

**Guideline for Designing  
and Developing Organizational Structures  
for the Government of Ajman 2016**

Central Administration for Human Resources Development  
Executive Council – Government of Ajman

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## Definitions

Term	Definition
The Emirate	The Emirate of Ajman
The Ruler	His Highness the Ruler of Ajman
The Government	The Government of the Emirate of Ajman
The Executive Council	The Executive Council of the Emirate of Ajman.
Government Entity	Any department, institution, authority, administration, separate agency, or other facility affiliated with the Government of Ajman.
The Chairman	The Chairman of the government entity.
The Director General	The Director General or Executive Director of the concerned government entity.
Concerned (Requesting) Entity	The government entity that applies for the approval of a new organizational structure or the modification of its existing organizational structure under the decision.
Complementary (Support) Functions	Functions that serve and support the core functions to achieve objectives.
Core Functions	The functions responsible for achieving the primary objective of the government entity (establishment objectives), such as operations and customer service.
Organizational/ Administrative Unit	An expression for a group of individuals performing similar and specific tasks, appearing as an independent division on the organizational structure, in the form of a sector, department, section, or office.

Term	Definition
Benchmarking/ Reference Comparison	A systematic process by which the organizational structure of a government entity is compared with its counterpart for the purpose of learning, improvement, and development.
Tasks and Competencies of Organizational Units	The activities required to be performed by the group of employees in an organizational unit (Department/Section, etc.) in a manner consistent with specified work policies and procedures.
Job Budget	The approved budget for jobs, grades assigned to employees, and their benefits.
Strategy	Documentation of a framework describing how the government entity intends to achieve its added value, by defining directions, priorities, and medium and long-term goals.
Organizational Structure	The organized framework of the administrative hierarchy in the government entity, which shows the positions of organizational units, their administrative connections, and the relationships between them. It also shows the lines of authority and responsibility within the entity and its subordinate organizational units.
Functional Structure	The hierarchy of jobs with their multiple administrative levels, in terms of quantity and quality, which are similar in characteristics and responsibilities within a single organizational unit.
Job Description	One of the organizational standards that clarifies the purpose and objective of the job and defines the tasks, duties, academic qualifications, practical experience, and skills necessary to perform it.
Job Title	

Term	Definition
	Briefly expresses the purpose of the job's existence and often consists of two words; the first represents the primary specialization, and the second expresses the sub-specialization derived from it. For example, Legal Specialist.
Sector	A major organizational/administrative unit in the government entity that reports directly to senior management and includes several departments.
Department	An organizational/administrative unit in the government entity that contains several sections.
Section	An organizational/administrative unit in the government entity that reports to a higher organizational level, which is the department.
Office	A small, specialized organizational unit established in specific fields such as (legal affairs, regulatory affairs, or strategic planning, and other important areas) to replace a department, where the responsible person's title is "Office Manager" and it reports to the senior management of the government entity depending on the nature of its activity.
Branch / Center	An organizational unit affiliated with the government entity, of various sizes, in an independent geographical location or for an independent activity.
Core Departments	The organizational units responsible for the main tasks and activities of the government entity.
Support Departments	The organizational units that provide institutional and supportive assistance to the core departments.
Span of Control	

Term	Definition
	The ratio of employees to each manager in each organizational unit.
Job Balance	The balance between the number of jobs in core and support departments.
Administrative Organization Development / Organizational Development	A plan to help the government entity adapt to administrative changes in the surrounding environment through accurate scientific diagnosis, setting goals and strategies to develop the government entity, and providing the human and material resources to achieve its objectives. Organizational development includes all formal and informal parts of the government entity, such as organizational structures, corporate culture, work procedures, reward systems, etc.
Reorganization or Restructuring	Reorganization refers to the process of correcting the current situation by making changes in organizational units and their organizational links in a way that enables the government entity to succeed efficiently and effectively. It is called restructuring if the changes are substantial (including radical modifications) at the higher levels of the organizational structure (sectors and departments) and their respective organizational links.
Matrix of Authorities	A document that outlines clear relationships of administrative responsibilities for job occupants and the authorities granted to them.
Organizational Manual	The introductory booklet for the government entity, which includes detailed information such as the organizational structure, functional structure, tasks and responsibilities of organizational units, a summary of policies and

Term	Definition
	procedures, and the size of the workforce in the government entity.

