

# APPENDIX 1

## Skills required in an organization design team

Skills	Level	Reason required
Consultancy skills		
Business consulting	Expert	To analyse and interpret existing policies and procedures, controls, management techniques and human resource management in a company and provide recommendations for further improvements
Facilitation	Very high	To design and run successful workshops and meetings
Organizational auditing	Very high	To analyse a unit in terms of its organization, management and administration and suggest how to make it more responsive and cost-effective. This covers the organizational assessment and diagnostics
Process evaluation/auditing	High	<p>To evaluate and/or audit business and industry processes in terms of their economy and efficiency</p> <p>For resources such as personnel, property, space:</p> <ul style="list-style-type: none"> <li>• looking at effectiveness and efficiency of resource acquisition, management and usage</li> <li>• Identifying causes of inefficiency or uneconomical practices</li> <li>• Identifying compliance with laws and regulations concerning economy and efficiency in the particular industry or business practice</li> </ul>

Skills	Level	Reason required
Developing organizational standards and measurement frameworks	Medium	To establish the standards against which organizational performance and conformance will be evaluated and how this will be carried out
Diagnostic and analytical	Very high	To ask relevant questions and interpret responses To get behind the obvious: to understand root causes and establish solutions that are most likely to succeed
Whole system thinking	Very high	To handle complex, multi-perspective approaches
Communication and presentation	Very high	To handle verbal and written communication to a wide range of audiences To surface and manage conflicts

#### Change management skills

Stakeholder management	Very high	To create positive relationships with stakeholders through the appropriate management of their expectations and agreed objectives
Communications management	Very high	To manage the planning, implementation, monitoring and revision of communications within and outside the organization
Change management	High	To manage the people aspects of change, at organization, team and individual levels

Skills	Level	Reason required
HR specialist and generalist skills		
Resourcing and talent planning and employee selection	Very high	To manage the processes for identification, attraction, integration and development of highly skilled workers and keep them within an organization  To select the appropriate candidates for positions within an organization
Role definition/job design	High	To develop effective role definitions and job descriptions
HR policy and procedure developments	High	To develop and implement policies and procedures designed to guide employment/personnel practices
Learning and talent development and training design	High	To determine if existing learning is relevant and cost-effective, and set the direction for future learning including training, design and development  To effectively design, develop and evaluate effective training programmes including how and where they are delivered
Developing employee performance standards and measurement frameworks	Medium	To establish the standards against which employee performance and conformance will be evaluated and how this will be carried out
Specialist HR skills	Variable	To access areas such as employment relations, employee engagement – depending on the design requirements

Skills	Level	Reason required
Programme and project management skills		
Programme/project management	Very high	To plan, organize and manage resources to bring about the successful completion of specific goals and objectives
Business risk management impact on business and customers <ul style="list-style-type: none"> <li>• Appraisal/assessment</li> </ul>	Very high	To identify, assess and prioritize risks from the effect of uncertainty on objectives (whether positive or negative) <ul style="list-style-type: none"> <li>• Managing the risk of business instability</li> <li>• Managing people and HR risks</li> </ul>
Business risk management <ul style="list-style-type: none"> <li>• Mitigation</li> </ul>	Very high	To minimize, monitor, and control the probability and/or impact of unfortunate events
Financial analysis	Very high	To interpret and analyse financial information for management-level decision making and financial planning; including the existing and future costs of running the organization
Financial consulting	High	To provide advice and recommendations for improvement to an organization's financial conditions and outcomes
Cost-benefit analysis	High	To analyse a business decision in terms of its overall benefits, for instance, increased income, reduced costs, increased customer satisfaction – compared to its overall costs – for instance, resources, including monetary

Skills	Level	Reason required
Programme evaluation/auditing	High	To collect, analyse and interpret information about a programme or an aspect of it to determine the way forward for it. For instance; reviewing whether the desired results or benefits of the programme are being achieved; the programme's overall effectiveness, organization, activities; and whether there has been compliance with the laws and regulations applicable to the programme
Management/administration	Medium	To manage a contractual business relationship and assess, apply and administer the details and conditions of a contract