LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF
ROADS AND TRANSPORT

ORGANISATIONAL

DEVELOPMENT

POLICY

1.   PREAMBLE

Organizations need effective organizational structures and efficient work processes to deliver efficient services. An organizational structure is a vehicle through which services are delivered and provides a framework within which organizational decisions are taken. A process refers to a series of events/activities performed in a sequential/chronological order to achieve a specific purpose. How the organization is structured or how the process is performed influences how services are delivered. If the structure is not aligned with the departmental strategy, the government mandates, public expectations and service delivery, the department will not deliver services efficiently and effectively. The Department of Roads and Transport is fully committed to implementing the organizational development policy as efficiently and effectively as possible, thereby giving effect to the Public Service Regulations 2001, as amended.

2.   PURPOSE

To provide a common framework for organizational development on matters pertaining to organizational structuring, workflow improvement and reengineering of business processes.

3.   AUTHORIZATION

The following pieces of legislation guide organizational development in public service departments:-

3.1   Public Service Regulations, 2001 as amended
3.2   Public Service Act, 1994 as amended
3.3   Labour Relations Act, 1995
3.4   RSA Constitution, 1996
3.5   White Paper on Transformation of the Public Service
3.6   White Paper on the Transformation of Service Delivery

4.   FUNCTIONS OF THE ORGANIZATIONAL DEVELOPMENT UNIT

4.1 The Organizational Development Unit provides strategic advice and interventions in organizational planning and productivity improvement through:

4.1.1   Work organization and structural designs by:
4.1.1.1 Undertaking proactive and reactive investigations on the organizational structure.
4.1.1.2 Maintaining the organizational structure
4.1.1.3 Monitoring the implementation of the organizational structure

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4.1.1.4 Evaluating the effectiveness of the structure in achieving organizational objectives

4.1.1.5 Keeping record of changes to the organizational structure.

4.1.2 Improvement of the workflow, work processes, work procedures and methods by:

4.1.2.1 Analyzing and improving existing work processes, work procedures and methods.

4.1.2.2 Conducting investigations on form design and control

4.1.2.3 Conducting investigations on the allocation of office accommodation.

4.1.3 Rendering of pro-active advice to management and executing authority on any subject pertaining to the organizational development and design.

4.1.4 Provide advice to management regarding the productivity improvement strategies as well as post provisioning norms.

4.1.5 Development of policy on organizational development.

5. POLICY PROVISIONS

ORGANIZATIONAL STRUCTURING

5.1.1 AUTHORITY TO ORGANIZE AND RESTRUCTURE THE DEPARTMENT

5.1.1.1 The mandate to organize and restructure the department originates from Chapter 1[Part III] of the Public Service Regulations, 2001 as amended. In terms of B2, the MEC for Roads and Transport shall, based on the strategic plan, determine after consultation with the Minister for Public Service and Administration [MPSA] the organizational structure of his department in terms of the core and support functions, define the posts necessary to perform the functions and grade such posts by means of the Equate job evaluation system prescribed by the MPSA.

5.1.1.2 In designing the organizational structure, the MEC must ensure that it (the structure) is aligned with the departmental strategy, the government mandates, public expectations and service delivery.

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5.1.2 IMPORTANCE OF ORGANIZATIONAL STRUCTURES IN ORGANIZATIONS

5.1.2.1 Organizational structures are designed in order to:-

5.1.2.1.1 Divide the total job of the organization into smaller, manageable jobs.

5.1.2.1.2 Establish formal lines of authority/communication. The structure indicates various positions and their relationships in an organization (indicates who reports to who).

5.1.2.1.3 Assign tasks and responsibilities.

5.1.2.1.4 Deploy human resources

5.1.2.1.5 Provide a framework within which organizational decisions are taken.

5.1.2.1.6 Coordinate organizational tasks

5.1.3 REVISION OF ORGANIZATIONAL STRUCTURES

5.3.1 The organizational structure of a department is dynamic and keeps on changing. The revision of the organizational structure is informed by any of the following:

5.3.1.1 Departmental strategic plan

The organizational structure should support the strategic plan, the vision and mission of the department. Organizational structures are reviewed at every strategic planning session to assess whether they still support the strategic plan.

