

## **Case Study – Organisational Review**

The NDIS was implementing individually-based funding allocations through the NDIA and there was a need to reassess and adjust the client's organisational structure, the reporting and the service delivery model to align them more closely with the new NDIS funding model.

Maitland was chosen from a field of applicants that were asked to submit a proposal to this not-for-profit organisation that works in the disability sector.

The outcomes that the client was looking for were:

- It would have an enhanced capacity to support people of all abilities to connect with their community and realise their potential
- Improved life experiences for the organisation's participants through the provision of flexible, innovative, personalised options for individuals
- The organisation's services would be integrated and tailored to operate effectively

These outcomes needed to be in the context of, and sensitive to, the six prescribed and non-negotiable National Standards.

It is Maitland's experience that organisations that, after identifying a need for change, need to:

- complete a thorough process of information gathering with key stakeholders
- implement a process review
- ratify the most optimal organisational structure
- then complete detailed job descriptions

This ensures that the organisation will be in a position to attract, retain, measure, reward, manage performance and develop in a consistent and fair manner, to the benefit of all stakeholders, both internal and external.

Maitland met individually with the main stakeholders and conducted a short staff survey in order to identify the current administrative systems, roles and workflows. We then proposed a new structure and identified any challenges and risks that might emerge as a result of the structural and functional changes and provided recommendations about the most effective and ethical ways to implement the new functions and structures. This was signed off by the CEO and the Board. A flowchart of the delivery of service under the new organisation structure was then developed.

After ratification of the flowchart and new structure Maitland developed the roles and job descriptions required for the new structure. These were then matched to the current roles, job descriptions and pay scales. We then identified skills gaps and matched individuals to roles. People recruited for the new role of team leader were recruited internally, a risk, the CEO said, that she was willing to take.

One year after the new structure had been implemented the CEO asked Maitland to conduct a review of how the new structure was going. She commented that some of the internally recruited team leaders were not as effective as she had hoped they would be. Individual and group coaching would be offered to the team leaders who needed it.

The CEO is now confident that the organisation has the correct structure to enable it to operate effectively and efficiently within the new NDIS funding model and to allow it to grow into the future.