DRAFT GENERIC MODEL

Proposed Organisational Structure for Office of the Premier

03 March 2011
Presentation Outline

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Purpose

The purpose of the workshop and presentation is:

- To provide the background and understanding on the development of generic structures.
- To consider the draft proposal
- To offer participants an opportunity to contribute to the design of the generic models
- To provide an understanding with regard to the future application.
- To obtain further inputs in strengthening the processes governing organisational design function.
Introduction and Background

- The government’s outcomes based programme identified key service delivery outcomes which necessitate collaboration across government Departments.

- To achieve these outcomes, the Governance and Administration cluster developed outputs, measures and activities for outcome 12, consisting of various projects such as the development of generic organisational structures for Health, Social Development, Education and Offices of the Premier.

- The DPSA has been tasked to support departments and Offices of the Premier with organisational review and redesign processes as part of the Outcome 12 projects.
Introduction and Background

- **Outcome 12:** An efficient, effective and development oriented public service.

  - **Output 3:** Business processes, systems, decision rights and accountability.

- **Sub-output 5:** Delegations and decision rights.

- **Sub-output 7:** Organisational Design.

- **Activity 1:** Review of the MPSA Directive on changes to Organisational Structures.

- **Activity 2:** Organisational design training manual.

- **Activity 3:** Development of generic Organisational Structures (Edu, Health, OTPs, EAs Offices and Social Development).
In terms of the Public Service Act (PSA) an executive authority has all those powers and duties necessary regarding the internal organisation of the department concerned, including its organisational structure and establishment …

The competency of EAs regarding the internal organisation of department, is exercised within the norms and standards determined by the MPSA. The MPSA gives effect to the norms and standards by issuing regulations, directives and determinations.
Defining the Problem

The analysis of the current consultation requests to the MPSA on changes to the organisational structures of the Office of the Premiers (OTPs) has identified a number of concerns and challenges such as:

- Instance of unexplained differences between the organisational structures of Departments responsible for the delivery of similar services in different provinces.
- Tendency to address performance issues through the structures rationale for reorganization.
- Strengthening of the implementation of certain functions by elevating the level of the units or reporting lines.
Defining the Problem

- It is not clear what is the core function(s) of the OTPs. There is also a tendency of combining what seems to be core with support functions, in most cases unrelated functions are grouped to elevate certain units/posts.

- Most of the organisational structures over-emphasize the support functions versus line functions, and do not take into cognizance that the actual reason for the existence of any Department is vested in the line function. The result of this is bloated corporate services.

- Nomenclatures not responding to the functions of the units, and posts.
Defining the Problem

- Inconsistency with regard to levels of similar posts in Offices of the Premiers, offices of the executive authorities and offices of heads of department, which raises questions - “equal pay for equal work”.

- There are number of guidelines that determine certain design aspects, conflicting organisational design principles i.e. communication, CFO, ICT, special projects, security in terms of location and level.

- There are inconsistencies with regard to the functional configuration and location of organisational development and transformational programmes.
The purpose of developing the functional structure is to provide a framework/blueprint for the development of organisational structures for the Offices of the Premier.

The aim is to ensure consistency and have documented guidelines.

To provide common understanding in terms of the core and support functions, as well as the services provided by OTPs.

To ensure that the OTPs’ organisational structures are aligned to the mandate and strategic objectives of the Offices of the Premiers.

The aim is also to do away with duplications and overlaps that create confusion and inefficiencies within the total system.
The assumption is that services are similar and require similar processes, technology and resources.

Therefore, the assumption is that the organisational structures should have generic characteristics.

The development of generic structures considers the fact that “no one-size fits all” to provide for provincial context i.e. provincial dynamics and other factors that may impact on the organisational design issues.

Therefore, generic structure should not be confused with a uniform structure.

However, flexibility/deviations should conform to the directive.
Findings of the Analysis of the Current organisational structures

Similarities with regard to policy, planning, M&E functions:

- Planning
- Planning and Programme Management
- Performance Monitoring & Evaluation
- Provincial Planning, Policy Development, Monitoring & Coordination
- Policy & Governance
Findings of the Analysis of the Current organisational structures

Similarities with regard to policy, planning, M&E functions:

- Policy Management & Governance
- Macro Policy & Planning
- Policy Strategic Services
- Corporate Strategy
- Provincial Strategic Management
- Strategic Management and Special Projects
Findings of the Analysis of the Current organisational structures

Similarities with regard to institutional support functions:

- Provincial Coordination
- Institutional Support
- Institutional Development
- Cooperate Governance
- Institutional Development & Support
- Governance & Support
Findings of the Analysis of the Current organisational structures

Identified dissimilarities between organisational structures:

- Traditional Affairs (Limpopo)
- Traditional Leadership Institution (NC)
- Limpopo Youth Commission (Limpopo)
- GCIS (Gauteng),
- Provincial Communication (KZN)
- Anti-Corruption (Gauteng),
- Security Management & Anti Corruption (North West)
- Target Groups (Gauteng),
- Special Programmes (Mpumalanga)
Findings of the Analysis of the Current organisational structures

- Identified dissimilarities between organisational structures:
  - Branch 2010 Coordination (Mpu)
  - GITO (NW)
  - PGITO (Lim)
  - COO (Gauteng)
  - Inter-governmental Relations (Gauteng)
  - Intergovernmental, International Relations and Donor Funding (NC)
  - Administration (Lim)
  - Integrity Management and Forensic Audit (Mpu)
Design Guiding Questions

