



# STAFFING THE STRATEGY

BUILDING COLLEGE  
STRUCTURES FOR  
ORGANISATIONAL  
DELIVERY AND  
PERFORMANCE


JULY 2011



*“We Cannot Solve Problems by  
Using the Same Kind of Thinking  
We Used When We Created  
Them.”*

*– Albert Einstein*

# THE ORGANISATIONAL DEVELOPMENT CONTEXT

- 
- Mandate expansion and intensification
  - Outdated and misaligned structures
    - norms
    - workloads
    - grading
    - academic support
    - administrative support
    - functional diversification
    - responsibilities
  - Unstructured staffing practices
    - job profiling
    - job functionality

# KEY CONSIDERATIONS

- 
- Academic excellence
    - new programmes
    - industry relevance
    - lecturer qualifications, professional up-skilling and performance
  - Partnerships/business opportunities/ market research
  - Management information
  - Responsibility and accountability (corporate/campus)
  - Salary levels vs responsibility levels
  - Achievability of structure (vacancies and acting)
  - Job titles

# INITIAL OBSERVATIONS

- Significant structure, staffing and costing differences between the Colleges
- Over-compensation for non-performance by existing staff
- Inability to hold people accountable
- Partial, unstructured and erratic performance of current tasks
- Poor grouping of tasks into jobs
- Weak performance management

