

SECTION 1 IS AN INTRODUCTION TO THE GUIDE AND TO ORGANISATIONAL STRUCTURING. THE SECTION CONTAINS THE FOLLOWING:

- **CHAPTER 1: INTRODUCING THE GUIDE**
- **CHAPTER 2: UNDERSTANDING ORGANISATIONAL STRUCTURE AND DESIGN**
- **CHAPTER 3: THE REGULATORY FRAMEWORK**
- **CHAPTER 4: ORGANISATIONAL STRUCTURING PROCESS**
- **CHAPTER 5: TROUBLESHOOTING AND FREQUENTLY ASKED QUESTIONS**

CHAPTER 4

ORGANISATIONAL STRUCTURING PROCESS



CHAPTER 4

4. ORGANISATIONAL STRUCTURING PROCESS

There are various types of structuring interventions, each with its unique challenges and process requirements. Although Chapter 6 provides for a generic organisational restructuring or structuring process, not all the steps would be required in each of the types of structuring interventions.

4.1 DIFFERENT TYPES OF INTERVENTIONS

The five types of organisational structuring are discussed in the table below:

Type of structuring intervention	Critical steps of each
1. Transferring a function out of the department to another department	<ul style="list-style-type: none"> The process is described in the Public Service Regulations.
2. Transferring a function into the department from another department	<ul style="list-style-type: none"> The process is described in the Public Service Regulations and will require a high-level analysis of the impact on the recipient department <ul style="list-style-type: none"> Design of the workflow. Design of the job/position. Standard implementation process.
3. Structuring for a mandatory function based on executive decision	<ul style="list-style-type: none"> High-level diagnostic activities. Communication. Design activities (architecture at a high level, job design at a detailed level). Consultation. Implementation. Measurement based on executive requirements of the new function.
4. Structuring for a new unit base on strategic imperatives	<ul style="list-style-type: none"> Diagnosis will focus on strategic requirements. Communication will be about the impact of the new structure. Designing will include architecture and job design. Consultation (full consultation process for first three tiers). Implementation. Measurement (based on strategic imperatives).
5. Restructuring of the current department or unit based on performance improvement requirements	<ul style="list-style-type: none"> Full problem statement and diagnosis. Communication (involvement of stakeholders to determine impact). Design (full architecture and job design). Consultation (full consultation process for top three tiers). Implementation (strong emphasis on workforce migration and labour relations). Measurement (based on success indicators and/or strategic imperatives).

4.2 OVERVIEW OF GENERIC STRUCTURING PROCESS

The diagram below provides an overview of a generic organisational structuring process.

The aim of the diagram is:

To –	define and explain the phase-review structure of the organisational design process
In a way that –	all managers and practitioners will have a clear understanding of The process to be followed. The relevant stages to be performed. The review stages to be passed.
So that –	organisational design (especially on tiers 1-3) is executed in a standardised, structured and disciplined manner.

