



EXECUTIVE SUMMARY

BACKGROUND

The South African public sector is important for the sustainable growth and development of the country. One of its major responsibilities is to ensure that all citizens have access to and receive the services they need. The way in which public sector institutions are structured has an impact on how effectively they can deliver services to citizens.

In 2006, Cabinet decided that the Department of Public Service and Administration (dpsa) should develop guidelines to assist departments with their organisational structuring. This decision followed from a review of the capacity of departments by the Forum of South African Directors General (FOSAD). The review identified a number of shortcomings in organisational structures in the public service. Cabinet also decided that the Public Service Regulations must be amended to include a requirement for departments to consult the Minister for Public Service and Administration when restructuring affects the three top tiers of government departments.

The dpsa developed the “*Guide and Toolkit on Organisational Design*” (hereafter referred to as the Guide) as one element of its programme of support and capacity building for departments.

The purposes of the Guide are to:

- Serve as a practical tool to support practitioners and managers in designing, implementing and maintaining organisational structures in the public sector.
- Provide a common framework for organisational design in the public sector.
- Serve as a tool for continuous improvement by sharing information about good practices.
- Provide decision makers (Executive Authorities and Accounting Officers) with information on organisational structuring that can assist them when making decisions about their departments’ structures.

Although the Guide has been developed using the public service (national and provincial departments) as the frame of reference, it can be applied to local government and to other public sector organisations.

In developing the Guide, the dpsa drew on international practice in the public sector and on the insights and experiences of practitioners and managers in the South African public sector (both the public service and public entities).

A QUICK TOUR OF THE GUIDE

The Guide is divided into three sections, each containing a number of chapters. The table below gives a brief summary of each section.

Section name	Description	Chapters
<p>SECTION 1: Guide overview</p>	<p>This section is essentially an introduction to the Guide and to organisational structuring. It provides a brief background on the development of the Guide; discusses the regulatory framework governing organisational structuring and then proceeds to outline the conceptual aspects of organisational structuring and design.</p> <p>Senior managers and Executive Authorities will find Section 1 useful as it contains information they need to comply with the Public Service Regulations and their roles in the organisational structuring process.</p>	<p>Chapter 1: Introducing the Guide Chapter 2: The regulatory framework Chapter 3: Understanding organisational structure and design Chapter 4: The organisational structuring process Chapter 5: Frequently asked questions</p>
<p>SECTION 2: Organisational structuring process</p>	<p>This section of the Guide targets practitioners. The intention is to encourage practitioners across the public sector to adopt a disciplined approach to organisational structuring, based on good practice.</p> <p>The section expands on the process outlined in Chapter 4 and takes the practitioner through each phase of the organisational structuring process step by step. Each phase and step are described in detail, with guidance on tools that can be used to execute the work.</p>	<p>Chapter 6: Overview of design process Chapter 7: Phase 1 – Diagnosis Chapter 8: Phase 2 – Determining requirements Chapter 9: Phase 3 – Designing a new structure Chapter 10: Phase 4 – Business case and planning implementation Chapter 11: Phase 5 – Implementing a new structure Chapter 12: Phase 6 – Monitoring and evaluating the structure Chapter 13: Project management Chapter 14: Managing change</p>
<p>SECTION 3: Tool kit</p>	<p>This section of the Guide provides the details of the tools that can be used for organisational structuring. The tools are presented according to the particular phase of the structuring process. The range of tools is comprehensive (over 80 tools and templates) to allow practitioners the flexibility to choose those tools that best suit their circumstances.</p>	<p>Chapter 15: Tools inventory Chapter 16: Tools for Phase 1 Chapter 17: Tools for Phase 2 Chapter 18: Tools for Phase 3 Chapter 19: Tools for Phase 4 Chapter 20: Tools for Phase 5 Chapter 21: Tools for Phase 6 Chapter 22: Tools for managing change and transition</p>

KEY ELEMENTS OF THE GUIDE

The Guide is a detailed document, and necessarily so as it provides a step-by-step approach to a relatively complex undertaking such as restructuring a public sector organisation. Users of the Guide can benefit from the document if they understand the following key ingredients for organisational structuring:

- The importance of effective organisational structures.
- The underlying philosophy and principles of organisational design.
- The regulatory framework.
- The generic process of organisational structuring.
- The appropriate tools and how to use them.