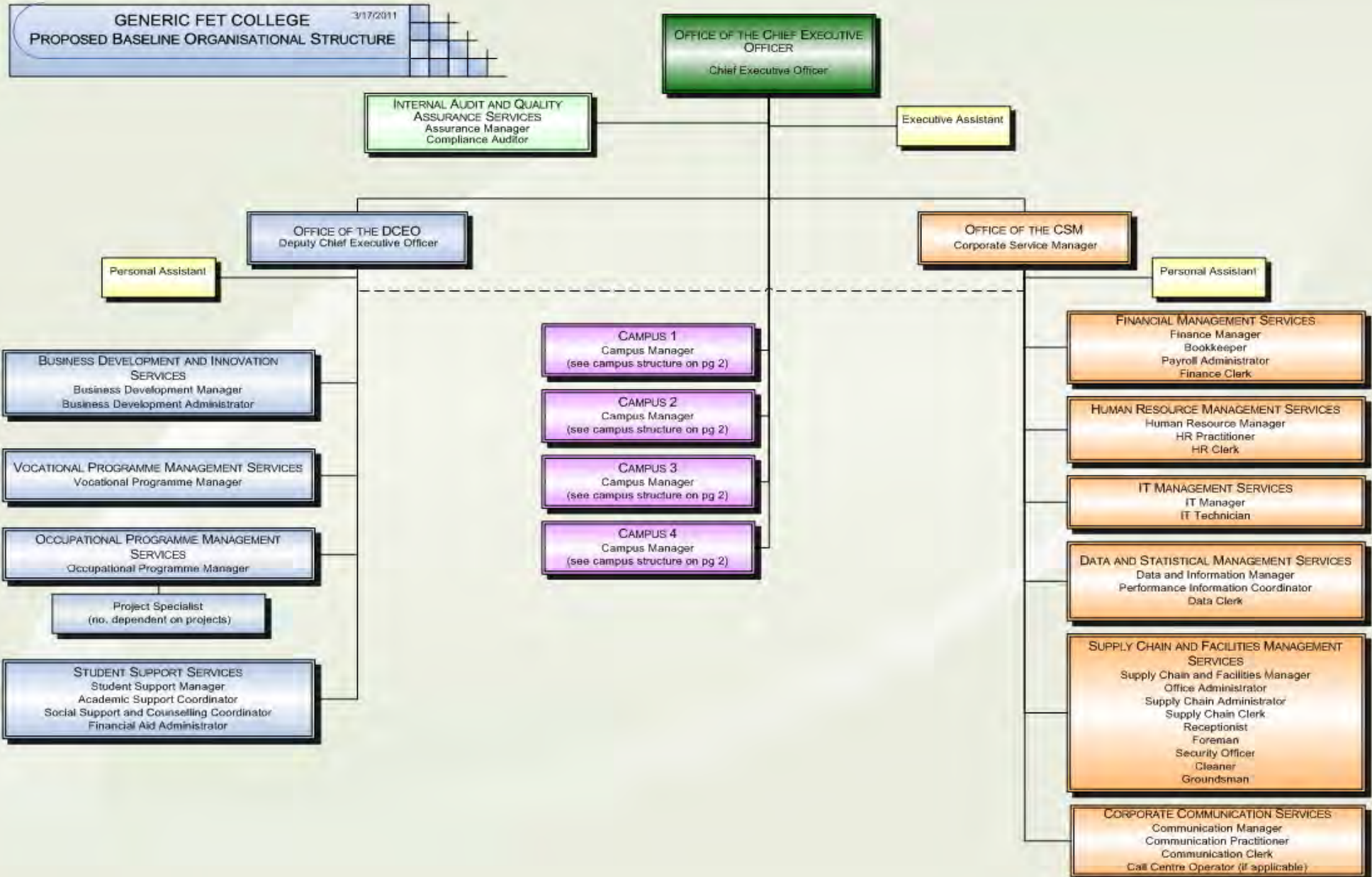




# BASELINE STRUCTURE FORMULATION

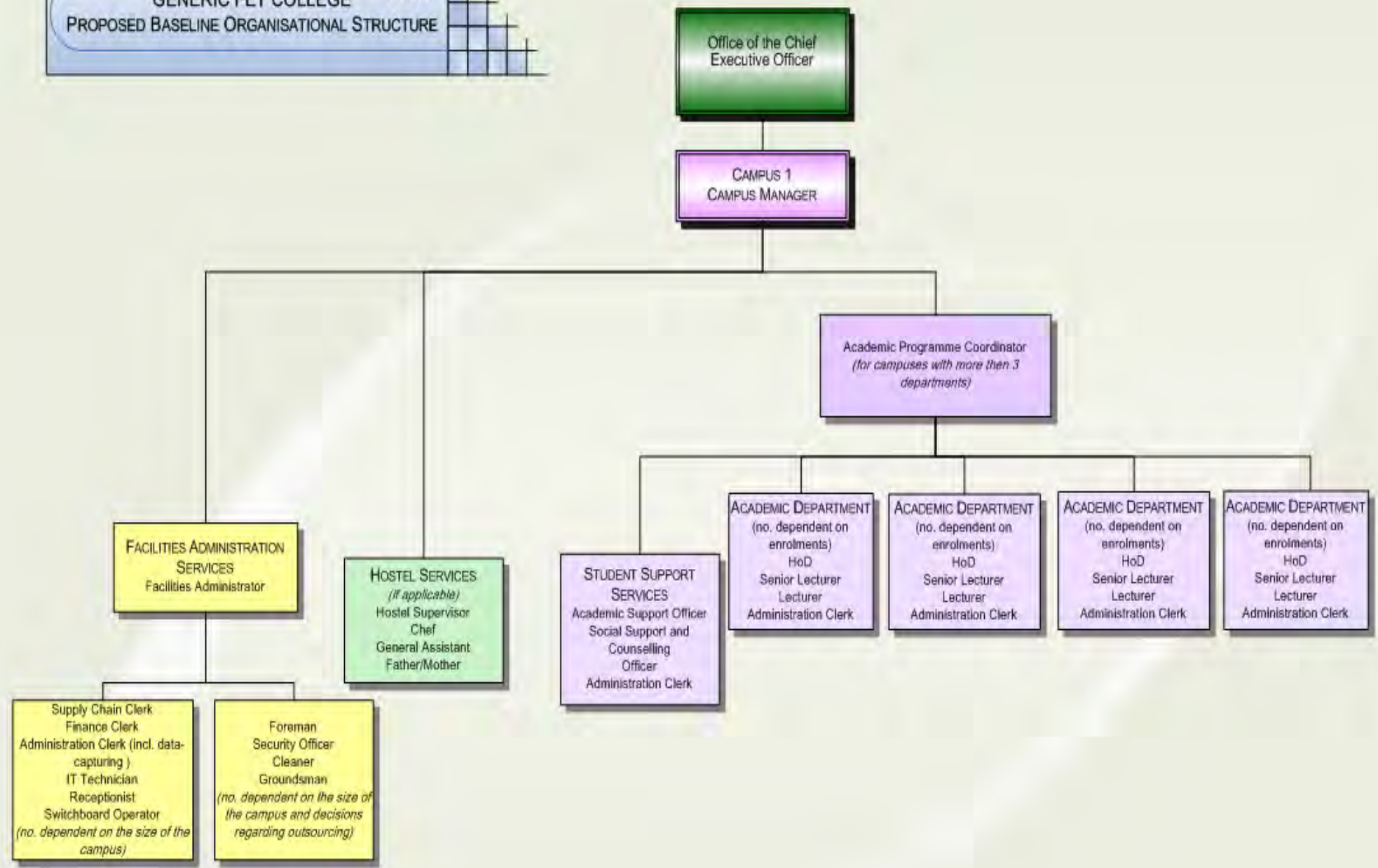
- Consideration of UK and Australian vocation college structures
- Consultation with College management and consideration of strategic and operational requirements
- Standardisation of job titles
- Best practice principles
  - organisational objectives and accountability
  - simplicity, size and balance
  - combining similar functions and the OFO
  - specialisation
  - layers of supervision and segregation of duties
  - span of control and span of interest
  - unity of command and one over one
  - career pathing
  - appropriate academic supervision
  - appropriate administrative support

