

### Organizational Restructuring

#### Storyline...

A client in the manufacturing sector involved in production, selling and trading cement with operations in the Middle East, Africa and Bangladesh approached MaGC® (formerly NCRCL®) for redesigning its entire organisational structure across all units and to develop job descriptions with performance indicators for all designations.

The aim was to bring about clarity in roles and designations, study the need, if any for more man power and efficient streamlining of the Organizational operations.

#### Once upon a time...

By 2007, the client had established some units in a phased manner and acquired a few others with existing structures and designations. This resulted in a lot of variations in the structure.

With the growth in volume and capacity and to bring about uniformity in the structure, a complete redesigning of the structure was required. This would provide the necessary framework for accountability and reporting. Preparing job descriptions would provide clarity for the staff about their work and their Key Performance Indicators.

#### Moving on...

MaGC conducted this exhaustive study in phases. A preliminary study by consultants of MaGC included a visit to the different plants and the head office in a phased manner with a study of industry practices. A template for filling in Job descriptions was created and used extensively in filling up the details and roles of employees.

The methodology involved discussion with the heads of departments, interviews and understanding the nature of work of every employee present in every department and operations conducted by each unit.

A detailed study of the existing organization structure was done with an analysis of the differences in both, designations /departments and structure. This gap analysis was followed by a discussion with experts, coordinators and Management to arrive at a final document.

#### Finally...

This assignment helped streamline the organizational structure of the Company bringing the strength of the work force to an optimal level. Besides providing clarity on the roles and responsibilities of each employee through job descriptions, the key performance indicators were measures for performance appraisal.

The Organisation went on to recruit more manpower to satisfy its growing needs on the basis of the inputs provided by MaGC and is now forging ahead on its business plans every year.