Why we need an effective organisational structure

Effective organisational structures in the public sector matter to the nation, the government, public sector organisations, and the individuals employed in those organisations. If we are to design effective organisational structures, we need to understand the interests of these players.

Players	Interests
National interest (citizens)	<ul style="list-style-type: none"> • Public sector organisations ultimately exist to provide value to its shareholders, namely the citizens and residents of the country. The outputs delivered by public sector organisations, whether they are protection services, social grants or regulatory outputs such as policies and legislation, must contribute to the “common good”.
Government	<ul style="list-style-type: none"> • Government needs a well-organised machinery to implement its strategic priorities and deliver on its electoral mandate. Effective organisational structures are an imperative for the developmental state.
Public sector organisations	<ul style="list-style-type: none"> • Public sector organisations need effective structures to deliver on their legislative mandates and on priorities set by the government.
Employees	<ul style="list-style-type: none"> • Employees need effective organisational structures so that they can perform their jobs effectively and derive satisfaction from their work.

Underlying philosophy and principles

There is a popular misconception about organisational structure and design, namely that it is an easy process of drawing boxes on the organogram. The Guide aims to shift the thinking of managers and practitioners to move beyond the boxes on the organogram. It therefore challenges practitioners and managers to develop an understanding of the underlying philosophy and principles that inform organisational structure and design.

There are no prescribed organisational design principles for the public sector in South Africa. We can however derive organisational design principles from our understanding of why we need effective organisations in the South African public sector. The table below sets out some principles that can guide the design of our public sector organisations.

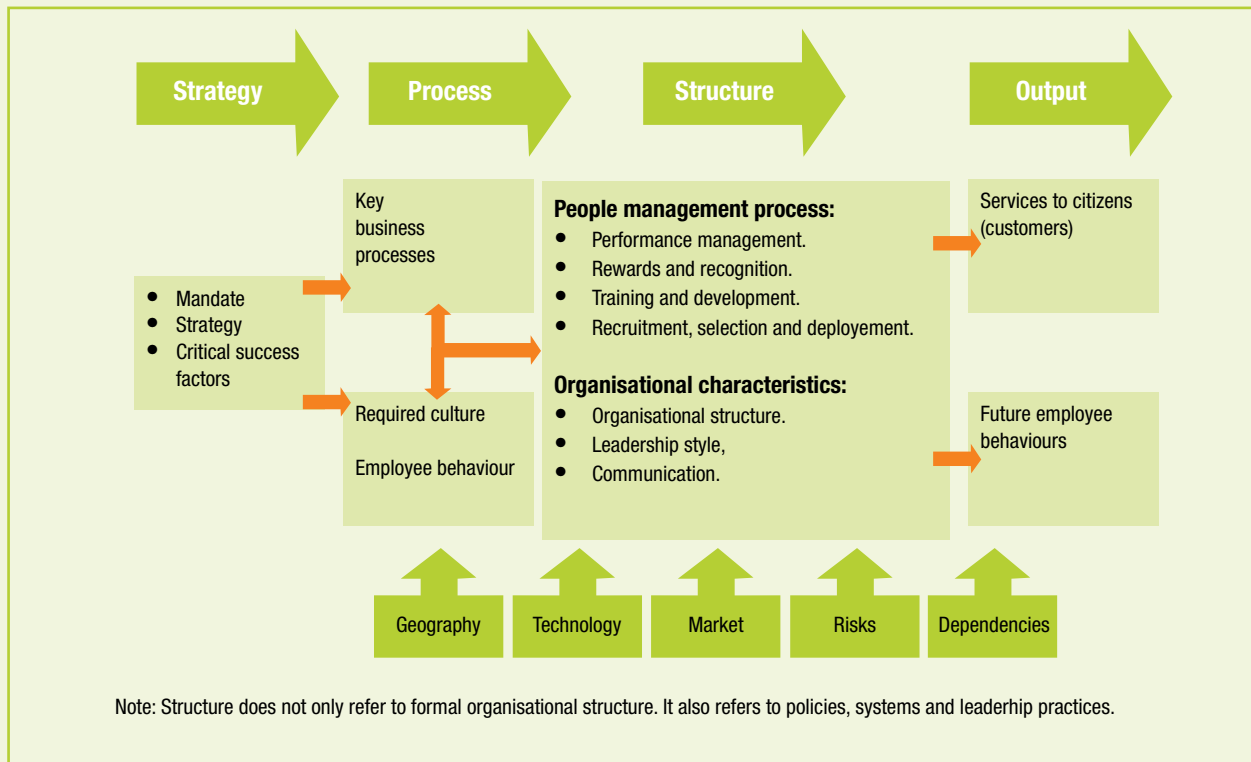
Principles	Considerations
Constitutional values of public administration	<ul style="list-style-type: none"> The values and principles in Chapter 10 of the Constitution should inform organisational design. This means that organisational design should promote, for example fair and equitable service delivery; efficient and effective use of resources; transparency; and accountability.
Focus on strategic priorities	<ul style="list-style-type: none"> Organisational design should be informed by and be responsive to the strategic priorities of government and the department/institution. Priorities in all three spheres of government need to be considered. In the provincial sphere the Provincial Growth and Development Strategies (PGDS) define provincial priorities and in the local government sphere the Integrated Development Plans (IDP) reflect local government priorities.
People first (Batho Pele)	<ul style="list-style-type: none"> Organisations should be designed with the users and beneficiaries of services in mind. Organisational design should also take into consideration the different types of users of the organisation and how to meet their different requirements.
Intergovernmental relations and cooperative governance	<ul style="list-style-type: none"> Organisational structure should foster sound intergovernmental relations and cooperative governance. Organisational design should aim to break down “silos” or “stovepipes” in government rather than reinforce them. This means that organisational design needs to be done within the ambit and spirit of the Inter-Governmental Relations Framework Act and the Constitution. It also means designing for integrated service delivery across the three spheres of government and amongst public sector organisations within the respective spheres of government.
Global perspective	<ul style="list-style-type: none"> Organisational structures should be responsive to South Africa’s role in the global economic, social and political arena. This means designing organisations to respond to the NEPAD, AU and SADC agendas; the UN obligations; and other multilateral institutions, for example IBSA, the G77 and the G20.
Foster professionalism and service ethos	<ul style="list-style-type: none"> Organisational structure should promote the building of a professional cadre of civil servants required to achieve the goals of the developmental state. This means designing the organisation to direct behaviour that is consistent with the Constitutional values of public administration. It also means that organisational design should strengthen human capital in the public sector.
Foster learning and innovation	<ul style="list-style-type: none"> Organisational design should foster learning and innovation, particularly in service delivery. This means that organisational structures should enhance internal and external communication; and encourage information sharing and knowledge management.