# Chapter One

## Introduction

## **1.1 Introduction**

Based on the future vision aimed at development and modernization in all areas of human resource management in general and organizational structures in particular, and within the framework of the Central Administration for Human Resources Development's endeavor to provide everything government entities need to improve human resource management in entities affiliated with the Government of Ajman, as part of a general plan to provide all forms of continuous and effective support to raise the level of performance and productivity of these entities, the Central Administration, in implementing its competencies established by its founding decree, has prepared this guide in line with the requirements of strategic objectives at the government level; according to modern scientific methods and studies of the best global practices in the field of human resources that are suitable for the requirements of government excellence.

The work team has been keen to prepare this guide to be a practical and direct reference and a guiding tool that provides the basic examples and information required to create a new structure or review and modify the current structure, with the aim of achieving institutional and administrative development in government entities. Essentially, this guide aims to provide a unified methodology and an approved mechanism for dealing with the stages of design, development, application, and approval of organizational structures, leading to more effective and efficient structures that serve to achieve the desired objectives of government entities.

## **1.2 Guide Objectives**

The primary objective of preparing this guide is to be a fundamental and practical reference that can be relied upon by all government entities in the Emirate of Ajman, whether they are large or small government entities, regardless of their specialization or the modernity of their service delivery. It can be used as an effective tool in the process of designing and restructuring organizational structures. This contributes to the effectiveness of institutional decision-making, improving the level of services provided to customers, and the subsequent decisions to simplify procedures and optimally manage institutional resources, thereby achieving strategic goals and objectives more efficiently. There are other objectives of the guide as follows:

- To provide a mechanism for evaluating the new or developed organizational structure and measuring its level of efficiency after implementation, and to identify the most important mistakes that those responsible for the system might make.
- To provide a qualitative addition to the knowledge base in government entities, through the information and tools contained within it, which serve as a reference framework for establishing the organizational structures of entities affiliated with the Government of Ajman.
- To standardize the terminology and methodologies used in developing organizational structures and to enhance the capabilities of entities in achieving their desired objectives.

### 1.3 Concept of Administrative Organization in Government Entities

The continuous increase in the size of institutions and bodies and the evolution of the services and products they offer, and the consequences of that evolution, such as the creation of professional specialization for individuals and the methods used, have all led to a complex and interconnected work environment. This necessitates organizing work relationships practically and on advanced scientific foundations within the work environment. Hence, the need for administrative organization in institutions emerged as one of the pillars of the management process.

Management performs four interconnected and sequential functions: "Planning," "Organizing," "Directing," and "Controlling and Evaluating." The system can be defined as the process of identifying the tasks and activities to be performed and then dividing them into individual specializations, with the aim of distributing authority and responsibilities and establishing work relationships between individuals. It also enables groups of individuals to harmonize and coordinate their work to achieve the required objectives. Therefore, we can say that the organizational structure is a translation of the administrative organization process in institutions (as illustrated in the following figure: "The Management Cycle and the Position of the Organizational Structure within it").

Planning	Organizing	Implementation and Directing	Control and Evaluation
<ul style="list-style-type: none"><li>- Setting objectives</li><li>- Developing strategic plans</li><li>- Establishing general policies</li></ul>	<ul style="list-style-type: none"><li>- Preparing the organizational structure</li><li>- Preparing the functional structure</li><li>- Job description</li></ul>	<ul style="list-style-type: none"><li>- Leadership</li><li>- Direction</li><li>- Support</li></ul>	<ul style="list-style-type: none"><li>- Measuring results</li><li>- Comparing results with plans</li><li>- Analyzing deviations</li></ul>

<b>Planning</b>	<b>Organizing</b>	<b>Implementation and Directing</b>	<b>Control and Evaluation</b>
- Developing operational plans and programs	- Assessing job needs - Financial organization - Human organization		- Taking corrective actions

(Figure 1: Management Cycle)

As the previous figure shows, organizing comes in the second stage of the management cycle, i.e., before directing (monitoring implementation) and controlling, as objectives cannot be achieved and plans cannot be implemented without providing an effective organizational framework. Administrative organization is translated through the organizational structure of the government entity, followed by job description and evaluation, and determining the institutional needs for human, technical, and financial resources.

