think? 	
<ul style="list-style-type: none"> Will changing spans of control lead to more or fewer levels of hierarchy? If so, what would be the ripple effects? 	
<ul style="list-style-type: none"> If the spans of control are broadened, how can the expectations and skills of managers and workers be changed so that they can work successfully within the new span? What else needs to change to make the new span work? 	

Decision making	
<ul style="list-style-type: none"> • What kinds of decisions can be made and action taken at each level in the organisation? 	
<ul style="list-style-type: none"> • Could some decisions be delegated to lower levels? 	
<ul style="list-style-type: none"> • How would such a delegation in specific cases affect your goals, business process, and success factors? 	
<ul style="list-style-type: none"> • What additional knowledge and skills do employees need at lower levels to make these decisions? How would people’s roles and jobs change? 	
<ul style="list-style-type: none"> • What decisions must be centralised at the top level of the organisation, and why? 	
Coordination and control	
<ul style="list-style-type: none"> • When does the organisation use the following methods to coordinate and/or control work? 	
<ul style="list-style-type: none"> o Supervision. 	
<ul style="list-style-type: none"> o Standardising processes. 	
<ul style="list-style-type: none"> o Standardising outcomes. 	
<ul style="list-style-type: none"> o Standardising inputs. 	
<ul style="list-style-type: none"> o Employee commitment. 	
<ul style="list-style-type: none"> o Employee teams. 	
<ul style="list-style-type: none"> • Describe any problems that have occurred in your work situation due to the technique used. 	
<ul style="list-style-type: none"> • Are any informal coordination and control methods used that sometimes replace the formal methods? If so, would you consider enforcing the formal methods? How about changing the formal methods? 	
<ul style="list-style-type: none"> • If a different organisational structure were in place, what would be the most appropriate techniques for coordinating and controlling work in different parts of the organisation? 	

17.2 TOOLS FOR STEP 7: DESIGN OPERATING/SERVICE MODEL

17.2.1 TOOL 41: SERVICE MODEL DESIGN

What is it?	How to use it
<ul style="list-style-type: none"> The operating/service model consists of organisational processes to which functions are allocated. There are three approaches for building an operating model: Top-down, bottom-up or concurrent streams. Every operating model has many advantages and drawbacks. Understanding these and making the right implementation choice require a very broad understanding of the organisation. 	<ul style="list-style-type: none"> Complete the future work flows. Group processes or parts of processes under functions and allocate responsibility for the execution of processes or parts of processes. Key questions to be answered by the model: <ul style="list-style-type: none"> Who are the customers (citizens)? How do we interface with these customers? How do internal customers interface with one another? Which teams need to interact with other parts of the organisation/third-party partnerships? How do we integrate our suppliers? Which operating blocks need to work closely together/ share information? How do we group capabilities so that we can deliver within the operating blocks? Are there different options interaction of the operating blocks or delivery of the strategic objectives?

Example of a business/service model