There have been major shifts in organisational design over the past decade, in response to changing national and global imperatives and changing needs of organisations' clients, citizens or service recipients. Some of these shifts have penetrated the public sector in countries such as the United Kingdom, the United States and Australia, and some public entities in South Africa. The table below compares the conventional model of organisational structure with the new and emerging thinking. Many organisations use a mixture of the "old" and the "new".

Conventional model	Emerging model
Individual position/job as basic unit of organisation.	Team as basic unit (team roles becoming more fluid, based on multiskilled individuals).
External relationships dealt with by dedicated specialists, namely, public relations officers.	Densely networked internally and with the environment (individuals responsible for building own relationships).
Vertical flow of information.	Horizontal and vertical flow of information.
Decisions come down, information flows up (purely central).	Decisions made where the information resides (decentralised as far as possible).
Hierarchy (deep structures).	Flat (larger span of control, empowered staff, information sharing).
Emphasis on structure.	Emphasis on process.
Control-oriented (rules and standard procedures to manage risk, increase predictability and fairness).	Directed towards self-organisation (results and outcomes-oriented (less red tape, more projects, communities of practice, "do what needs to be done").
Fixed hours.	Flexibility (Flexihours, part-time).
Upward career path.	Flexible career paths (not only managerial).
Standardised evaluation and reward system.	Customised evaluation and reward systems based on output, type of team, type of measures.
Single strong culture with expectation of homogeneous behaviour.	Diversity of viewpoints and behaviour (there is still a strong emphasis on values which ensures common direction of behaviour).
Local value chain (all in-house).	Value chains crossing borders and organisations (outsourcing, networking).

There is a tendency to design organisational structure without careful consideration of the organisation's strategy or what it is trying to achieve or improve. In a number of instances, the problem to be addressed cannot be dealt with through restructuring. Not surprisingly, there are many cases of ineffective restructuring or unnecessary restructuring.