Administrative organization aims to provide the necessary elements for the smooth flow of work towards achieving the set objectives by dividing work into specific functional groups and defining communication channels between them to facilitate the management process, in addition to defining responsibilities and authorities to activate control. Herein lies the importance of administrative organization as a linking tool between the stages of planning and monitoring implementation, in addition to its continuous importance in the dynamic development process that any government entity may need as plans and policies evolve or surrounding circumstances change.

For administrative organization to be effective in achieving these goals, the following conditions must be met:

- **Specificity and Clarity:** So that every person in the institution knows their duties and tasks specifically, as well as the authorities granted to them to carry out their responsibilities, in addition to their relationships with others.
- **Balance between the authorities granted to a person and the tasks and responsibilities assigned to them.**
- **Comprehensive Coverage:** Meaning no task is left without a responsible person, or that there is more than one direct responsible person for the same task at the same time and place.

## Organizational Structure:

The organizational structure, also known as the organizational chart or the structure of administrative organization, is the skeleton upon which any institution, organization, or government entity is built. It is a framework that clarifies the divisions and organizational units that make up the government entity in successive levels (one above the other) in a hierarchical form, connected by lines of authority through which relationships, orders, and instructions flow.



(Figure 2: Hierarchy of Administrative Levels in a Government Entity)

Sometimes, other organizational unit names can be used depending on the needs of the entity's activity, for example:

- **Division/Unit:** A small organizational unit; a section consists of a group of divisions with similar specializations, and the title of the responsible person is "Division/Unit Manager".
- **Committee:** This designation is used for temporary or permanent administrative organizations that include members representing permanent organizational units, and the committee members are headed by a "Committee Chairman".
- **Sector:** A major organizational unit in the government entity that reports directly to senior management and is often located at the entity's headquarters, comprising several departments.
- **Branch / Center:** Used to indicate a separate geographical location or a somewhat independent activity, and the title of the responsible person is "Branch Manager".
- **Work Team:** This designation is used for temporary tasks or functions established to achieve a specific goal or in an organizational structure dedicated to project management, and the title of the responsible person is "Work Team Leader".
- **Office:** A specialized organizational unit; often established for administrative and clerical work, and the title of the responsible person is "Office Manager," reporting to senior management. This designation can be used to represent activities such as (Project Management Office, Legal Affairs Office, Regulatory Office, or Strategic Planning Office... and other important areas) depending on the level of activity and size of the government entity.

It is not necessary to use all the previously mentioned administrative levels; the creation of these administrative levels mainly depends on several factors, including:

- Degree of activity specialization
- Size and nature of the work in the government entity
- Establishment date of the government entity (an old or newly established government entity)
- Geographical location of the government entity

## **Definition of Types of Organizational Structures Used and Their Main Categories:**

It is noted that the more administrative levels there are, the slower the decision-making process becomes, and conversely, the fewer administrative levels there are, the faster the completed operations become. To better understand the disadvantages and advantages of organizational structures, it is necessary to consider two main classifications of organizational structures: the (Mechanistic Structure) and the (Organic Structure), and some other types of structures derived from them, as follows:

### **Mechanistic Structure**

This type of structure is considered to have low flexibility but high control, and its decision-making process is slow due to the multiple layers of administrative levels in the functional hierarchy. It is also described as highly centralized and formal, as authority is concentrated in specific administrative layers, and authority is not flexibly delegated to lower administrative levels. A specific set of procedures and steps must be followed, which cannot be avoided, affecting the level of innovation or creativity. This type of structure is preferred for routine, repetitive work and when external factors or variables affecting the government entity are low.

(Figure 3: Mechanistic Structure)

## **Organic (Flat) Structure**

In this structure, the functional hierarchy is shorter, meaning fewer administrative levels, resulting in decentralized decision-making and greater flexibility in the system, where many authorities are delegated to managers. This leads to faster decision-making, better task completion, and more room for creativity, innovation, and excellence in work. This type of structure requires more control due to the distribution of authority and the increased responsibilities of managers to manage a larger volume of work and a greater number of employees compared to the mechanistic structure. This structure is preferred in cases of rapid change in external factors and the institution's desire for its services to be described as fast and excellent.