# PROPOSED BASELINE STRUCTURE



# PROPOSED BASELINE STRUCTURE (CONT.)

GENERIC FET COLLEGE  
 PROPOSED BASELINE ORGANISATIONAL STRUCTURE  
 3/17/2011



# STRUCTURE TAILORING

- Workloads
- Current and future programme offerings
- System requirements
- College “quirks” and “configurations”
- A non-academic staff ratio of 0.80 to 1 academic (excl grounds staff, cleaners and hostel staff)
- An academic staff ratio of 1 : 35 students
- A senior lecturer ratio of 1 : 4 lecturers
- A *HoD* ratio of 1 : 5 senior lecturers \*\*



# PROPOSED JOB GRADING



PATERSON GRADE	DECISION LEVEL	PROPOSED COLLEGE JOB
A1	Defined Decisions	None
A2		<input type="radio"/> Cleaner <input type="radio"/> Groundsman <input type="radio"/> Security Officer <input type="radio"/> Foreman
A3		<input type="radio"/> Chef <input type="radio"/> Maintenance Assistant <input type="radio"/> Switchboard Operator
B1		<input type="radio"/> Site Caretaker/Custodian <input type="radio"/> Receptionist
B2		<input type="radio"/> Hostel Supervisor/Mother-Father <input type="radio"/> Data Clerk
B3	Discretionary, Operative, Sub-System or Automatic Decisions	<input type="radio"/> Communication Clerk <input type="radio"/> Campus Assistant (student support) <input type="radio"/> Administration Clerk
B4		<input type="radio"/> Human Resource Clerk <input type="radio"/> Supply Chain Clerk <input type="radio"/> Hostel Manager
B5		<input type="radio"/> Personal Assistant to DCEO or CSM <input type="radio"/> Business Development Administrator <input type="radio"/> Call Centre Operator
		<input type="radio"/> Website and E-Communication Administrator <input type="radio"/> Financial Aid Administrator
		<input type="radio"/> Finance Clerk <input type="radio"/> Office Administrator
		<input type="radio"/> Facilities Administrator <input type="radio"/> Data Officer