The Guide promotes a fundamental principle of organisational structure, namely that the design of the organisational structure should be preceded by an understanding of the business processes in the organisation, which in turn should be preceded by an understanding of the organisation's strategy. This principle is illustrated in the diagram below.



The regulatory framework

All those involved in organisational structuring should have a clear understanding of the regulatory framework so that they can:

- Plan the organisational structuring process in their departments.
- Follow the correct legal and administrative procedures in organisational structuring.
- Avoid unnecessary delays resulting from following incorrect procedures.
- Minimise the risks of non-compliance.

The Guide directs the users to the important policies and legislation, namely:

- The South African Constitution, 1996.
- The Public Service Act, 1994.
- The Public Service Regulations, 2001.
- The Public Finance Management Act, 1999 and Treasury Regulations.
- The Labour Relations Act, 1995.
- Collective agreements.
- The White Paper on the Transformation of the Public Service, 1995.
- The White Paper on the Transformation of Service Delivery (Batho Pele), 1997.
- Departmental policies and legislative mandates.
- Minimum capacity requirements for certain functions.
- Guides issued by the dpsa in areas of human resources and service delivery.

The Guide identifies the key decision makers in the organisational structuring process and the authority they may exercise. The focus here is on the Minister for Public Service and Administration, Premiers, Executive Authorities and Accounting Officers. Below is a summary of their powers in organisational structuring.

Who is involved	What powers do they have	Conditions for exercise of power
Minister for Public Service and Administration	<ul style="list-style-type: none"> • Makes the rules and issues directives on the administration of the public service. • May make a determination on the: <ul style="list-style-type: none"> o Allocation of any function to a department. o Abolition of a function. o Transfer of a function from a department to any other body. o Transfer of a function from any other body to a department. • Advises the President on the establishment or abolition of any department or organisational component in the national sphere. • Advises the President on designation (name of department or organisational component or head). 	<ul style="list-style-type: none"> • Must consult relevant EAs on the transfer or abolition of functions. • Authority to make determinations on functions is confined to the national sphere.
Premier	<ul style="list-style-type: none"> • May make a determination on the: <ul style="list-style-type: none"> o Allocation of any function to a department. o Abolition of a function. o Transfer of a function from a department to any other body. o Transfer of a function from any other body to a department. 	<ul style="list-style-type: none"> • Authority to make determinations on functions is confined to the provincial sphere. • Must approach MPSA for proclamation to amend schedule to Public Service Act. • Must consult MPSA on organisational structure according to MPSA Directives.
Executive Authority	<ul style="list-style-type: none"> • Determines the department's structure. • Defines posts needed to carry out functions. • Grades new jobs. • Conducts human resource planning. 	<ul style="list-style-type: none"> • Organisational structure must be based on strategic plan. • Job grading and human resource planning must be done according to PSR. • Must consult MPSA on organisational structure according to MPSA Directives. • Must consult MPSA if organisational structuring involves transfer of functions to another entity.
Accounting Officer	<ul style="list-style-type: none"> • Carries out organisational structuring functions under delegated authority from the Executive Authority. • Is responsible for ensuring that organisational structure is funded in current budget and MTEF. 	<ul style="list-style-type: none"> • Must consult and seek written consent from National Treasury if intending to establish a new entity. • Obligated to draw up inventory of assets and liabilities when transferring functions to another entity.

Consultation is important in any organisational structuring and the Guide provides a useful framework for practitioners on whom and when to consult, and the purpose of the consultation. The framework appears below.

