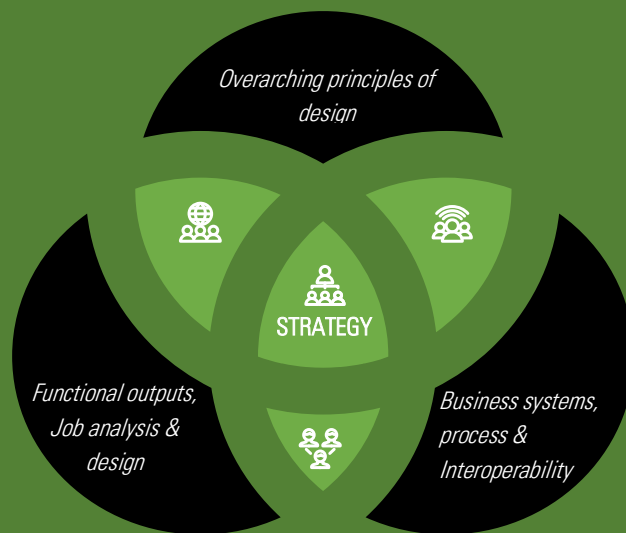




ORGANISATIONAL REDESIGN CHECKLIST

5 PHASED APPROACH TO RESTRUCTURING & EMPLOYEE ENGAGEMENT



RESTRUCTURE & CONSULTATION

Phase 1 - Review and Analysis of existing functional structure/s

- Determine principles of the restructure
- Strategy and business planning - Organisation direction & environmental factors
- Systems - Business workflows and enterprise resource planning (ERP) system
- Workflow analysis (inefficiencies and duplication)
- Identify mission critical roles. The core establishment necessary to achieving the organisation's strategic outcomes.
- Assess existing Capability vs Capacity and what new roles and skills need to be acquired or developed
- Labour costs per division and savings targets if purpose of restructuring is to reduce costs

Phase 2 - Plan and Design

- Draft functional structure (according to principles and outcomes as a result of Phase 1 Review and Analysis) and undertake feasibility (cost) study of proposed new structure
- Clarify roles & responsibilities and re/design jobs where necessary
- Develop improvements that ensure greater Interoperability between functions, teams and the enabling systems, processes and capability building opportunities to sustain the new way of working
- Identify impacted roles
- Establish timelines
- Draft Implementation and Consultation plan for Phase 3

Phase 3 - Consult (Staff and Union/s)

- Clearly state what the organisation is consulting on and what is not open for consultation
- Rationale for change - pressures and implication if no change
- Draft Structure
- Impacted roles (ensure impacted individuals are informed formally and their options, prior to all of business announcements)
- Changes to work practices and conditions
- Process of managing displaced employees
- Redeployment process
- Support to be offered
- Time frames
- Process for considering and managing formal alternative proposals on approach and structure to be implemented

Phase 4 - Consider alternative proposals and finalise structure

- Ensure sufficient time is allocated to consider formal proposals
- Compare alternative proposals against drafted structure
- Prepare response back to staff and union/s on decision (final structure) and rationale for decision. Response to include final structure and process and timeline for implementation.

Phase 5 - Implement new structure

- Right people in the right places supported by improved business systems and performance measures.
- Phase 5 Monitor and Evaluate outputs/outcomes
- Monitor and evaluate against design principles
- Gather feedback on effectiveness of outcomes through surveys, focus groups, meetings
- Ensure gaps are identified and work practices are optimised to realise desired outcomes,

ENGAGE

Establish Focus Groups comprising

- A cross-section of employees across business units and functional groups
- Varied years of service and views, including employees with less than one year of service
- Split Managers and their direct reports in separate focus groups
- Exclude employees, especially executives and others already involved in the integration process or those who have access to confidential documents (eg those with access to the clean room)

All Staff

- Job analysis questionnaire - staff engaged in identifying key job tasks, skills, competencies and knowledge including inputs and outputs. Information used in Phase 1
- Consultation

SUPPORT

- Internal
- Counselling /EAP
- Outplacement

CELEBRATE & CAMPAIGN THE CHANGE

- Success and milestones
- Build champions of change and a guiding coalition
- Rally the troops
- Build a campaign that fosters the new way of working

MONITOR AND SUSTAIN

- Identify and manage resistance locally
- Define and set measures for performance success
- Incentivise and reward early adopters of the change
- Decisively respond and manage resistance