# PROPOSED JOB GRADING (CONT.)



PATERSON GRADE	DECISION LEVEL	PROPOSED COLLEGE JOB
C1		<ul style="list-style-type: none"> <li>○ Communication and Marketing Coordinator</li> <li>○ Social Support and Counselling Officer (ac)</li> <li>○ Executive Assistant to the CEO</li> <li>○ Social Support Coordinator (ac)</li> </ul>
C2	<p>Skilled, Technical and Academically Qualified Employees, Junior Management, Supervisors, Foremen, Superintendents, Routine or Process Decisions</p>	<ul style="list-style-type: none"> <li>○ Payroll Administrator</li> <li>○ Academic Support Officer (ac)</li> <li>○ Lecturer (ac)</li> <li>○ Academic Support Coordinator (ac)</li> </ul>
C3		<ul style="list-style-type: none"> <li>○ IT Technician</li> <li>○ Communication Practitioner</li> <li>○ Project Specialist (ac)</li> <li>○ Senior Lecturer (ac)</li> </ul>
C4		<ul style="list-style-type: none"> <li>○ Compliance Auditor</li> <li>○ Bookkeeper</li> <li>○ Human Resource Practitioner</li> <li>○ Head of Department (ac)</li> </ul>
C5		<ul style="list-style-type: none"> <li>○ Performance Information Coordinator</li> <li>○ Academic Programme Coordinator (ac)</li> <li>○ Vocational Programme Manager</li> <li>○ Occupational Programme Manager</li> </ul>
D1	<p>Professionally Qualified and Experienced Specialists, Middle Management, Interpretive Decisions</p>	<ul style="list-style-type: none"> <li>○ Student Support Manager</li> <li>○ Human Resource Manager</li> <li>○ IT Manager</li> <li>○ Data and Information Manager</li> <li>○ Communication Manager</li> </ul>
D2		<ul style="list-style-type: none"> <li>○ Assurance Manager</li> <li>○ Business Development Manager</li> <li>○ Finance Manager</li> <li>○ Supply Chain and Facilities Manager</li> </ul>
D3		<ul style="list-style-type: none"> <li>○ Campus Manager</li> </ul>

# JOB GRADE MATRIX AND PROPOSED SALARY ALIGNMENT

(using existing remuneration scales w.e.f. 1 July 2010)

GRADE	DECISION LEVEL	PROPOSED COLLEGE JOB	LOWEST NOTCH	HIGHEST NOTCH
A1		None	R51 825	R55 005
A2	<i>Defined Decisions</i>	<input type="radio"/> Cleaner	R55 830	R65 763
		<input type="radio"/> Groundsman		
		<input type="radio"/> Security Officer		
		<input type="radio"/> Foreman		
A3		<input type="radio"/> Chef	R66 750	R78 630
		<input type="radio"/> Maintenance Assistant		
B1		<input type="radio"/> Switchboard Operator	R79 104	R93 180
		<input type="radio"/> Site Caretaker/Custodian		
		<input type="radio"/> Receptionist		
B2		<input type="radio"/> Hostel Supervisor/Mother-Father	R86 496	R101 886
		<input type="radio"/> Data Clerk		
		<input type="radio"/> Communication Clerk		
B3	<i>Discretionary, Operative, Sub-System or Automatic Decisions</i>	<input type="radio"/> Administration Clerk	R94 575	R111 408
		<input type="radio"/> Campus Assistant		
		<input type="radio"/> Human Resource Clerk		
		<input type="radio"/> Supply Chain Clerk		
B4		<input type="radio"/> Hostel Manager	R103 416	R122 346
		<input type="radio"/> Personal Assistant to DCEO or CSM		
		<input type="radio"/> Business Development Administrator		
		<input type="radio"/> Call Centre Operator		
		<input type="radio"/> Website & E-Communication Administrator		
B5		<input type="radio"/> Financial Aid Administrator	R113 568	R133 776
		<input type="radio"/> Finance Clerk		
		<input type="radio"/> Office Administrator		
		<input type="radio"/> Facilities Administrator		
		<input type="radio"/> Data Officer		