4.2.1 PHASE-REVIEW APPROACH

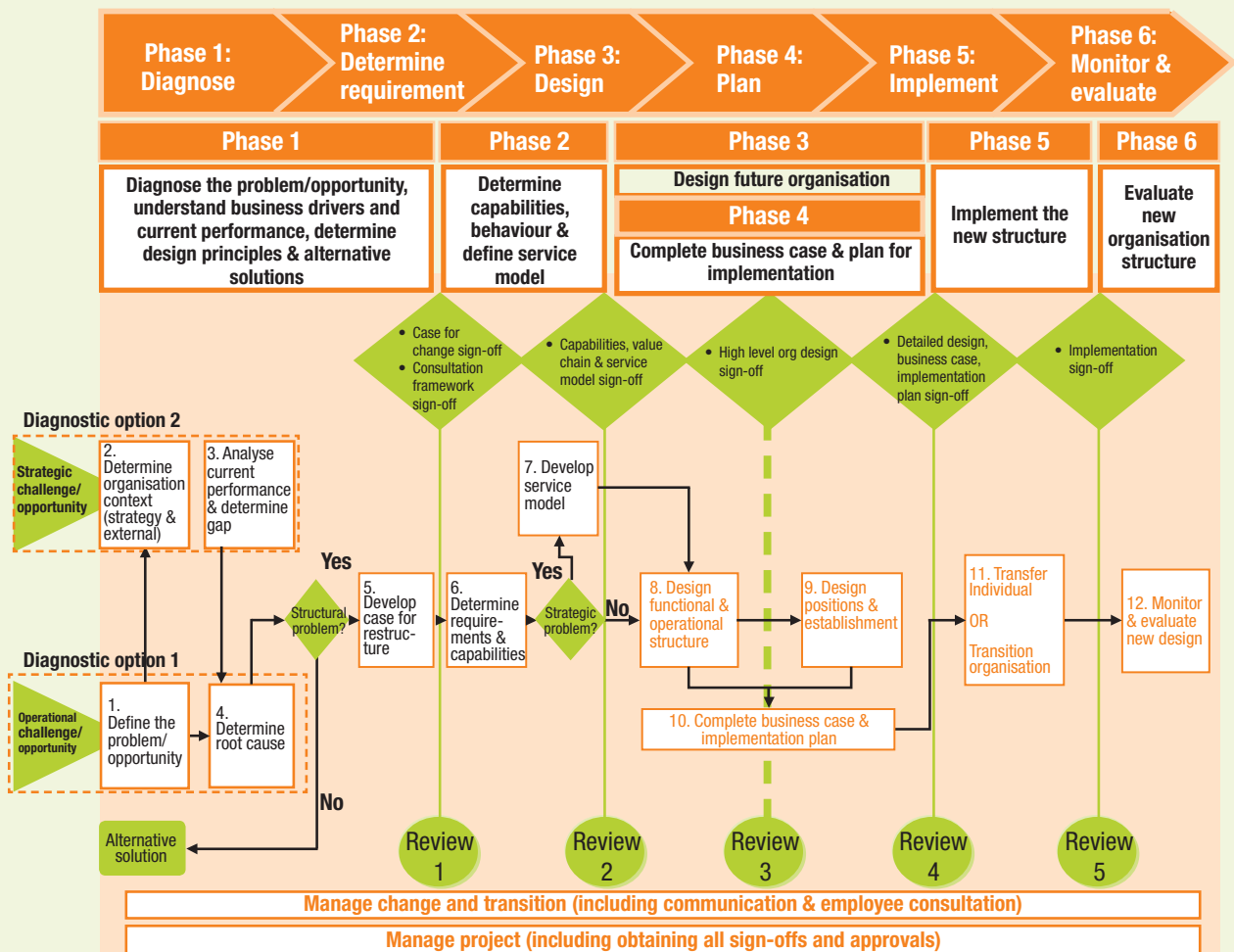
The phase-review approach consists of:

- Six phases with 12 steps.
- Two decision points.
- Five review points.
- Two transversal work streams.

The phase-review structure is composed of six phases that are separated by five review points. Each phase has steps with identifiable deliverables to guide design teams. Phase 1 is preceded by a request for initiation of the organisational structuring process.

The review points represent the standardised points in the process where the go/no-go decisions are made. Each design initiative must pass through these review points in order to continue. All the required deliverables must be completed in order to move through the review point to the next phase of the process.

4.2.2 DESCRIPTION OF PHASES AND STEPS



Phases	Steps	Description
Phase 1: Diagnosis	Steps 1 and 4	<ul style="list-style-type: none"> Diagnostic option 1: Define the problem and its root cause(s) for operational or individual position related problems (e.g. the organisation as a whole is performing well but a certain region is struggling or unit is not performing as well as other similar units).
	Steps 1 to 4	<ul style="list-style-type: none"> Diagnostic option 2: Define the problem, determine or review the current organisational context (strategy and external realities) and its current performance (results and internal effectiveness) in order to determine the gap between required and actual.
	Decision point 1	<ul style="list-style-type: none"> Based on information on problem and root cause, take a decision on whether it is a structural or non-structural organisational problem.
	Step 5	<ul style="list-style-type: none"> In cases of structural organisational problems, complete a case for change including success criteria and design principles for the new or adjusted structure.