5.3.1.2 Mandates and policies of the department

5.3.1.3 Government mandates pronounced by the following elected executive members will also guide organizational restructuring:

5.3.1.3.1 State President in the state of the nation address

5.3.1.3.2 Provincial Premier in the state of the province address.

5.3.1.3.3 MEC for Roads and Transport in the budget speech.

5.3.1.3.4 National Minister for Transport in the budget speech.

5.3.1.3.5 MEC for Provincial Treasury in the budget speech (budget allocations always reflect priorities in terms of service delivery)

5.3.1.4 Service delivery improvement programs initiated by government

They include poverty alleviation programs such EPWP and other labour intensive projects.

5.3,1.4 Customer/Stakeholder expectations

5.3.1.5 Transfer of functions by Premier/MPSA

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5.3.1.6 Duplication of functions
Duplication of functions detected on organizational structure may lead to the revision of the structure.
5.3.1.7 Organizational performance
Poor performance by the organization or certain components within the organization may precipitate a turnaround strategy which could result in restructuring.
5.3.1.8 Results of job evaluation
5.3.1.9 DPSA directives.
5.3.1.10 Directives from the Provincial Executive Council
5.3.1.11 Requests from departmental components for creation, abolition and shifting of posts/functions/components

5.3.2 Only Unit Mangers may request the revision of the organizational structures of their components. Requests must be done in writing (no verbal requests will be entertained) and should indicate that sufficient funds are available, including funds for the remaining period of the MTEF. Such a request must be endorsed by the General Manager of the relevant component, recommended by the HOD and approved by the MEC. The OD unit will conduct ad-hoc inspection and communicate the results to the affected Unit manager.

Note should be taken of the following before contemplating to revise the organizational structure:-
- The reason for structural change. Is it a performance problem, a change in strategy or a new mandate?
- Whether restructuring is the most appropriate intervention.
- The impact of the new/revised structure on service delivery.

5.1.4 CONSULTATION REQUIREMENTS FOR ORGANIZATIONAL STRUCTURING

5.1.4.1 Consultation is very important in every step of the restructuring process. It is a tool used to obtain concurrence from various stakeholders about the revised organizational structure. The following role-players will be consulted:-
5.1.4.1.1 Executing Authority [MEC]
Before embarking on organizational restructuring, prior approval or authorization will be obtained from the executing authority. Consulting the executing authority is also important in order to obtain his strategic and political perspective and to secure commitment and support in the restructuring process.

5.1.4.1.2 Minister for Public Service and Administration [MPSA]

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The MPSA will be consulted if there are changes to the top three tiers of the organizational structure in order to obtain comments on proposed changes.

5.1.4.1.3 Managers in charge of components
Managers in charge of the components that are to be restructured will always be consulted to obtain their strategic and managerial perspective and also secure their commitment and support for the proposed changes.

5.1.4.1.4 Departmental staff
Those staff members who are affected or likely to be affected by restructuring will always be consulted to obtain support for the proposed structure and its implementation. Other staff members who have knowledge or experience of a particular area or service will be consulted for advice and input when restructuring is done.

5.1.4.1.5 Other departments
Other departments will be consulted only if the restructuring is likely to affect occupational categories or levels that are also used by those departments.

5.1.4.1.6 Labour organizations
Labour organizations will be consulted if staff is affected or likely to be affected in order to comply with sections 189 and 197 of the Labour Relations Act, 1995.

5.1.4.1.7 Users of services
Service beneficiaries will be consulted if service delivery is likely to be affected by the restructuring to obtain their views on problems and challenges and to secure their support on proposed changes.

