



SARF Organizational Optimization

- Process of searching for HR company – completed
- GAPSS appointed – Deliverables, Price (kR48) and Duration
- Communicated the outcome to all companies on decision
- GAPSS started with the Project in October 2021

Why are we here?

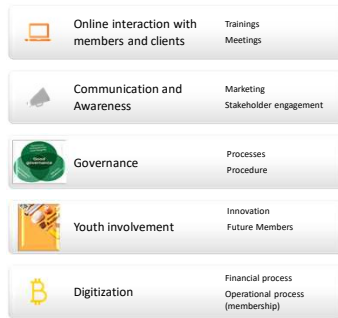
Terms of reference	
Project description	Investigate and make recommendations regarding the SARF current organizational structure
Scope of Assignment for HR Consultant	Review current organizational structure Recommend changes to structure based on good practice, ability to meet members expectations, growth and aspirations Structure to include roles and responsibilities and grading profiles Recommend implementation plan accounting for financial constraints, current staff profiles
Purpose	Objective
<ul style="list-style-type: none">Evaluate if the current SARF structure is optimal and aligned to the SARF's objectivesRebask options during optimal timing	<ul style="list-style-type: none">Develop a succession plan for SARFPut the structure that would take SARF on a growth pathImplement structure that will assist in meeting the aspirations of SARF members
Deliverables	Risk
<ul style="list-style-type: none">SARF structure to meet growth objectives and aspiration of membersFinancial impact of the proposed changesPhased implementation plan	<ul style="list-style-type: none">Leadership vacuumNot having the voice in the Roads industryNot meeting needs of membersLosing critical staff during process

Status Update

GAPSS DELIVERED REPORT	TEAM REVIEWED THE REPORT	REPORT TO EXCO IN 2022	PHASE IN ACTIVITIES

The diagram illustrates the relationship between 'Observations on culture' and various organizational processes. On the left, a vertical bar contains the text 'Observations on culture'. To the right, a grid of 10 boxes is organized into 5 rows and 2 columns. Each row contains an icon and a title. The first column of boxes (left) includes: 'Online interaction with members and clients' (laptop icon), 'Communication and Awareness' (megaphone icon), 'Governance' (green circular icon with 'Governance' text), 'Youth involvement' (orange icon with people), and 'Digitization' (Bitcoin icon). The second column of boxes (right) includes: 'Trainings Meetings', 'Marketing Stakeholder engagement', 'Processes Procedure', 'Innovation Future Members', and 'Financial process (membership)'. A large, light gray arrow points from the 'Observations on culture' bar towards the grid of boxes.

Observations on culture	Online interaction with members and clients	Trainings Meetings
	Communication and Awareness	Marketing Stakeholder engagement
	Governance	Processes Procedure
	Youth involvement	Innovation Future Members
	Digitization	Financial process (membership)



Organizational Structure



Structure is currently working to deliver part of the mandate, but changes are required for governance and operational excellence.

- Management accountability by volunteers
- Regional coordinator: are they employees or consultants
- Report and evaluation of regions (HQ or Council)

Conflict of interest (perceived) - in doing business with govt

Strategic objective not fully met - Marketing and Growth

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Structure Options

Proposed Head Office Structure - Option 1

```

graph TD
    CEO[CEO] --> CFO[CFO]
    CEO --> COO[COO]
    CFO --> Finance[Finance]
    CFO --> HR[HR]
    COO --> Marketing[Marketing & e-Procure Admin]
    COO --> Sales[Sales]
    COO --> Operations[Operations]
    COO --> Logistics[Logistics]
    COO --> Procurement[Procurement]
    COO --> Compliance[Compliance]
    COO --> Legal[Legal]
    COO --> IT[IT]
    COO --> Environment & Health[Environment & Health]
    
```