Phases	Steps	Description
Phase 2: Determine requirements	Step 6	<ul style="list-style-type: none"> Define the organisational processes and associated requirements for the organisation to achieve the strategic objectives.
	Decision point 2	<ul style="list-style-type: none"> Decide if it is necessary to first develop a service model (step 7) or proceed directly to step 8 (designing structure).
	Step 7	<ul style="list-style-type: none"> If the restructuring involves tiers 1-3, construct an operating/service model to provide a pictorial representation of how the organisation will operate.
Phase 3: Design	Step 8	<ul style="list-style-type: none"> Design initial formal functional and operational structure with purpose and function and the governance structures which will enable the functional/operational structure to function.
	Step 9	<ul style="list-style-type: none"> Complete positions and establishment upon approval of the functional/operational structure.
Phase 4: Planning	Step 10	<ul style="list-style-type: none"> Complete the full business case for consideration by the relevant EA and MPSA (if tier 1-3 restructuring) and an implementation plan which includes implementation strategy, risk analysis, dependency analysis, technology and infrastructure requirements, layout (if applicable), impact analysis, employee migration strategy, monitoring and review plan.
Phase 5: Implementation	Step 11	<ul style="list-style-type: none"> Implement the structure which includes progress reports, project team meetings, issues management, risk management, change management, and communication.
Phase 6: Monitoring and review	Step 12	<ul style="list-style-type: none"> Monitoring and evaluating the success of the adjusted or new organisational structure based on the monitoring and review strategy.
Transversal work streams		
Manage change	<ul style="list-style-type: none"> Ensure effective management of the change and the impact on stakeholders through communication, training, consultation, targeted focus groups, labour relations management. 	
Manage project	<ul style="list-style-type: none"> Ensure effective management of the design process and its associated review points. It includes ensuring delivery of all outputs and deliverables, managing effort, obtaining sign-off/approval and monitoring the schedule and task execution. 	

4.2.3 REVIEW POINTS

The six stages are separated by the following reviews:

Review	Description
Review 1:	<ul style="list-style-type: none"> Review the proposed case for change which includes the structure success indicators and design principles. The deliverable should also indicate the alternative solutions considered before deciding on a structural adjustment.
Review 2:	<ul style="list-style-type: none"> Review the business processes as presented in a value-added chain process map, the required capabilities to execute the business processes and the operating/service model required to direct the processes and capabilities towards effective service delivery.
Review 3:	<ul style="list-style-type: none"> Review the functional and operational structure including the proposed governance structures that are required to enable the functional/operational structure.
Review 4:	<ul style="list-style-type: none"> Review the detailed designed organisational structure with positions, job descriptions and establishment. Further review the detailed business case (cost, benefits, risk reduction, etc.) and full implementation plan for consideration by the relevant EA and MPSA.
Review 5:	<ul style="list-style-type: none"> Review the implementation of the structure in the operating environment and measure performance against targets.

4.3 OUTPUTS AND DELIVERABLES

The outputs and deliverables of the organisational structuring process are described in the table below.

Phases	Major deliverables of the phases	Deliverables of the change management process	Deliverables of the project management process
Phase 1: Diagnosis	<p>Diagnostic option 1:</p> <p>Step 1:</p> <ul style="list-style-type: none"> Problem/opportunity definition and need for further diagnosis, AND <p>Step 4:</p> <ul style="list-style-type: none"> Root cause description. <p>Diagnostic option 2:</p> <p>Step 1:</p> <ul style="list-style-type: none"> Problem/opportunity definition and need for further diagnosis. <p>Step 2:</p> <ul style="list-style-type: none"> Organisational strategy implications (At least value drivers OR critical success factors) AND external requirements implications (at least a stakeholder requirements analysis). 	<ul style="list-style-type: none"> Communication strategy. Inform all participants in the diagnostic phase about the objectives, process and required outcomes. Identify potential dependencies and impacted parties with specific actions to address. Change readiness assessment (if required). Consultation framework for the remainder of the initiative to present to the EA. 	<ul style="list-style-type: none"> Project charter. Project schedule. Project team (if required). Diagnostic process and tools identified. Reports on progress. Convene review 1 meeting. Present diagnosis results for approval or rejection. Project team meeting agendas and minutes. Issues log. Sign-off sheets.