5.1.5 FUNDING FOR THE REVISED ORGANIZATIONAL STRUCTURE

5.1.5.1 Funding the implementation of the revised structure is very important. Where the implementation of the revised structure could result in additional expenditure for the department, the department should ensure that sufficient funds are available on its budget including funds in terms of the MTEF. Proper costing has to be done in this regard.

5.1.5 AUTHORIZING CHANGES TO ORGANIZATIONAL STRUCTURE

5.1.5.1 The authority to change the organizational structure rests with the MEC. Unit Managers can only change the organizational structure if

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the MEC has delegated this power in writing. The MEC shall consult the Minister for Public Service and Administration for her comments before approving changes on the organizational structure that involve the top three tiers of the department.

5.1.6 KEY DECISION MAKERS IN ORGANIZATIONAL STRUCTURING

5.1.6.1 The following individuals are the key decision makers in organizational restructuring:-

5.1.6.1.1 Minister for Public Service and Administration [MPSA]
The Minister for Public Service and Administration makes regulations and issue directives on the restructuring of public service departments.

5.1.6.1.2 Provincial Premier
The Premier of the province makes determinations regarding the transfer and allocation of functions.

5.1.6.1.3 Executing Authority [MEC]
The MEC for Roads and Transport determines the department's organizational structure; define posts needed to carry out the functions and grade such posts by means of the job evaluation system. In terms of the Public Service Regulations, the MEC has the authority to take decisions on the restructuring of departmental components. In most cases the MEC will delegate this authority to the Head of Department.

5.1.6.1.4 Accounting Officer[HOD]
Carry out the restructuring functions under delegated authority from the executing authority.

5.1.7 PRIORITIZATION AND PROGRAMMING OF REQUESTS

5.1.7.1 **PRIORITIZATION OF REQUESTS**
The following criteria will be considered for assessing requests for prioritization:-

5.1.7.1.1 The overall priority or significance of a request in relation to departmental priorities, goals and known problem areas.

5.1.7.1.2 The possible implications of a request viewed against the availability of funds.

5.1.7.1.3 Possible implications should restructuring be delayed.

5.1.7.1.4 Specific motivation provided by the Unit manager in support of a request.

5.1.7.1.5 The sequence in which requests were received.

5.1.7.2 **PROGRAMMING**

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5.1.7.2.1 Bearing in mind that OD practitioners in the OD Unit may be responsible for a variety of tasks, a program for revising the organizational structure will be developed to ensure that sufficient capacity is available. In developing the program, a range of interested parties will be consulted including:

5.1.7.2.1.1 Head of Department

5.1.7.2.1.2 Unit Managers

5.1.7.2.1.3 Staff from complementary components such as job evaluation and human resource management.

5.1.7.2.2 The scheduling of the program will, in summary, be informed by:-

5.1.7.2.2.1 The number of requests received, indicating their priority and whether sufficient funds are available to fund the implementation.

5.1.7.2.2.2 Timeframes.

5.1.7.2.2.3 The number of available OD practitioners and their other commitments.

5.1.7.2.3 The program will be reviewed periodically in consultation with the relevant stakeholders. Some of the reasons that may prompt the review could include:

5.1.7.2.3.1 New and changing priorities, goals and strategies in the department.

5.1.7.2.3.2 Changes in work organization.

5.1.7.2.3.3 Financial considerations.

5.1.7.2.3.4 Progress or lack of progress with the program.

5.1.8 MONITORING AND EVALUATING IMPLEMENTATION OF THE ORGANIZATIONAL STRUCTURE

5.1.8.1 The organizational structure will be monitored and evaluated periodically in order to:

5.1.8.2 Track progress with the implementation thereof.

5.1.8.3 Alert the executing authority to any problems so that corrective action can be taken.

5.1.8.4 Assess its efficiency and effectiveness in achieving organizational objectives.

5.1.8.5 Determine what works and what doesn't work and how this can be improved or strengthened.

5.2 BUSINESS PROCESSES REENGINEERING AND WORKFLOW IMPROVEMENT

5.2.1 The workflow and the business processes support the delivery of services and have an impact on productivity. Organizations

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sometimes focus much on service delivery itself while the workflow and business processes are neglected.

