

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**

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5. TROUBLESHOOTING AND FREQUENTLY ASKED QUESTIONS

5.1.1 WHAT CHALLENGES CAN BE SOLVED BY RESTRUCTURING?

Restructuring, as with any other solution, can solve some challenges and may not be an appropriate solution to other challenges. The table below provides an overview of the type of challenges that restructuring can address and those that it is not suited for.

What challenges can be solved by restructuring?	What challenges cannot and should not be solved by restructuring?
<ul style="list-style-type: none"> • Access to service by citizens. • Service delivery and quality. • Citizen inconvenience. • Risk management. • Cost. • Productivity/Functioning. • Morale. • Communication and flow of information. • Organisational flexibility and responsiveness. • Internal redundancies and inefficiencies. • Accountability and role clarity. 	<ul style="list-style-type: none"> • Promotions. • Job grading. • Disciplinary challenges. • Incompetence (Lack of skills and training). • Non-conformance to standards.

5.1.2 FREQUENTLY ASKED QUESTIONS ABOUT ORGANISATIONAL STRUCTURING

Question	Answer	Relevant section of the Guide
1. Under what circumstances should we restructure?	<ul style="list-style-type: none"> • You need to diagnose the problem to see whether it is a structuring problem in the first place. You also need to consider different options to solve the problem. Restructuring is not always the answer. 	<ul style="list-style-type: none"> • Chapter 5
2. Is there a standard process for organisational structuring?	<ul style="list-style-type: none"> • There is a recommended standard process for organisational structuring. The main phases of the process are: <ul style="list-style-type: none"> o Diagnose the situation. o Determine capabilities and service model. o Design future organisation. o Complete business case. o Implement structure. o Evaluate structure. 	<ul style="list-style-type: none"> • Chapter 4 • Chapter 6

Question	Answer	Relevant section of the Guide
3. Who should drive the organisational structuring process?	<ul style="list-style-type: none"> This depends on the scale and complexity of the organisational structuring intervention and the particular circumstances in your organisation. In the case of a major structuring exercise, a senior manager with the requisite authority is usually tasked to drive the process. This senior manager ideally should be supported by a team which would include OD experts. The important thing is to ensure that roles and responsibilities in the organisational structuring process are clearly spelt out and that people are held accountable for their work in the process. 	<ul style="list-style-type: none"> Chapter 4 Chapter 6 Chapter 13
4. Can any manager change organisational structures?	<ul style="list-style-type: none"> The Authority to change organisational structures rests with the Executive Authority. Managers can only change organisational structures if the Executive Authority has delegated this power to them in writing. The Executive Authority must consult the MPSA before approving a structure that involves changes to the top three tiers of the organisation. Refer to Chapter 3 for details. 	<ul style="list-style-type: none"> Chapter 3
5. How often should we review the structure?	<ul style="list-style-type: none"> The structure of the organisation should be reviewed at every strategic planning cycle. Reviewing the structure should not automatically lead to restructuring. Restructuring should be done in line with the budgeting guidelines and cycle to ensure opportunity to include additional positions in the budget. 	<ul style="list-style-type: none"> Chapter 3 Chapter 7
6. When should we consult and whom should we consult?	<ul style="list-style-type: none"> Consultation depends on the extent of the organisational structuring. As a general rule, staff who will be affected should be consulted. There are also external stakeholders who may have to be consulted, for example other departments, users of services, parliamentary committees and trade unions. The MPSA must be consulted if the restructuring involves changes to the top tiers of the organisation. 	<ul style="list-style-type: none"> Chapter 3
7. What information should we include in a submission to the MPSA?	<ul style="list-style-type: none"> The MPSA will specify in a directive what information should be included. A submission would include a business case for the structure and a complete organogram. Guidelines for a business case appear on page 19-1 in the Guide. 	<ul style="list-style-type: none"> Chapter 3
8. What happens to the submission that we send to the MPSA?	<ul style="list-style-type: none"> Officials in the dpsa will analyse the structure and advise the MPSA. The analysis will be done in terms of the information requested in the directive. The officials will also contact your department if they need further information. 	<ul style="list-style-type: none"> Chapter 3

Question	Answer	Relevant section of the Guide
9. How much time do we need to carry out organisational structuring?	<ul style="list-style-type: none"> This depends on the scale and complexity of the organisational structuring. Rushing organisational structuring will not save you time in the long run. Dragging out an organisational structuring process can result in uncertainty and fatigue amongst staff. The important thing is to plan the process thoroughly so that you know how much time you should spend on each of the phases of the process. 	<ul style="list-style-type: none"> Chapter 13
10. What information about the organisational structure should be documented?	<ul style="list-style-type: none"> The purpose and functions as they describe the business of the organisation. The functions should cascade into the components of the organisation. Number of posts, post levels and designations. 	<ul style="list-style-type: none"> Chapter 3
11. Do we need to sign off each page of the approved organisational structure?	<ul style="list-style-type: none"> It is good practice to sign off each page of the approved organisational structure. This is a good internal control measure. It prevents people from making unauthorised changes to the organisational structure. It also helps you to identify the correct version of the organisational structure. The organisational structure should be signed off by the person with the delegated authority to do so. 	<ul style="list-style-type: none"> Chapter 3
12. Should structures be linked to the organisation's strategic plan?	<ul style="list-style-type: none"> Yes, structures should be informed by your organisation's strategy and therefore linked to the strategic plan. 	<ul style="list-style-type: none"> Chapter 3
13. Should the structure be costed?	<ul style="list-style-type: none"> Yes, the structures should be costed. The Accounting Officer is responsible for ensuring that the structure can be funded from the current budget and within the MTEF. 	<ul style="list-style-type: none"> Chapter 3 Chapter 10
14. Should unfunded posts be included in the organisational structure?	<ul style="list-style-type: none"> Unfunded posts should not be included in the organisational structure as this skews the post establishment data. An organisation can develop a "blueprint" organisational structure for planning purposes, but this should not be captured on the PERSAL system. 	
15. Can I distribute the Guide to others?	<ul style="list-style-type: none"> Yes, you may distribute the Guide as widely as you wish. The more people who know about the Guide and use it, the more likely we are to improve organisational structuring in the public sector. 	
16. Where can I get assistance?	<ul style="list-style-type: none"> Contact the dpsa Chief Directorate: Macro-Organisation of the State. 	

