

Organisational Structure Guideline

Intention and Objectives

These guidelines outline organisational structure and design principles to help managers when designing or redesigning the organisational structures.

Organisational Design is the formal process for integrating the direction, information, people, and technology of an organisation to ensure alignment with business strategy. It is used to match the *form* of the organisation as closely as possible to the outcomes that the organisation seeks to achieve.

Scope

University-Wide

Reviewing an Organisational Structure

Any review of the organisational structure should be based on a clear understanding of the purpose and direction of the work area: how each position contributes to the area's purpose; and the relationships between positions. Positions then need to be designed to provide outcome focused accountabilities and relationships between positions. A review may be instigated whenever there is a business opportunity or need, for example changed business directions; the introduction of new technology; responding to client/market needs; changes in government policy/funding; and a need to improve service delivery.

A review is often conducted in order to determine how the business needs to improve and best conducted in line with annual business and workforce planning processes or in response to key events (such as changes in client needs, funding, technology, processes, priorities). Depending on what aspect of the business is being improved, there is an opportunity to develop structures that improve career opportunities, decision making and communication flow.

Organisational Structure Principles

1. Structure and design supports the ECU's Strategy (Enabling the Strategy, Core Business Driven and Adaptable)

- Does the organisation's structure and design support ECU strategy and purpose?
- Is the structure and design a vehicle to support change culture and drive future business outcomes?
- Does the structure support flexibility so that resources can be deployed according to shifting priorities?
- Is the structure financially sustainable?
- Will this structure enable critical work activities to be successfully delivered?

2. Client Service Expectations Are Met (Customer Focused)

- Will the organisational structure help efficiently deliver quality products and services to clients?
- Does the structure support quality client service that caters for different client needs?
- Can clients and others navigate the structure to get to what they need easily?
- Does this structure prioritise the services that are beneficial to the outcome or experience of the core clients?

3. Cooperation and Support to Core Business (One University)

- Does the organisation structure facilitate cooperation with other areas of the University?
- Are dependencies and interdependencies clear and manageable?
- Are the structures allowing decisions to be made quickly and as near as practical to the point of action?
- Are the structures allowing for clearly defined accountabilities and meeting client expectations?
- Are resource decisions and structures designed to nurture and protect core business activities?
- Are these structures bringing together the most cost-effective and aligned services possible?
- Do these structures minimise duplication of services, roles and responsibilities occurring within the University?
- Have options of sourcing externally or amalgamating with other like Units been explore for specialist services that do not meet supporting core business?

4. Staff composition is manageable (Span of Control and Management Layers)

- Are Unit's of a size and composition that allows supervisors to provide meaningful support and feedback to support staff performance? Workgroups can consist of 10 – 20 direct reports depending upon the nature of the work, the people in the roles, and the established processes.
- Does the size of the business unit allow for leave flexibility and adequate budget allocation to cover critical staff-related costs such as training and development?
- Does the size of this business unit allow for efficiencies associated with being a separate organisational entity (for HR/Finance services and administrative requirements such as annual reviews etc)?
- Does the structure enable clear and well-informed decision making and communication?
- Does each level of supervision add value, or are there too many layers?

5. Structures comply with governance and legislative responsibilities (Accountability and Governance)

- Does the structure enable compliance with governance, legislative and reporting requirements?
- Does the structure and design suit the style of management and governance?
- Are accountabilities and reporting lines clear?
- Are there multiple reporting lines? If so, are these clear and manageable?

6. Structure incorporates opportunities for career progression (Career Progression)

- Does the structure support career progression for staff? Clear relationships between positions means that staff can broaden their capabilities and experience, act in vacant higher positions, or take on partial higher duties.
- Does the structure set clear relationships between positions?

7. Regular reviews are conducted (Continuous Improvement)

- Are structures reviewed regularly against these principles?
- How will the structure and design be reviewed and how will key stakeholders be involved in reviewing the structures?
- Is there a compelling business case to be developed against these principles?