# JOB GRADE MATRIX AND PROPOSED SALARY ALIGNMENT (CONT.)

GRADE	DECISION LEVEL	PROPOSED COLLEGE JOB	LOWEST NOTCH	HIGHEST NOTCH
C1		<input type="radio"/> Social Support & Counselling Officer (ac)	R140 208	R165 159
		<input type="radio"/> Executive Assistant to the CEO		
C2	<i>Skilled, Technical and Academically Qualified Employees, Junior Management, Supervisors, Foremen, Routine or Process Decisions</i>	<input type="radio"/> Social Support Coordinator (ac)	R153 309	R187 575
		<input type="radio"/> Payroll Administrator	(Lecturing staff	(Lecturing staff
		<input type="radio"/> Academic Support Officer (ac)	@	@ R256 413)
		<input type="radio"/> Lecturer (ac)	R95 142)	
C3		<input type="radio"/> Academic Support Coordinator (ac)	R174 117	R205 101
		<input type="radio"/> IT Technician	(Lecturing staff	(Lecturing staff
		<input type="radio"/> Communication Practitioner	@	@ R241 560)
		<input type="radio"/> Project Specialist (ac)	R191 106)	
C4		<input type="radio"/> Senior Lecturer (ac)	R190 389	R222 978
		<input type="radio"/> Compliance Auditor	(Lecturing staff	(Lecturing staff
		<input type="radio"/> Bookkeeper	@	@ R288 912)
		<input type="radio"/> Human Resource Practitioner	R227 547)	
C5		<input type="radio"/> Head of Department (ac)	R206 982	R250 035
		<input type="radio"/> Performance Information Coordinator	(Lecturing staff	(Lecturing staff
D1	<i>Professionally Qualified and Experienced Specialists, Middle Management, Interpretive Decisions</i>	<input type="radio"/> Academic Programme Coordinator (ac)	@ R256 413)	@ R324 102)
		<input type="radio"/> Vocational Programme Manager		
		<input type="radio"/> Occupational Programme Manager		
		<input type="radio"/> Student Support Manager		
		<input type="radio"/> Human Resource Manager	R258 342	R304 311
		<input type="radio"/> IT Manager		
		<input type="radio"/> Data and Information Manager		
		<input type="radio"/> Communication Manager		
D2		<input type="radio"/> Assurance Manager		
		<input type="radio"/> Business Development Manager	R282 480	R323 032
		<input type="radio"/> Finance Manager		
D3		<input type="radio"/> Supply Chain and Facilities Manager		
		<input type="radio"/> Campus Manager	R307 354	R342 905



# SUMMARY OBSERVATIONS AND FINDINGS

- There were fairly significant fluctuations in the grading outcomes for historically similar level posts
- There were substantial negative differences in the grades associated with existing posts and their equivalents on the realigned organisational structures, particularly at management level
- Practitioners and coordinators appeared to be fulfilling mainly administrative tasks rather than the full professional functionality envisaged for the relevant posts
- There are significant differences, between in the colleges, in the salaries paid to staff in similar positions
- Accuracy of current data is still problematic regarding the correlation between job titles and post/salary levels
- The differentiation between “educator/ lecturer” scales and “public service” scales warrants guidelines
- Attachment of current salaries to people and not posts



# THE WAY FORWARD

- Confirmation of structure affordability
- Approval of realigned structures
- Formulation and acceptance of an implementation plan
- Matching and placement of staff





*“If we are facing in the right direction, all we have to do is keep on walking.”*

Unknown Author