(Figure 4: Organic (Flat) Structure)

## **Functional Structure**

This type of structure is characterized by organizing organizational units according to the similarity of activities and specialization. Therefore, the work environment within this organization can be described as stable, focusing on efficiency and technical quality, but characterized by routine and formality due to the long functional hierarchy. The positives of this organization can be summarized as clear roles and effective control, specialized human resources, strong risk control and management, and the availability of competencies due to economies of scale. The negatives of this organization are the long administrative hierarchy, which negatively affects the speed of decision-making, and it is generally an inflexible system, thus allowing a limited level of information sharing horizontally and focusing on customers to a limited extent.

Manager -> Finance, Marketing and Communication, Services, Human Resources

(Figure 5: Functional Structure)

## Processes Structure

This type of structure is suitable for large entities where the work environment is characterized by change. The positives of this type of organization are that the workflow is highly consistent and interconnected due to the rapid flow of information and good communication between organizational units. Human resources are used with high efficiency in an environment that encourages innovation and creativity and gives experts space to solve problems. Its negatives are summarized in high costs due to the large number of managers for each process and the difficulty of measuring the actual cost.

Manager -> [Process 4, Process 3, Process 2, Process 1]

-> [Phase Three, Phase Two, Phase One]

(Figure 6: Processes Structure)

## **Service/Product Structure**

In this type of structure, each unit is responsible for the design, production, marketing, and sales of the products or services provided, so it is described as a decentralized and informal organization. Each organizational unit provides all its required resources directly and focuses very heavily on the services or products offered, so innovation and creativity in the level of service/product are the hallmark of this organization. It has positives such as providing excellent service to customers and adaptability to changes in their needs by creating a specialized organizational unit for each service. This is due to a short functional hierarchy and high speed in decision-making and execution. It is easy to calculate the revenue or income of the product/service. It has negatives such as the difficulty of finding specialized skills according to the needs of the specialized and changing units, in addition to the high cost due to the duplication of jobs and activities.

Manager -> [Service 4, Service 3, Service 2, Service 1]

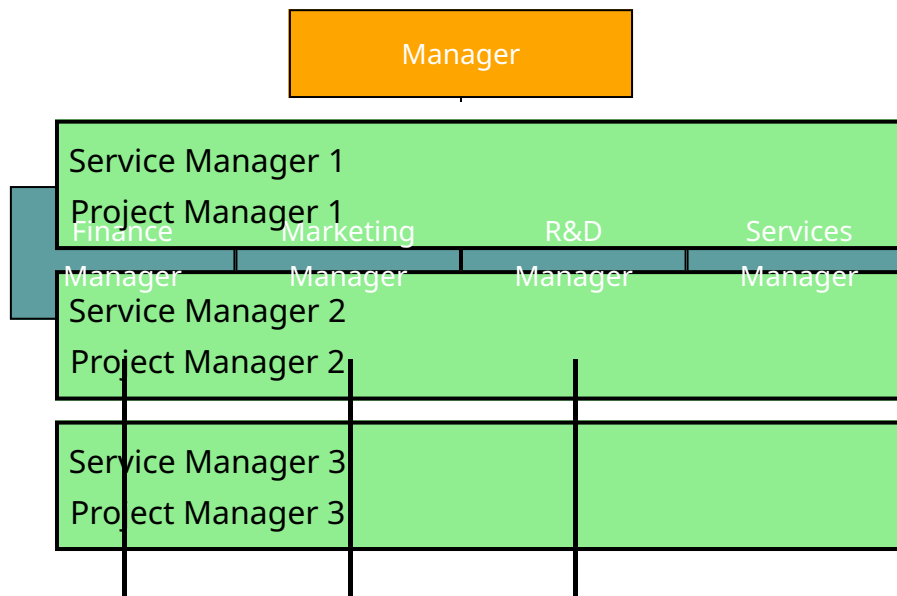
-> [Operations, Marketing, Sales, Accounting]

(Figure 7: Service Structure)

## **Matrix/Projects-based Structure**

This type of structure is characterized by decentralization in decision-making, with the primary focus on completing tasks and projects through specialized work teams. Individuals with technical specialization and diverse expertise are selected from different organizational units within the institution to form dynamic work teams according to project needs, with the aim of delivering unique services and products. Therefore, this type of organization is highly suitable for rapidly changing work environments that demand creative ideas for problem-solving and unique products. The advantages of this system include the ability to process a large amount of information and achieve tangible results according to project plans, due to the diversity and integration of the expertise of the work team participating in each project. However, the disadvantages of this system include difficulty in performance management due to overlapping authority and responsibility and the lack of clear organizational reporting

