



ORGANISATIONAL DEVELOPMENT POLICY

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ORGANISATIONAL DEVELOPMENT POLICY

Preamble

Against the background of our vision to discover new frontiers and opportunities that benefit society, thereby advancing our relevance and impact, the Council of the North-West University (“NWU”, “university”) has adopted this Organisational Development Policy on 19 November 2025.

1 Interpretation and application

This policy must be interpreted and applied in a manner consistent with the –

- 1.1 Constitution of the Republic of South Africa, 1996;
- 1.2 Higher Education Act, 101 of 1997;
- 1.3 Statute of the North-West University (‘the Statute’);
- 1.4 Labour Relations Act, 66 of 1995;
- 1.5 Employment Equity Act, 55 of 1998 (as amended); and
- 1.6 Basic Conditions of Employment Act, 75 of 1997.

2 Policy Scope and Purpose

This policy outlines the NWU’s approach to OD, ensuring:

- alignment of organisational structures, processes, and culture with institutional strategy;
- the development of leadership, talent, and workforce planning initiatives;
- continuous improvement in organisational effectiveness, agility and resilience;
- promotion of transformation, inclusivity and employee engagement;
- systematic change management to enable sustainable institutional performance.

3 Definitions

In this policy and related documents –

“**job alignment**” refers to the systematic positioning of jobs within the organisational structure to ensure that similar roles are comparable in terms of complexity, responsibilities and outcomes;

“**job evaluation**” means a systematic way of determining the value or worth of a job in relation to other jobs within the University, with the aim of making systematic comparisons between jobs in order to assess their relative value for the purpose of establishing a rational pay structure;

“**job grading**” means classifying jobs based on complexity, responsibilities, and outputs, independently of the individual characteristics or experience of job holders;

“**job profiling**” means identifying the essential skills, competencies, and qualifications necessary for executing the University’s strategic and operational objectives;

“**OD diagnosis**” means an effective way of looking at an organisation to determine gaps between its current and desired performance, and how it can achieve its goals;

“**organisational design**” is a step-by-step methodology that identifies dysfunctional aspects of workflow, procedures, structures, and systems. It realigns these aspects to fit current business realities and goals,

and then develops plans to implement the new changes. This process focuses on improving both the technical and people side of the business; and

“organisational development (OD)” involves an ongoing, systematic process of implementing effective organisational change, both as a field of applied science, focused on understanding and managing organisational change, and a field of scientific study and inquiry.

4 Policy statement

4.1 OD at the NWU must be designed to –

4.1.1 ensure strategic alignment by aligning organisational effectiveness initiatives and workforce planning directly with the University’s strategic plan and objectives to optimise performance and outcomes;

4.1.2 promote an inclusive culture by fostering a unitary, inclusive, and diverse institutional culture that champions social justice, equity and belonging;

4.1.3 enhance leadership and talent development by strengthening leadership capacity and nurturing talent systematically to build robust institutional capabilities; and

4.1.4 drive innovation and agility by encouraging innovation, adaptability, and responsiveness to sustain competitiveness within the evolving higher education landscape, particularly in response to technological advancements and industry trends.

4.2 The University commits to providing clear organisational design and development guidelines that are aligned with its overall strategic objectives, ensuring cohesive institutional growth and sustainability.

4.3 The University must adopt structured, systematic change management processes designed to actively engage all employees, enabling them to adapt effectively and contribute to sustainable organisational success.

4.4 The University must systematically develop organisational capabilities through targeted interventions aimed at enhancing productivity, efficiency, and strategic alignment to support the consistent realisation of institutional goals.

4.5 Organisational development at the NWU must strive to facilitate meaningful institutional transformation by creating a unified, inclusive and responsive organisation by –

4.5.1 strategically aligning leadership, culture, systems, and processes to establish and reinforce a unified institutional identity;

4.5.2 centralising the coordination and facilitation of organisational design, development, and effectiveness initiatives, proactively addressing strategic business needs and anticipating internal and external changes, including those driven by the fourth industrial revolution;

4.5.3 conducting comprehensive organisational assessments and diagnoses, providing actionable insights, expert guidance, and strategic support to enhance decision-making, knowledge, competencies, and organisational capabilities, and

4.5.4 promoting a high-performance organisational culture distinguished by continuous improvement, innovation, accountability, and excellence, cultivating genuine commitment beyond mere compliance.

4.6 In delivering a streamlined OD function, OD diagnosis and OD design services, the People and Culture department is responsible for performing the following functions:

4.6.1 Organisational design, including –

- job profiling;
- job grading and job evaluation;
- job alignment;
- talent management and workforce planning

4.6.2 Organisational Development, including –

- process mapping and business process reengineering organisational climate and culture assessments;
- leadership and team development;
- change management activities and facilitation;
- employee engagement strategies;
- organisational agility and resilience initiatives;
- diversity, equity, inclusion and belonging (DEIB) interventions, and
- organisational transformation initiatives.

4.6.3 Change Management and Employee Engagement

A structured approach to change management must be adopted, incorporating –

- relevant and recognised change management frameworks aligned to best practice;
- mechanisms to measure and sustain employee engagement, and
- regular communication and feedback loops to ensure transparency in OD initiatives.

5 Monitoring and Evaluation

The effectiveness of OD interventions must be assessed through:

- 5.1 annual OD performance reviews linked to institutional goals;
- 5.2 feedback mechanisms, such as surveys and stakeholder consultations, and
- 5.3 continuous improvement strategies to enhance organisational agility.

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