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Organizational Review Toolkit

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Introduction

Our method for conducting organizational reviews has been applied successfully in many federal departments and agencies. It is based on four major activities that address the two major requirements of an organizational review:

1. Sufficiency and adequacy of the current organization in terms of structure, skills and classifications; and
2. The management practices and capacity required to lead and manage the organization.

Our approach factors in the current and emerging demands on an organization. Accordingly, the scope of the work involves understanding the current and future operating environments, assessing the structure, and identifying the gaps between the current capacity and the planned and anticipated activities and contributions. To these ends, our approach involves:

1. Conducting a size- up of the current and future operating environment by assessing the statutory, expertise, contributions and physical infrastructure, including those that are emerging and those that are planned.
2. Assessing the current structure, alignment, authorities and capability of the organization and its ability to deliver against existing and planned objectives and priorities;
3. Conducting working sessions to develop, challenge and verify options and opportunities for improvement;
4. Comparing the current organization with the anticipated future state to identify gap areas for management attention and investment;
5. Generating draft final reports, outlining the findings and recommendations to equip the organization for the short term and identify the necessary changes to prepare for the future.

We make use of our proven Capacity Assessment and Organizational Design methodologies and tools when conducting an organizational review. These tools are based on sound research and best practices, and refined through experience conducting similar assignments over many years.

Approach and Methodology

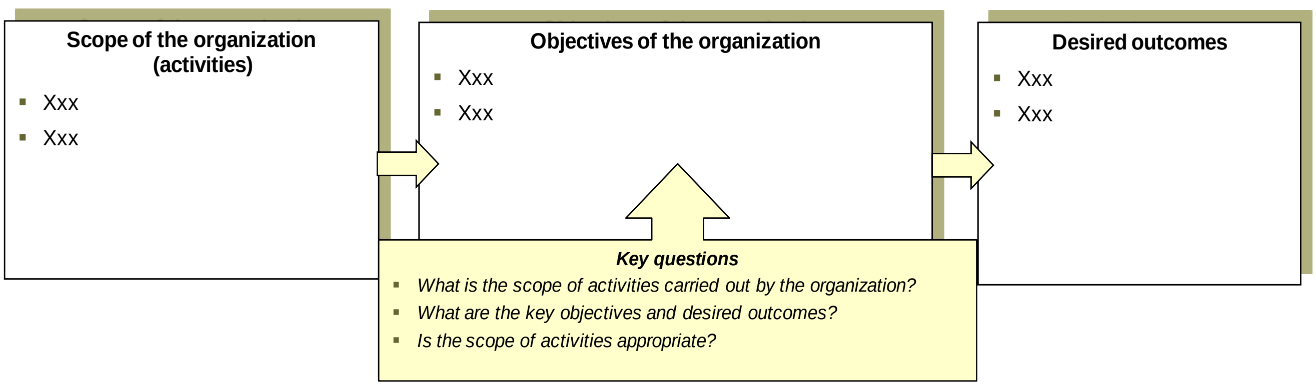
1. Operating Environment Size-up

These sub-tasks confirm the strategic directions and priorities in the way ahead, identify key capabilities required, and confirm the organizational contribution requirements. This includes:

1. Interviews with managers and key personnel
2. Review of legislative and regulations
3. Review of planning documentation, studies, audits and reports.

2. Confirm activities, objectives, and desired outcomes

Confirm the scope of activities carried out by the organization, the objectives of the organization, and the desired outcomes. This could include the history and evolution of the management approach and what needs to change in the way ahead.



3. Identify strengths, weaknesses, and challenges

Confirm performance and contribution requirements and summarize the advantages and disadvantages of the existing organization and key challenges in the way ahead.

What were the overall strengths during the last year – what went really well?	❑ Xxx ❑ Xxx ❑ Xxx ❑ xxx
What were the overall weaknesses during the last year – which areas require improvement? What are the gaps?	❑ Xxx ❑ Xxx ❑ Xxx ❑ Xxx
What are the key challenges and pressures in the way ahead?	❑ Xxx ❑ Xxx ❑ Xxx ❑ Xxx

This first set of steps produce a summary of the current and anticipated operating environment and identify the implications and considerations for an organization in its operating approach, structure and management capability.

