Unit P13: Design, deliver and evaluate changes to organisational structure

Overview

This unit is appropriate for you if your role involves:

- reviewing organisational structures and work processes
- implementing changes to the organisation's structure and work processes
- contributing to the identification and development of organisational culture

The activities you are likely to be involved in:

- evaluating the effectiveness of communication systems and team working
- comparing structures in other organisations
- identifying ethical issues where there may be conflicts of interest or dilemmas requiring audit and evaluation
- evaluating organisational structure in relation to organisational effectiveness and efficiency
- identifying and evaluating the potential for, and impact of, e-personnel approaches

What the unit covers:

1. reviewing the current organisational structure
2. making appropriate recommendations for changes to organisational structure
3. implementing recommended changes to organisational structure
4. developing the processes and evaluating the changes to organisational structure

Element P13.1: Review the current organisational structure

Performance criteria
You must be able to do the following:

a Define the criteria to be used to measure the effectiveness of existing structures.
b Identify the factors which influence the need to change organisational structures.
c Review existing structures and evaluate them against organisational needs.
d Evaluate the effectiveness of structures in each functional area and how they relate to each other.
e Identify the potential role and impact of e-personnel systems.
f Identify the changes required to organisational structure which will enhance efficiency and effectiveness.
g Evaluate the alternative ways of delivering the changes.
h Assess the impact of the proposed changes on organisational structures and individual employees.

Element P13.2: Make appropriate recommendations for changes to organisational structure

Performance criteria
You must be able to do the following:

a Identify the key stakeholders involved in making changes to organisational structures.
b Prioritise recommendations in line with overall organisational strategy and needs.
c Prepare a clear case for the recommendations with justification for them.
d Provide accurate and detailed estimates of the time, people and resources needed to deliver the recommendations.
e Identify the potential role and impact of e-personnel systems.
f Present recommendations to appropriate stakeholders in a manner which is likely to gain their support.
g Provide opportunities for stakeholders to raise concerns and queries.

Element P13.3: Implement recommended changes to organisational structure

Performance criteria
You must be able to do the following:

a Establish the resources available and required in order to bring about the changes.
b Draw up detailed implementation plans for changes to specific structures and processes based on identified priorities.
c Ensure the understanding and commitment of all parties involved in the implementation based on clear information.
d Implement changes within specified budget and timescale.
e Identify problems over implementation promptly and inform all parties of any changes or delays in the implementation plan.
f Maintain accurate, complete and up-to-date records of changes made.
g Provide regular reports on the progress to internal sponsors and disseminate to others.
h Ensure that the implementation process complies with legal requirements, codes of practice and organisational policy.

Element P13.4: Develop the processes and evaluate the changes to organisational structure

Performance criteria
You must be able to do the following:

a Define the success criteria by which to measure changes to structures.
b Design and select procedures for evaluating the effectiveness of existing structures with appropriate key stakeholders.
c Involve appropriate senior managers in the evaluation process.
d Ensure that review procedures and data collection are fully documented.
e Base information used on reliable and valid data which is collected regularly and systematically.
f Make objective and thorough evaluations of the information which contain accurate cost and benefit analyses, as well as practical and realistic implementation plans.
g Draw conclusions and develop proposals which reflect the objectives of the organisation and the needs of individual departments, as well as taking into account all relevant internal and external factors.

Knowledge requirements

You need the following knowledge to perform this Unit of Competence. You will show this through the outcome of your work activities and through evaluations of your systems and processes.

You need to be able to show that you have general knowledge and understanding of the following:

Nature and role of change in organisational structure

1 how to identify and assess the trends, influences and pressures which may lead to change in the organisation
2 how to establish the influence of organisational culture and values on proposed changes
3 how to conduct an accurate risk assessment of introducing changes into the organisation
4 how to establish the key factors which influence the design of the current structures and work processes
5 how to identify and evaluate alternatives to the current structures
6 how to work within the budget and timescales required for implementation
7 how to maintain a clear link between proposed changes and the organisation's goals and objectives
8 how to ensure effective project management of the improvement plan

Principles and concepts

9 how to develop internal processes to review organisational structures
10 how to identify and involve key stakeholders in the evaluation of organisational structures
11 how to establish and take account of the needs, aspirations and capabilities of employees
12 how to identify appropriate forms of ethical auditing to help clarify and resolve ethical tensions where they occur
13 how to identify those aspects of the changes likely to meet with opposition, and how to overcome such opposition
14 how the organisation gathers and processes information
15 how to ensure that appropriate data is gathered to support the decision-making process
16 how to ensure the accuracy, back-up and security of information and ways of avoiding any lapses in data storage, including compliance with appropriate legislation
17 how to select appropriate survey methods and review procedures to obtain good quality information
18 how to apply data collection and analysis principles
19 how to recognise and overcome the limitations of data
20 how to apply cost/benefit analyses within the evaluation process

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21 how the perceptions, aspirations and capabilities of employees can be taken into account when evaluating existing structures and work processes and making proposals for change
22 how to summarise and present information and proposals to decision-makers

External factors influencing organisational structure and work processes

23 how to identify and assess the main external trends, influences and pressures which may lead to change in the organisation
24 how to identify and apply the legislation which influences organisational structures
25 where and how to find appropriate external information to benchmark or otherwise contrast other responses to organisational structure
26 how to identify and make use of developments in e-personnel and other technological developments when planning the delivery of personnel services

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