Phases	Major deliverables of the phases	Deliverables of the change management process	Deliverables of the project management process
Phase 1: Continue	<p>Step 3:</p> <ul style="list-style-type: none"> Gap analysis between current and required performance (at least a gap analysis and employee behaviour analysis). <p>Step 4:</p> <ul style="list-style-type: none"> Root cause description. <p>Step 5:</p> <ul style="list-style-type: none"> Case for change: Alternatives considered. <ul style="list-style-type: none"> Justification for proposed structure adjustments. Structure success indicators. Design principles. 		
Phase 2: Determining requirements	<p>Step 6:</p> <ul style="list-style-type: none"> SIPOC analysis (Customer, Output, Process, Input, Supplier). Relevant process maps (value-added chain, flow chart, time-responsibility maps, quick structured process descriptions). Capability requirements. A list of external requirements. <p>Step 7:</p> <ul style="list-style-type: none"> Operating/service model. 	<ul style="list-style-type: none"> Change management strategy. Change readiness assessment. Leadership alignment analysis. Stakeholder analysis and engage stakeholders. Communicate progress and results of the review meeting to relevant parties. 	<ul style="list-style-type: none"> Design plan and schedule. Report on progress. Convene review 2 meeting. Obtain approval of service model. Sign-off sheets. Project team meeting agendas and minutes. Issues log. Sign-off sheets.
Phase 3: Design	<p>Step 8: High-level structure</p> <ul style="list-style-type: none"> Functional structure vertical and horizontal alignment (purpose and function). Operational structure vertical and horizontal alignment (purpose and function). Governance structure (purpose and function). <p>Step 9: Detailed structure</p> <ul style="list-style-type: none"> Detailed process maps as required with metrics indicators. Organogram with positions and establishment (vertical and horizontal alignment). 	<ul style="list-style-type: none"> Communicate organisational architecture and service model. Consult with unions and employee representatives on impact of changes. 	<ul style="list-style-type: none"> Set up design team. Report on progress. Convene review 3 meeting. Obtain approval for high-level organisational design. Project team meeting agendas and minutes. Issues log. Sign-off sheets. Updated project schedule.

Phases	Major deliverables of the phases	Deliverables of the change management process	Deliverables of the project management process
Phase 4: Planning	<p>Step 10.1: Business case:</p> <ul style="list-style-type: none"> • Key performance indicators. • Financial and non-financial benefits. • Impact on own department, other departments and service recipients (citizens). • Cost of implementation. • Time to first benefit realisation. • Sustainability of benefits. • Risks and dependencies. • Assumptions. <p>Step 10.2: Implementation planning:</p> <ul style="list-style-type: none"> • Implementation strategy. • Implementation monitoring and reporting process. • Monitoring and evaluation plan. 	<ul style="list-style-type: none"> • Communicate the results of MPSA consultation. • Change strategy and plan. • Communication plan. • Training plan. • Workforce transition plan. • Labour relations management plan. 	<ul style="list-style-type: none"> • Report on progress. • Convene review 4 meeting. • Obtain approval for implementation plan and establishment. • Arrange consultation with MPSA for inputs. • Project team meeting agendas and minutes. • Issues log. • Sign-off sheets. • Updated project schedule.
Phase 5: Implementation	<p>Step 11: Implement:</p> <ul style="list-style-type: none"> • Training report. • Communication report. • Progress report. • Adjustments to the designed structure as necessary. • Updated process maps. 	<ul style="list-style-type: none"> • Communicate progress to the organisation. • Communicate with stakeholders. • Identify areas that or individuals who resist change and address the resistance. • Measure employee morale. • Measure progress, identify small wins and celebrate them. 	<ul style="list-style-type: none"> • Establish implementation team. • Execute implementation plan. • Arrange training. • Arrange migration of workforce. • Arrange recruitment and selection. • Arrange physical and technology infrastructure for expanded structure OR reallocation if required. • Arrange induction of new employees. • Review impact and report progress. • Obtain lessons learnt and review potential adjustments. • Obtain approval for adjustments from steering committee OR

Phases	Major deliverables of the phases	Deliverables of the change management process	Deliverables of the project management process
Phase 5: Continue			<ul style="list-style-type: none"> • Sign off implementation once governance structures are in place and all internal staff have been reallocated. • Project team meeting agendas and minutes. • Issues log. • Sign-off sheets. • Updated project schedule.
Phase 6: Monitoring and evaluation	Step 12: Monitoring and evaluation report (three, six and 12 months)		