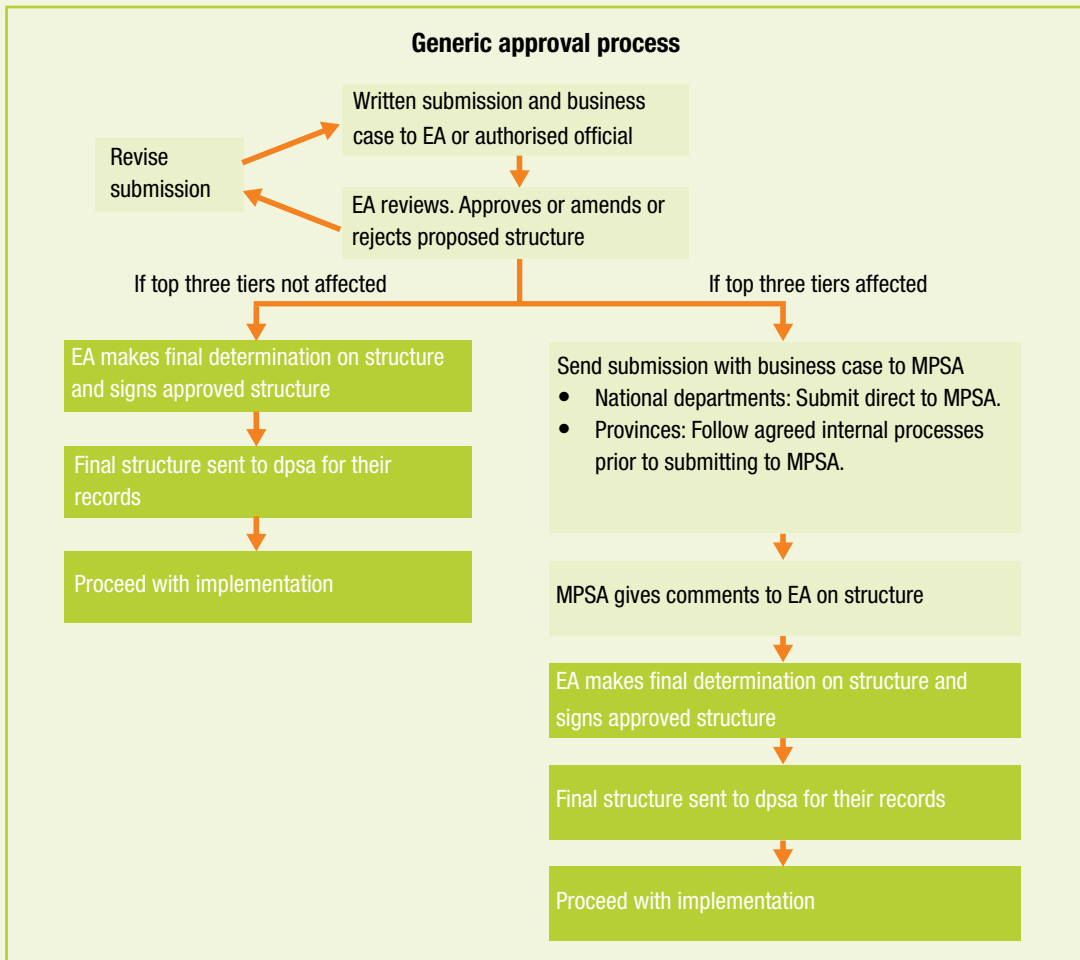
Whom to consult	When to consult	Why?
Executive Authority	<ul style="list-style-type: none"> • Before embarking on an organisational structuring that requires EA's approval. • Consult EA at regular points in the process. 	<ul style="list-style-type: none"> • To obtain initial go-ahead. • To obtain EA's strategic and political perspective. • To secure EA's commitment to and support for the process.
Staff	<ul style="list-style-type: none"> • Always consult those affected or likely to be affected by the organisational structuring. • Other staff who have knowledge or experience of a particular area or service. 	<ul style="list-style-type: none"> • To obtain their views on problems, challenges and opportunities and how to respond to these. • To secure their support for proposed changes.
Managers	<ul style="list-style-type: none"> • Always consult the manager who is responsible for unit that is the subject of structuring. • Consult other managers during various phases (e.g. CFO regarding budget). 	<ul style="list-style-type: none"> • To obtain initial go-ahead (if they have delegated authority). • To obtain their strategic and managerial perspective. • To secure their commitment to and support for the process.
Trade unions	<ul style="list-style-type: none"> • If staff are affected or likely to be affected in terms of sections 189 and 197 of the Labour Relations Act. 	<ul style="list-style-type: none"> • To comply with good labour relations practice and legislation.
Internal and external users of services	<ul style="list-style-type: none"> • In diagnostic phase of organisational structuring. • If service delivery is likely to be affected. 	<ul style="list-style-type: none"> • To obtain their views on problems, challenges and opportunities and how to respond to these. • To secure their support for proposed changes.
Other government departments	<ul style="list-style-type: none"> • During various phases if changes are likely to have an impact on the other department's operations. • If restructuring is likely to affect occupational categories or levels that are also used by other departments (e.g. social workers). 	<ul style="list-style-type: none"> • To obtain their views on proposed changes. • To obtain support for proposed changes.
External stakeholders	<ul style="list-style-type: none"> • In diagnostic phase of a major organisational structuring process. 	<ul style="list-style-type: none"> • To obtain their views on problems, challenges and opportunities and how to respond to these. • To secure their support for proposed changes
MPSA	<ul style="list-style-type: none"> • If there are changes to the top three tiers of the organisation's structure. • If functions are to be transferred into or out of the organisation. • If intending to establish a new entity. 	<ul style="list-style-type: none"> • To obtain comments on proposed changes. • To obtain approval for the transfer of functions and changes to Schedule to Public Service Act. • To obtain approval for new entity and changes to Schedule to Public Service Act.
National Treasury	<ul style="list-style-type: none"> • If intending to establish a new entity. 	<ul style="list-style-type: none"> • To obtain approval for new entity and changes to Schedule to PFMA.