- What is the role and mandate of the Offices of the Premier?
- What is the product or service rendered by OTPs?
- Who are the beneficiaries?
- What is the current strategic focus (objectives) of the OTP?
- What constitute the core functions, based on the strategy?
- What constitute support functions and enabling functions?
- What constitute special projects and transformation programmes?
- What constitute COO functions? Is it necessary to have this function?
- What is the role of the OTP with regard to communication and security functions? Is it really the core function of the OTP – if not why elevating these functions to Branches?
Design Guiding Questions

- What is the correct grouping (functional relations) of functions in terms of the value chain?
- The value chain should take cognisance of the interdependence of functions such as people, processes and systems, technology, institutional performance, relations and corporate governance.
- Where do we locate functions such as Intergovernmental and International Relations / Stakeholder Management?
- What is the role of the Office of the DG?
- *We should be able to illustrate the ability to translate mandate into strategic objectives - programmes or key functions and key functions into lower level functions.*
- How do we delineate roles and responsibilities based on the VARICE principle and performer levels?
Generic structures will be an addendum to the Directive on Organisational Structuring, which will be presented to Cabinet for adoption.

OTPs and other concerned departments will have to align their structures to the approved generic structure.

Implementation date will be contained in the Directive.

The Directive will be posted on the DPSA website and OTPs and departments will be alerted in this regard.

Generic Structures will be periodically reviewed, the review might be prompted by issues emanating from implementation, compliance monitoring and change in OTP strategies.
Limitations of the current process and implementation challenges

- Lack of detailed information on processes to inform functions.
- Lack of detailed information on the service delivery model.
- Non-compliance
- Deviations/inconstancies might continue due to decentralized decision making with regard to re-organisation issues.
- Lack of post provisioning norms and standards - Dpsa will, through consultations, monitor the outcomes of the Job Evaluation processes to ensure consistency in terms of post provisioning, levels and nomenclature of posts.
- Political decisions i.e. centralisation and different institutional forms
The design process is guided by the following three distinct dimensions that clarify functional delineation:

- *Strategy and planning*,
- *Operations and Coordination*,
- *Support*.

Functional relevance is critical, as the purposes and functions should be directly linked to the jobs to be performed, objectives and goals of the organisation.
Proposed Organisational Configuration

PURPOSE:

To provide coherent leadership and ensure integrated planning, coordination and monitoring of the implementation of service delivery programmes in support of national and provincial priorities and developmental processes.
Proposed Organisational Configuration

- Policy, Strategy and Planning
- Performance Monitoring and Evaluation
- Institutional Development and Implementation Support
- Anti-Corruption and Integrity Management
- Internal Audit and Risk Management
- Corporate Management
- Financial Management
- Private and Executive Support (Premier)
- Executive and Administrative Support (ODG)
Proposed Organisational Configuration (HQ)

Policy, Strategy and Planning

Functions:

- Policy and Research Coordination
- Strategy and Planning
- Cabinet Support Services
- International and Intergovernmental Relations
Proposed Organisational Configuration (HQ)

Performance Monitoring and Evaluation

Functions:

- Performance Assessment and Programme Evaluation
- M&E Systems and Data Management
- Performance Improvement Programmes
- Learning and Knowledge Management
Proposed Organisational Configuration

Institutional Development and Implementation Support

Functions:

- Organisational Development and Transformation
- Batho Pele and Change Management programmes.
- Provincial Government Information Technology services.
  - Planning, promotion, coordination and implementation support
  - Compliance monitoring and programme assessments
  - Capacity building
Proposed Organisational Configuration

Anti-Corruption and Integrity Management

- Ethics and Integrity Management
- Investigations and Case Management
- Monitoring and Reporting
Proposed Organisational Configuration (HQ)

Functional Component: Corporate Support Management

- Human Resource Management and Development
  - HR Practices and Administration
  - HR Strategy, Planning and Systems
  - Labour Relations
  - Employee Wellness Programmes
  - Human Resources Utilization and Development

- Infrastructure and Facilities Management
  - Facilities Maintenance
  - Auxiliary Services

- Information Communication & Technology Management
- Security Services
- Legal Services
- Communication
Proposed Organisational Configuration (HQ)

Financial Management Resource

- Management Accounting
  - Financial Planning, Budgeting and Reporting

- Financial Administration and Accounting
  - Salary administration
  - Expenditure and General Payments
  - Cash and Revenue Management
  - Financial Systems and Support services
  - Asset liability and Debt management

- Supply Chain and Asset Management
  - Demand and Acquisition
  - Supply and Logistics management
  - Procurement Performance & Compliance
  - Asset and Fleet management
Proposed Organisational Configuration (HQ)

Internal Audit and Risk Management

Functions:

- Operational Audits and Internal Controls
- Compliance Audit
- Risk Management
Proposed Organisational Configuration (HQ)

Office of the Premier

Functions:
- Private Office
- Executive and Administrative Support

Office of the DG

Functions:
- Executive Support
- Administrative support
CONCLUSION

- Discussion should be based on the questions raised as well as providing answers with regard to the configuration.

- Way Forward
  - Participants to finalise the design
  - Dpsa to refine and forward for adoption
  - The revised version will be forwarded to participants for final inputs.
  - It is the responsibility of OD Managers to present the proposal to the management, and final inputs should be forwarded through the DG.
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