Proposed Head Office Structure - Option 2

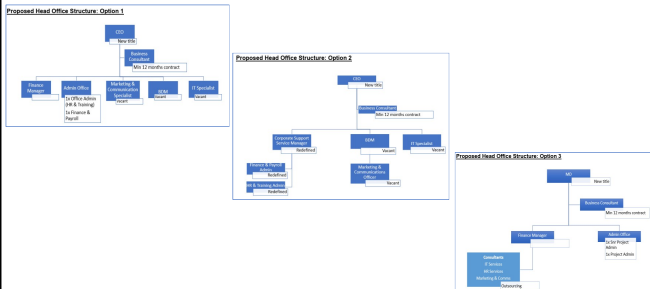
```

graph TD
    CEO[CEO] --> CFO[CFO]
    CEO --> COO[COO]
    CFO --> Finance[Finance]
    CFO --> HR[HR]
    COO --> Marketing[Marketing & e-Procure Admin]
    COO --> Sales[Sales]
    COO --> Operations[Operations]
    COO --> Logistics[Logistics]
    COO --> Procurement[Procurement]
    COO --> Compliance[Compliance]
    COO --> Legal[Legal]
    COO --> IT[IT]
    COO --> Environment & Health[Environment & Health]
    
```

Proposed Head Office Structure - Option 3

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graph TD
    CEO[CEO] --> CFO[CFO]
    CEO --> COO[COO]
    CFO --> Finance[Finance]
    CFO --> HR[HR]
    COO --> Marketing[Marketing & e-Procure Admin]
    COO --> Sales[Sales]
    COO --> Operations[Operations]
    COO --> Logistics[Logistics]
    COO --> Procurement[Procurement]
    COO --> Compliance[Compliance]
    COO --> Legal[Legal]
    COO --> IT[IT]
    COO --> Environment & Health[Environment & Health]
    
```



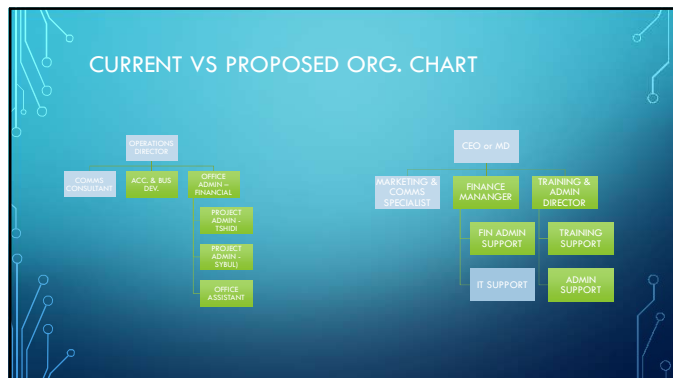
New structure

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graph TD; MD["Managing Director/ CEO"] --> TAD["Training and Admin Director"]; TAD --> MCS["Marketing and Comms Specialist"]; MCS --> FIT["Financial and IT manage"]
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- Managing Director/ CEO
- Training and Admin Director
- Marketing and Comms Specialist
- Financial and IT manage

 Financial and IT manage

CURRENT VS PROPOSED ORG. CHART



PROPOSED SALARY – CURRENT VS PROPOSED

Title	Current Pay
Operations Director	
Accountant & Bus Dev	
Office Admin - Financial	R3166230
Project Admin	
Office Admin	
TOTAL	

Title	Paterson Grade	Proposed Basic Pay
CEO	E3	
FINANCE MANAGER	D2	
TRAINING & ADMIN MANAGER	E1	
FIN ADMIN SUPPORT	B4	R4778000
TRAINING SUPPORT	B4	
IT SUPPORT	C2	
ADMIN SUPPORT	B4	
MARKETING & COMMS SPECIALIST	D2	
TOTAL		

Recommendations

Appoint the CEO/MD

- Implement strategy
- Accountability and Communicating
- Oversee regional activities

Regional coordinator role be revised

- Compensated resource

Adopt structure #2

Mitigate the perceived conflict of interest

- Media interviews from MD office

What SARF should do



WORK WITH THE DOCUMENT AND ITS RECOMMENDATIONS



CONDUCT STRATEGIC SESSION AND REVIEW PROPOSED STRUCTURE IN LINE WITH "NEW" DIRECTION



IMPLEMENT PROPOSALS BASED ON STRATEGY OUTCOMES

Thanks

- Task Team
- Phil Hendricks
- Mirriam Mosia
- Melanie Hofmeyr

- SARF
- Council
- Exco