It is good practice to prepare a business case for any restructuring of the organisation, whether or not it is required for consultation with the MPSA and/or the National Treasury. The Guide proposes a business case for restructuring that includes the elements below:

Headings	Considerations
Executive summary	<ul style="list-style-type: none"> • Precise and brief description of problem or opportunity to be addressed; what the proposed structure will achieve; impact on service delivery, operations and staff; and financial implications.
Background	<ul style="list-style-type: none"> • What problem, need or opportunity has to be addressed. • Describe the current situation in department or unit. • Include useful statistical information relating to service delivery, service users, performance, inputs (staff, infrastructure and budgets), processes.
The proposed structure	<ul style="list-style-type: none"> • Objectives: what will the proposed structure achieve. • Describe the proposed organisational architecture and the number and types of positions required. • Indicate the governance structures required to achieve the objectives. • Strategic alignment: how the proposed structure would align with the strategic plan and mandate. • Behaviour alignment: how the proposed structure would guide required employee behaviour and support the required culture. • Methodologies used in arriving at proposed structure.
Alternatives to restructuring	<ul style="list-style-type: none"> • List viable alternatives considered. • Why they were eliminated.
Impact of the new structure	<ul style="list-style-type: none"> • Impact on service delivery: increase or decrease in service delivery points, extension of service hours, changes in service norms and standards. • Impact on staff: increase in or reduction of staff, internal reorganisation, training. • Impact on infrastructure: information and communication technology, office space, furniture. • Impact on external stakeholders: suppliers, service delivery partners in government and civil society.
Benefits (financial and non-financial)	<ul style="list-style-type: none"> • Cost of new or revised structure for the current year and MTEF. • Availability of funding. • Benefits of proposed structure regarding leadership, service delivery, citizen convenience, employee optimisation, supplier management, social impact, process efficiency and effectiveness, infrastructure optimisation (financial and non-financial). • Detailed cost-benefit analysis is required for establishing a new entity.
Risk management	<ul style="list-style-type: none"> • Identify and assess probability of and impact of key risks on proposed structure and implementation. • Propose strategies to mitigate risks.

Headings	Considerations
Implementation plan	<ul style="list-style-type: none"> • High-level implementation plan with major phases, deliverables and target dates for completion. • Roll-out or phased implementation. • Change management strategy. • Roles and responsibilities of those involved in implementation. • Costs to carry out implementation plan.
Consultation process	<ul style="list-style-type: none"> • Who was consulted. • What consultation processes were used. • What was the outcome of consultations.
Monitoring and evaluation	<ul style="list-style-type: none"> • What indicators will be used to monitor and evaluate the structure. • How will changes be monitored and evaluated. • Who will be responsible for monitoring and evaluation.
Review and sign-off	<ul style="list-style-type: none"> • Describe by whom and how the business case analysis was reviewed and signed off, for example, human resource manager, line manager, EXCO, Director General and Executive Authority.

The Guide outlines a generic approval process for organisational structuring that is applicable to national departments. It is acknowledged that approval procedures applicable to provincial departments will vary from province to province.



