



**the dpsa**

Department:  
Public Service and Administration  
**REPUBLIC OF SOUTH AFRICA**

**ORGANISATIONAL DESIGN  
TEMPLATE TO COMPILE BUSINESS CASE**

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## 1. EXECUTIVE SUMMARY

- Provide a summary of the Business Case/ Management Services Report.

*N.B. The review process must be conducted in line with the six phases as illustrated in the Guide. For further information on the detail of each section, refer to page 19-2 in Section 3 of the Guide on Organisational Structuring in the Public Services accessed from the DPSA website ([www.dpsa.gov.za](http://www.dpsa.gov.za)). The process and the outcome must also adhere to the requirements of the Directive and other relevant prescripts.*

*This is a guide, departments are not confined to this guide only.  
This guide to be used /read together with the Guide on Organisational Structuring*

## 2. BACKGROUND

### 2.1. Authorisation for the review

- Indicate where the decision/mandate to conduct the organisational review and redesign emanate from.

### 2.2. Legislative

- Mandate analysis. Define the mandate of the department in the context of the services being offered, in line with the key legislative prescript.
- Outline strategic objectives of the department in line with the mandate.
- Outline the functions of the department in line with the strategic objectives.
- Provide an analysis of the service delivery model.

### 2.3. Rationale for review

Outline the reason for the review. The triggers could be based on the following conditions:

- *Structuring based on amended mandate or change to the strategic focus:* based on 3- 5 year strategic review processes.
- *Splitting of departments,* as may be determined by the President or the relevant Premier.
- *Transferring a function between departments,* as may be determined by the MPSA or the relevant Premier.

- *Establishment and abolishment* of the departments, as may be determined by the MPSA or the relevant Premier.
- *Organisational structuring based on a macro-organisation of the state*, as may be determined by the President, MPSA and Premier.
- *The outcome of a diagnostic study.*

### **2.4. The findings of the analysis of the current structure**

- Weaknesses/gaps/challenges and opportunities that informed the review.

## **3. REDESIGN PROCESS**

### **3.1. Approach followed**

- Outline the process followed i.e. phases of the organisational review and redesign project.

### **3.2. Techniques applied to conduct investigations**

- Identify the techniques adopted and how they were applied (*also refer to the guide*).
- Provide a summary of the outcomes of work study investigations conducted.
- Indicate how the scope and size of each unit was determined.
- Indicate how a reasonable managerial work load was determined.
- Illustrate how post provisioning norms were determined.
- Illustrate the distribution of posts across the units and programmes i.e. Line vs. Corporate.
- If the department has employees appointed additional to the establishment, provide the rationale for such appointment and indicate how the department has ascertained that there is no duplication between the responsibilities of the appointees and the responsibilities attached to the posts in the permanent staff establishment.
- List nature of appointment, nature of posts, level, number and location.
- Illustrate how the skills gaps identified in the human resource plan are taken into consideration in identifying capacity requirements in the proposed organisational structure.

### **3.4. Summary of the findings**

- Explain the proposed changes to address the identified problem.

### **3.5. Optional analysis**

- Identify options considered to inform the new configuration and the proposed structure, also include advantages and disadvantages, if any.
- Identify the recommended option, and provide reasons for adopting such option.

### **3.6. Recommendations/ proposed changes per unit**

- Illustrate how the proposed organisational structure is aligned to the mandate and strategic objectives outlined in the introduction.
- Illustrate how the service delivery model informs the recommended option.
- Illustrate how the issues/challenges identified in the diagnostic phase have been addressed.

### **3.7. Financial Implications and Implementation Plan**

- Indicate funding for the current and proposed organisational structure.
- Indicate the shortfall or excess funding.
- Confirm availability of funding, as verified by the Chief Financial Officer and the Budget Analyst.
- Illustrate how the department considered operational costs such as equipment, telephone, stationary, traveling costs, furniture and office space.
- Provide summary of the implementation plan on how posts will be funded within the available budget over the MTEF, based on the proposed levels.
- Illustrate the percentage in cost of employee compensation based on the overall budget of the department.
- Illustrate the percentage in cost of administration (programme 1) posts as compared to operational posts.
- Illustrate the percentage in cost of new posts, and its implications of the increasing staff establishment.

**3.8. Summary of the comparison between current and proposed organisational structures**

<b>Current key Programmes in line with the existing structure</b>	<b>No. of existing <i>current and funded</i> posts</b>	<b>Total cost per programme ( COE)</b>	<b>Proposed key Programmes</b>	<b>No. of proposed funded posts (N.B. <i>the proposed organisational structure must only contain funded post</i>)</b>	<b>Total cost of the proposed posts per programme ( COE)</b>

**4. ENVISAGE IMPACT BASED ON THE PROPOSED ORGANISATIONAL STRUCTURE**

- Provide an overview of the expected impact on service delivery and benefits for the citizens and the department, if the proposed structure is implemented.
- Illustrate how the impact on staff has been considered i.e. increase in or reduction of posts/staff, excess staff and re-skilling and training.

**5. IDENTIFY RISK AND MITIGATION STRATEGIES**

- Identify the risks that emerged from the project.
- Indicate how such risks were mitigated to ensure the success of the project.
- Identify possible risks that might impact on the implementation of the new structure.
- Identify proposed mitigation strategies.

**6. COMMUNICATION AND CONSULTATION PROCESS**

- Illustrate how issues of change management are carried out to support the process.
- Indicate how communication and consultation processes were carried out to date.

### **7. TRANSITIONAL AND IMPLEMENTATION PLAN**

- Provide summary of the implementation plan, including roles and responsibilities of those involved.
- Indicate how the implementation plan will be monitored and how emerging issues will be dealt with, to ensure project closure.

### **8. APPROVAL**

- The submission containing the business case, current and proposed organisational structure, and other relevant documentation should include signatures of the CFO, Internal Audit, Director-General/Head of the Department and the Executive Authority.

### **9. ANNEXURES**

- a) Business case/ Management Services Report, including the findings of work study investigations,
- b) Approved Strategic Plan.
- c) Service Delivery Model.
- d) The proposed organisational structure (*containing staff establishment and purposes and functions*)
- e) Current and approved organisational structure.
- f) Job Evaluation outcomes of the affected posts (*new and redesigned*).
- g) Letter from Chief Financial Officer, supported by the Budget Sector Analyst confirming the availability of funds and the implementation plan.