4.4 ROLES AND RESPONSIBILITIES IN DESIGN PROCESS

Role player	Phase 1: Diagnosis	Phase 2: Requirements	Phase 3: Design	Phase 4: Plan	Phase 5: Implement	Phase 6: Monitor and evaluate
Executive Authority	<ul style="list-style-type: none"> • Initiate the diagnosis. • Inform MPSA of potential restructuring (if needed). 		<ul style="list-style-type: none"> • Provide resources. 			
Director General or Head of Department	<ul style="list-style-type: none"> • Initiate diagnosis. • Inform EA of potential restructuring. • Participate in strategic diagnosis. 		<ul style="list-style-type: none"> • Provide resources. 			<ul style="list-style-type: none"> • Report to EA.
Management	<ul style="list-style-type: none"> • Initiate or request and perform diagnosis. • Participate in strategic and operational diagnosis. 	<ul style="list-style-type: none"> • Support project team to review and map processes. 	<ul style="list-style-type: none"> • Provide input into the design. 	<ul style="list-style-type: none"> • Provide input into the plan. 	<ul style="list-style-type: none"> • Implement. • Assist project team. • Communicate to direct reports. 	<ul style="list-style-type: none"> • Monitor performance of structure.
Employees and representatives	<ul style="list-style-type: none"> • Participate in operational diagnosis. 	<ul style="list-style-type: none"> • Participate in consultation forums. 	<ul style="list-style-type: none"> • Employee forums. • Input into design. 	<ul style="list-style-type: none"> • Provide input into the plan. 		

Role player	Phase 1: Diagnosis	Phase 2: Requirements	Phase 3: Design	Phase 4: Plan	Phase 5: Implement	Phase 6: Monitor and evaluate
Practitioner/ project team	<ul style="list-style-type: none"> Perform diagnosis. Generate case for change report. 	<ul style="list-style-type: none"> Analyse and map processes. 	<ul style="list-style-type: none"> Design and communicate. 	<ul style="list-style-type: none"> Plan for implementation. 	<ul style="list-style-type: none"> Assist line managers in implementing. Manage change. 	<ul style="list-style-type: none"> Assist line manager in monitoring. Measure and report.
Project manager	<ul style="list-style-type: none"> Assemble project team. 	<ul style="list-style-type: none"> Progress reporting. 	<ul style="list-style-type: none"> Progress reporting. 	<ul style="list-style-type: none"> Progress reporting. 	<ul style="list-style-type: none"> Progress reporting. 	<ul style="list-style-type: none"> Progress reporting. Benefits report.

4.5 ROLES AND RESPONSIBILITIES AT REVIEW POINTS

Phase roles	Review 1	Review 2	Review 3	Review 4	Review 5
Executive Authority	<ul style="list-style-type: none"> Review case for change and approve or reject. 			<ul style="list-style-type: none"> Approve or reject structure. Approve or reject implementation. 	
Minister for Public Service and Administration				<ul style="list-style-type: none"> Review business case and structure. Comments on these to EA. 	
Director General or Head of Department	<ul style="list-style-type: none"> Participate in Steering Committee for tiers 1-3. 	<ul style="list-style-type: none"> Participate in Steering Committee for tiers 1-3. 	<ul style="list-style-type: none"> Participate in Steering Committee for tiers 1-3. 	<ul style="list-style-type: none"> Participate in Steering Committee for tiers 1-3. 	<ul style="list-style-type: none"> Participate in Steering Committee for tiers 1-3.
Management	<ul style="list-style-type: none"> Participate in Steering Committee on request. 	<ul style="list-style-type: none"> Participate in Steering Committee on request. 	<ul style="list-style-type: none"> Participate in Steering Committee on request. 	<ul style="list-style-type: none"> Participate in Steering Committee on request. 	<ul style="list-style-type: none"> Participate in Steering Committee on request.
Practitioner/ project team	<ul style="list-style-type: none"> Prepare deliverables. 	<ul style="list-style-type: none"> Prepare deliverables. 	<ul style="list-style-type: none"> Prepare deliverables. 	<ul style="list-style-type: none"> Prepare deliverables. 	<ul style="list-style-type: none"> Prepare deliverables.
Project manager	<ul style="list-style-type: none"> Arrange review. Submit deliverables. Obtain sign-off or give feedback to project team. 	<ul style="list-style-type: none"> Arrange review. Submit deliverables. Obtain sign-off or give feedback to project team. 	<ul style="list-style-type: none"> Arrange review. Submit deliverables. Obtain sign-off or give feedback to project team. 	<ul style="list-style-type: none"> Arrange review. Submit deliverables. Obtain sign-off or give feedback to project team. 	<ul style="list-style-type: none"> Arrange review. Submit deliverables. Obtain sign-off or give feedback to project team.
Steering committee	<ul style="list-style-type: none"> Review deliverables. Approve or reject. 	<ul style="list-style-type: none"> Review deliverables. Approve or reject. 	<ul style="list-style-type: none"> Review deliverables. Approve or reject. 	<ul style="list-style-type: none"> Review deliverables. Approve or reject. 	<ul style="list-style-type: none"> Review deliverables. Approve or reject.

