
Overview

This standard is about making sure that the organisation is appropriately designed and structured to deliver its objectives, in line with the organisational strategy and operating plan. It includes identification of functions required within the structure, the design of jobs and implementation of systems for job evaluation and levelling. It is for HR professionals who are involved in the delivery of organisation design and structure.

**Performance
criteria**

- You must be able to:*
- P1 Interrogate the organisational strategy and operating plan for potential impact on future organisation design
 - P2 Establish key design principles for use across the organisation
 - P3 Review the existing structure and evaluate it against organisational needs
 - P4 Identify the factors which indicate the need to change organisational structure and consider alternatives
 - P5 Assess the impact of the design on other organisational factors
 - P6 Identify the functions required within the organisational structure
 - P7 Design jobs in line with the organisation design
 - P8 Implement systems and processes for job evaluation and levelling
 - P9 Assess opportunities to outsource activities to reduce costs or increase work quality
 - P10 Consult with key stakeholders in the organisation to agree the organization design and structure

Knowledge and understanding

You need to know and understand:

- K1 The organisation's strategy, performance goals and drivers
- K2 The sector in which the organisation operates and the market factors that impact on its performance
- K3 How human resource levers drive organisational performance
- K4 Sources of technical expertise and how to access them
- K5 How to interrogate an organisational strategy and plan and assess the organisational design requirements for delivery and performance
- K6 Potential alternatives to structural change and when to use them
- K7 Common models of organisational design
- K8 How to assess the impact of the design on other organisational factors such as behaviour, attitudes, culture, systems and communication flows
- K9 How to identify the functions required within the organisational structure
- K10 How to assign accountabilities and responsibilities across the organisational structure
- K11 Models used to design jobs taking into account job size, scope, spheres of influence, accountabilities and internal and external relationships
- K12 Limitations and advantages of job-leveilling and evaluation processes and how to use them
- K13 How to balance insourcing and outsourcing activities to improve quality or cost management

CFAHR3

Deliver organisation design and structure

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