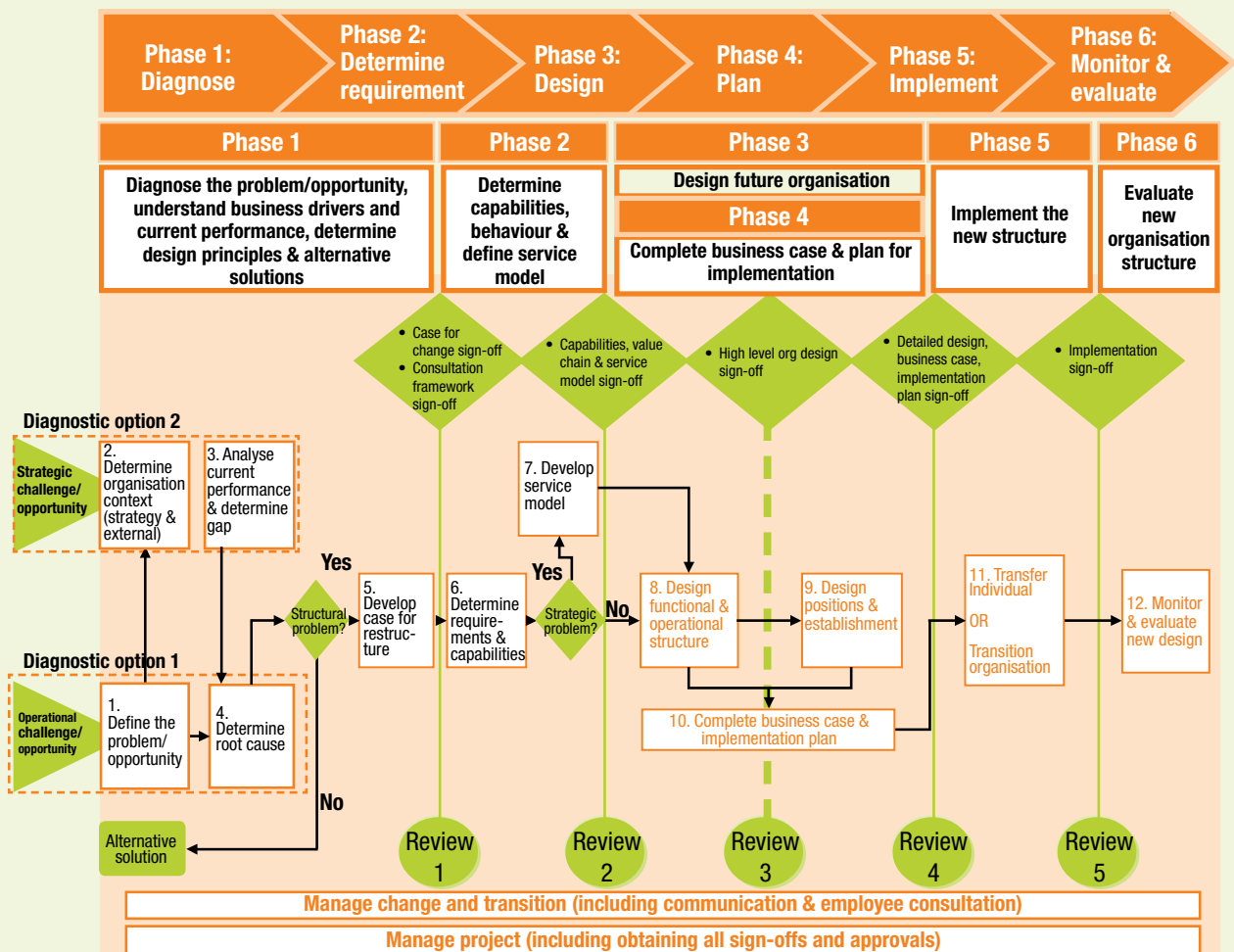
The organisational structuring process

To assist practitioners, the Guide sets out a logical, phased approach to organisational structuring. 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. The organisational structuring process is illustrated in the diagram below.



The phases, steps and review points are summarised below:

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.
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 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: Monitor and review	Step 12	<ul style="list-style-type: none"> Monitor and evaluate 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. 	

Review	Description
Review 1:	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:	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:	Review the functional and operational structure including the proposed governance structures which are required to enable the functional/operational structure.
Review 4:	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:	Review the implementation of the structure in the operating environment and measure performance against targets.

The tool kit

The tool kit is comprehensive. It provides tools and templates for each step of the organisational structuring process. These tools are rated “Highly recommended”, “Recommended” or “Nice-to-have”, to assist practitioners in selecting tools. There is a description of each tool and how to use it. The tool kit also provides practical examples of how to use the tools and templates for guidance. The tools are organised according to the steps of the organisational structuring process as shown in the tools inventory below.