5.2.1.1 AUTHORITY TO REENGINEER BUSINESS PROCESSES AND IMPROVE THE WORKFLOW

5.2.1.1 The mandate to reengineer business processes and improve the flow of work is emanating from Chapter 1, Part III [B3] of the Public Service Regulations which directs the head of department to, when implementing the strategic plan, promote efficient, economic and effective use of resources and apply working methods such the simplification of work and elimination of unnecessary functions/processes to improve the functioning of the department.

5.2.1.1.1 BUSINESS PROCESSES REENGINEERING/IMPROVEMENT

5.2.1.1.1.1 RATIONALE FOR IMPROVING BUSINESS PROCESSES

Existing processes, procedures and methods are improved in order to:
5.2.1.1.1.1.1 Improve quality of service delivery.
5.2.1.1.1.1.2 Eliminate unnecessary delays, bottlenecks and inefficiencies.
5.2.1.1.1.1.3 Shorten decision making channels.
5.2.1.1.1.1.4 Eliminate numerous controls that inhibit service delivery.
5.2.1.1.1.1.5 Eliminate high costs of rendering services.

5.2.1.2 PRIORITIZATION AND PROGRAMMING OF REQUESTS

5.2.1.2.1 The same criteria as in organizational restructuring outlined in paragraph 5.1.7 above will be followed.

5.2.1.1.2 WORKFLOW IMPROVEMENT

Workflow refers to the flow of information in an organization. Information flow in an organization consists of paper flow, telephone communications and personal visits.

Workflow improvement will focus on the following key areas:-
✓ Form Design and Form Control
✓ Allocation of office accommodation

5.2.1.1.2.1 FORM DESIGN AND FORM CONTROL

A form is used to convey information from one office to another. The procedure documented on the form is either created or if the form already exists that procedure may be amended to improve its efficiency or even the form itself. Poorly designed forms are very difficult to complete. The design and content of the form is the product of a work study investigation.

5.2.1.1.2.1.1 RATIONALE FOR DESIGNING FORMS

Some procedures are documented on forms. Forms are designed in order to put on paper such procedures. Existing forms may also be redesigned to improve the efficiency of procedures on such forms or even the forms themselves.

Existing forms will be analyzed to assess whether they are not outdated. Analysis may reveal that certain forms are no longer used and may be eliminated or may reveal that certain forms should be improved. Analysis may also reveal a need for consolidating certain forms or standardization of certain forms. Forms also need to be controlled to guard against the development of unnecessary forms.

5.2.1.1.2.1.2 PRIORITIZATION AND PROGRAMMING OF REQUESTS

The same criteria as in organizational restructuring outlined in paragraph 5.1.7 above will be followed.

5.2.1.1.2.2 ALLOCATION OF OFFICE ACCOMMODATION

The purpose of investigating allocation of office accommodation is to ensure that office space is utilized efficiently and cost-effectively as well as ensuring that related functions are placed together to promote the efficient flow of work.

The following factors are taken into consideration when allocating office space:
- Nature of the work
  When an employee spends most of his time receiving people in his office, more space will be needed to accommodate this responsibility.
- Level of the post
  The head of department (in terms of space norms) will need a bigger office space than a senior manager.
- Equipment
  Employees using equipment when performing their jobs need more office space than employees who do not use equipment.
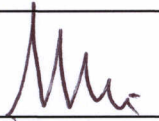
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5.2.1.1.2.2.1 PRIORITIZATION AND PROGRAMMING OF REQUESTS

The same criteria as in organizational restructuring outlined in paragraph 5.1.7 above will be followed.

6. POLICY REVIEW

The policy will be reviewed annually and where need arises.

ENDORSED

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_____   18/02/09
HEAD OF DEPARTMENT   **DATE**

Note: This policy document is a blue print of the original policy that was approved by MEC Justice Piitso on 18.02.08.