

### **3. EMPLOYER'S REQUIREMENT**

#### **Project details**

During the past 3 years HDC has undergone dramatic changes in terms of staff numbers. HDC currently, has more than 950 staff over 10 functional departments.

New positions are created every year during the annual budget process without a thorough audit of human resources and the jobs in the organization. As a result, HDC's Organizational structure and design may have several flaws of service delivery, and weaknesses that hinder efficiency in this context following issues are to be addressed through series of rigorous exercise in Human Resource Audits;

#### **3.1. Scope of Work**

- 3.1.1 Determining the composition and ratio of staff at executive, managerial and support levels
- 3.1.2 Identify skill requirements, competencies and introduce proper staffing mechanisms (right staff for the right job) for the future
- 3.1.3 Identify and match current employee numbers with scope of each department or unit
- 3.1.4 Identify and match current employees with the skill requirement at each level
- 3.1.5 Identify areas for redundancy and establish mechanisms for proper lay-offs
- 3.1.6 Identify the possibility of creating a lean and mean organization through identification of conflicting departmental mandates, clear division of functions and responsibility of department heads and section heads
- 3.1.7 Clear lines of authority, reporting structures and accountability at all staff levels making structural adjustments to reduce bureaucracy.

#### **3.2. Specific Tasks**

- 3.2.1 Identify the combination (ratio) of different levels of staff at each category (ie Executive, managerial and support services)
- 3.2.2 Develop systems that enable HDC to continuously evolve the structures based on environmental changes and demands.
- 3.2.3 Develop benchmark guidelines for organizational restructuring and right staffing at all levels

- 3.2.4 Streamline the job specifications and organizational functions through detailed functional and process analysis for right staffing.
- 3.2.5 Establish groundwork for job evaluation, for the creation of streamlined job classifications and remuneration structures with the new organizational structuring standards.
- 3.2.6 Contribute to the process of evaluating and reviewing jobs and classifications for optimal staff establishment

### **3.3. Results required**

- 3.3.1 Recommendations for possible reviews in Mandates, functional merges and outsourcing opportunities with objectives of achieving operational efficiency and cost effectiveness.
- 3.3.2 Recommendations for matching organizational objectives (department or unit levels) and staff numbers (Rightsizing), wherever necessary, to increase efficiency.
- 3.3.3 Recommendations on rightsizing the organization at individual employee levels (Detailed to individual and department level on why the employee should be laid-off).
- 3.3.4 Mechanisms for redundancy and set criteria to carry out proper lay-offs
- 3.3.5 A framework with guidelines for organizational structuring and right staffing for future Human Resource Audits.
- 3.3.6 A Streamlined Organizational Structure to meet the objectives of this project
- 3.3.7 Final Report on the project