4. Conduct Current State Assessment and Gap Analysis

The purpose of these steps is to prepare a high-level baseline that provides an overview of the current organizational structure, alignment, authorities, existing activities and capacities probable future state and gap analysis. This analysis includes:

1. **Strategic directions and priorities.** The objectives of the program/service, legislation and policies, the history, key challenges, and strategic priorities.
2. **Scope of clientele/ trend in demand.** The key client/beneficiary groups, the trend in the demand for the program/ service, and the key workload drivers.
3. **Stakeholders, expectations and satisfaction levels.** Confirm who the key stakeholders are, shifts in expectations, stakeholder satisfaction levels, and issues and gaps in meeting expectations. This can be based on manager/stakeholder feedback, consultations, interviews and client surveys/evaluations.
4. **Activities and resources.** The activities, the number of full-time equivalent (FTEs) supporting each activity, expenditures, tasks, outputs, and any service delivery issues or gaps associated with the activities. This information is typically collected through interviews with the responsible staff.
5. **Workload trends.** The volume of transactions, whether workload is increasing, decreasing or stable, and the baseline forecast in the way ahead.
6. **Organizational structure.** Current reporting relationships, grouping of functions, job design, and the overall delivery structure.
7. **Management practices.** The practices and conventions employed by managers and supervisors or team leads in organizing, coordinating and delivering the work of the organization.
8. **Delivery channels.** Interfaces with clients and stakeholders, the level of centralization/ decentralization, use of external resources, partnerships, and the extent to which staff are embedded within sectors, branches and regions.

9. **Risks.** Identify for the program/service the key risks, the extent to which these risks are being addressed, whether the risks are increasing, decreasing or stable, whether the risk mitigation measures are adequate and gaps that exist.
10. **Efficiency indicators and benchmarks.** Efficiency/productivity measures for the program/service compared with internal efficiency standards/targets as well as external benchmarks.
11. **Technologies, tools and systems.** Tools such as information systems, technologies, or reference guidelines that are used to support program delivery, and any gaps or issues that may exist. Key questions are: how effective are the existing tools? Do the existing tools and systems reflect best practices? Do the technologies need to be updated? Are efficiencies possible?
12. **Skills and key competencies.** Skill requirements and gaps, key human resources challenges, and the functional skills and competencies that would be required in the way ahead under different delivery models.
13. **Performance.** Confirm the program/service standards and performance indicators used to measure success; the current levels of performance, based on quantitative or qualitative information that is available; and the overall effectiveness of the current delivery model in place.

5. Identify future organizational state and management practice requirements and compare with current capability

In identifying the preferred future state, we consider several factors that complement and at other times contradict each other, for example:

1. **Strategic directions and priorities.** The objectives of the program/service, legislation, and policies.
2. **Scope of clientele/ trend in demand.** The key client/beneficiary groups, the trend in the demand for the program/ service.
3. **Activities and resources.** Show anticipated changes in major activities, tasks, outputs, and any service delivery issues or gaps associated with the activities.
4. **Projected workload trends.** The volume of transactions, whether workload is based on management's forecast in the way ahead.
5. **Organizational structure.** Current reporting relationships, grouping of functions, authorities and the overall delivery structure.
6. **Delivery channels.** Interfaces with clients and stakeholders.
7. **Workload trends.** The volume of transactions, whether workload is increasing, decreasing or stable, and the baseline forecast in the way ahead.
8. **Technologies, tools, and systems.** Tools such as information systems, digitizaiton technologies
9. **Skills and key competencies.** Functional skills and competencies that would be required in the way ahead under different delivery models.
10. **Performance.** Forecasted program/service standards and performance
11. **Management practices.** The practices and conventions employed by managers and supervisors or team leads in organizing, coordinating, and delivering the future work of the organization.

This future state model is compared to the current model relative to structure, operating approach, capability, and contributions to identify any gaps and determine the action and investments that will be required.

6. Develop Draft and Final Reports

This last task involves consolidating all the analytical work and findings to produce a report that outlines:

1. An assessment of the current organization and its capacity to deliver its current and future mandate including the effectiveness of management practices and capacity;
2. A working session with the Steering Committee to identify areas of focus, develop draft ideas and identify key critical success factors for implementation and sustainment of the organization and the preferred management practices.
3. Identification of the probable future state given forecasts and emerging operating realities for statutory and service delivery contributions;
4. Identification of the gap between the current state and preferred state; and
5. A set of recommendation on what the Steering Committee should consider moving forward.

The draft report is presented and briefed to the DG and management team to check for accuracy, challenge results and revise aspects of the recommendations to arrive at a final report.