Phase	Types of tools		
Phase 1: Diagnosis	Steps 1 and 4 (Define problem and identify root cause) tools	Steps 2 and 3 (Strategic context and performance analysis) tools	Step 5 (Case for change) tools
	<ul style="list-style-type: none"> • Business excellence model. • Burke and Litwin model. • Root cause analysis. • Brainstorming. • Pareto analysis. • Cost of poor service delivery. • Fault tree analysis. • SWOT. • 7 S. • Dependencies map. 	<ul style="list-style-type: none"> • Determine critical success factors. • Value driver analysis. • Business focus matrix. • Service drivers review. • Benchmarking. • SWOT analysis of the critical success factors. • Critical success factor/ key performance factor vs. behaviour analysis. • Stakeholder requirement analysis. • Gap analysis. 	<ul style="list-style-type: none"> • Success indicator definition. • Structure questionnaire. • Design principles.

Phase	Types of tools	
Phase 2: Determine requirements	Step 6 (Determine capacity requirements) tools <ul style="list-style-type: none"> • Backward process analysis and engineering (SIPOC). • Citizen requirements analysis. • Process health check criteria. • Business process maps. • Quick structured map. • Process analysis and optimisation. • Dependencies map. • Process requirements matrix. • External requirements analysis. • Risk analysis. • Service capacity planning. • Organisational capability analysis. • Behaviour enabler identification. • Behaviour/structure analysis framework. • Structure constraints review. • Maturity analysis. • Structure assessment questionnaire. 	Step 7 (Develop service model) tools <ul style="list-style-type: none"> • Service model checklist.
Phase 3: Design	Step 8 (Design organisational architecture) tools <ul style="list-style-type: none"> • Structure gap map. • Structure selection matrix. • Governance structure requirements matrix. • Benchmarking. • Behaviour/structure analysis framework. • Culture Print. • Industry best practices. • Organisational charts. • Structure assessment questions. 	Step 9 (Design positions) tools <ul style="list-style-type: none"> • Staffing norms table. • Full-time equivalent calculation. • Single-column process chart. • Management span of control: diagnostic grid. • Group size effect chart. • Job description templates. • Position impact analysis. • RACI analysis. • Work synthesis. • Work process analysis.
Phase 4: Business case and planning	Step 10.1 (Develop business case) tools <ul style="list-style-type: none"> • Business case template. • Cost of poor service. • Cost-benefit analysis. • Activity based costing. • Costing tool. 	Step 10.2 (Develop implementation plan) tools <ul style="list-style-type: none"> • Implementation options. • Stakeholder influence analysis. • Force field analysis. • Dependency analysis template. • Impact analysis. • Risk analysis. • Costing tool. • Implementation plan. • Burke and Litwin model.

Phase	Types of tools	
Phase 5: Implementa- tion	Step 11 (Implementation) tools	
	<ul style="list-style-type: none"> • Implementation plan. • Structure issues log. • Progress report (to be agreed upon as part of project management approach). 	
Phase 6: Monitoring and evaluation	Step 12 (Monitor and evaluate) tools	
	<ul style="list-style-type: none"> • M&E framework. • Monitoring and evaluation planning template. • Monitoring and evaluation report template. 	
Transversal processes	Change management tools	Project management tools
	<ul style="list-style-type: none"> • Change strategy checklist. • External requirements identification. • Real-time strategic change (RTSC) methodology. • Framework for consultation. • Framework for selling case to key decision makers. • Checklist – obtaining approval from Executive Authority. • Checklist – consulting the MPSA. • Leadership/sponsorship alignment. • Communication planning matrix. • Force field analysis (refer to step 10.2). 	<ul style="list-style-type: none"> • Implementation schedule (refer to step 10.2). • Review checklists. • Progress report templates (to be agreed upon as part of project management approach). • Impact analysis (refer to step 10.2).

All tools are explained fully in Chapter 3 of this Guide.

OWNERSHIP OF THE GUIDE

The Guide is published by the dpsa and is a living document that belongs to all officials working in organisational development in the public sector. It will benefit from suggestions made by those who use it. Any additions or suggestions for improvement and queries can be addressed to the Department of Public Service and Administration.

