



ORGANISATIONAL DEVELOPMENT POLICY

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Policy owner	Executive Director: People and Culture
Responsible division	Director: Organisational Development
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POLICY ON ORGANISATIONAL DEVELOPMENT

Against the background of the dream to be an internationally recognised university in Africa, distinguished for engaged scholarship, social responsiveness and an ethic of care, the council of the North-West University has adopted this policy on 20 June 2019

1 Interpretation and application

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

- 1.1.1 Constitution of the Republic of South Africa, 1996;
- 1.1.2 Higher Education Act, 101 of 1997;
- 1.1.3 Statute of the North-West University (2017) (“the Statute”);
- 1.1.4 Labour Relations Act, 66 of 1995;
- 1.1.5 Employment Equity Act, 55 of 1998, and
- 1.1.6 Basic Conditions of Employment Act, 75 of 1997.

2 Definitions

In this policy and related documents –

“**job evaluation**” means a systematic way of determining the value or worth of a job in relation to other jobs in the university which aims to make a systematic comparison between jobs to assess their relative value for the purpose of establishing a rational pay structure;

“**job grading**” determining the worth or value of one **job** in relation to, or compared to another regardless of the characteristics or experience of the specific individual occupying the position at any given time.

“**job profiling**” identifies the skills and competencies an individual needs to execute the university's business objectives;

“**OD design**” means a step-by-step methodology which identifies dysfunctional aspects of work-flow, procedures, structures and systems, realigns them to fit current business realities and goals and then develops plans to implement the new changes, while focusing on improving both the technical and people side of the business;

“**job alignment**” refers to the alignment of positions according to the organisations job structure in a systematic manner whereby similar jobs are comparable in terms of complexity and output.

“**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; and

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

3 Policy statement

- 3.1 It is the policy of the university to provide strategic solutions to all components of the university to ensure that organisational design and organisation development guidelines and principles are developed and maintained.
- 3.2 The university endeavours to create an environment and a framework within which all employees are fully engaged and navigate change successfully through a planned and systematic approach that will enable sustainable organisational performance.
- 3.3 The aim of organisational development interventions must be to build NWU organisational capabilities that will promote productivity, efficiency and alignment as well as achieve the university's strategy.
- 3.4 Organisational development must support the NWU strategy by facilitating and promoting its transformation into a truly unified and inclusive organisation through –
 - 3.4.1 the alignment of strategies, leadership, culture, systems and processes that will model a unitary institution;
 - 3.4.2 the central facilitation of organisational development, effectiveness and design in addressing business needs and responding to both internal and external changes, as well as constant evaluation, monitoring and feedback. This should incorporate the dramatic changes to keep the organisation robust and future fit against the backdrop of the 4th Industrial Revolution;
 - 3.4.3 conducting organisational diagnosis and providing support, expertise, advice and information that will propel staff departments and the organisation to make informed decisions about how best to develop knowledge, competencies, and capacities that support the NWU strategy, and
 - 3.4.4 creating a work environment where high performance is accepted as a culture rather than a matter of compliance.
- 3.5 In delivering OD, OD diagnosis and OD design services, the People and Culture department is responsible to perform the following functions:
 - 3.5.1 OD design, which includes –
 - job profiling
 - job grading;
 - job alignment, and
 - job evaluation.
 - 3.5.2 OD, which includes –
 - process mapping;
 - organisational climate & culture assessments;
 - team-building and development for strengthening relationships and work groups;
 - the facilitation of transformation and change activities;
 - the facilitation and promotion of sustainable diversity and social justice;
 - systems development, management and reviews;
 - facilitation of OD interventions as a result of assessments and diagnoses, and
 - employee engagement.

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