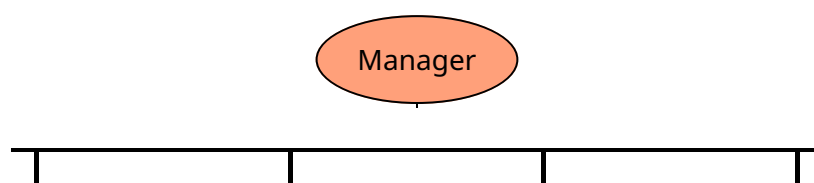
lines for employees participating in the teams. This may lead to conflicts in management or dual instructions from the direct manager and the project manager. Additionally, taking individuals from their original units may cause greater pressure on the remaining employees. Costs may increase to cover the expenses of project managers and additional work teams.

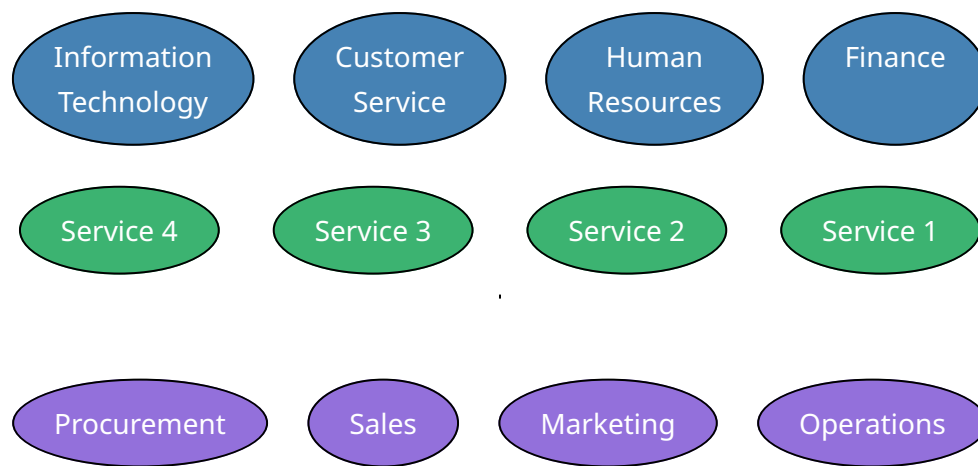


(Figure 8: Matrix/Projects Structure)

## Hybrid Structure

The hybrid structure is a combination of two or more organizational structures, making it suitable for large organizations with diverse business activities or large market shares. It is also suitable for large government entities with varied and different services, or in cases of entity mergers or transitions from one system to another. Therefore, the advantages of the hybrid organization include being a suitable solution for a large government entity trying to achieve a specific strategy and seeking to benefit from integrating strengths and overcoming weaknesses in a single organizational structure. However, its drawbacks include occasional difficulty in implementation, as well as difficulty in control and coordination between units, and duplication of activities may occur.





(Figure 9: Hybrid Structure)

We can summarize the foregoing regarding the importance of the organizational structure in the following points:

- The organizational structure forms the foundation or backbone of any government entity's being.
- The organizational structure is a fundamental and binding reference for launching and completing the rest of the organizational processes in the government entity. It is a key reference in the stage of setting policies, authority regulations, and work methods and procedures. The organizational structure is binding in the sense that (for example) it must be referred to during job description processes with approved job titles, levels, and tasks. The organizational structure is a starting point for completing other organizational processes such as defining cost centers in cost accounting procedures, responsibility centers for the purpose of establishing management accounting and responsibility accounting procedures, and reporting mechanisms.
- A government entity cannot dispense with the integrity, credibility, and effectiveness of its organizational structure or postpone the process of amending or developing it, because it defines and grants officials the necessary authorities to organize their internal work, regulate relationships among them, and complete other organizational processes.
- The organizational structure is considered one of the important factors for improving the performance indicators of the government entity.

## **1.4 The Strategic Dimension of Designing and Developing Organizational Structures**

The design and development of organizational structures is a reflection of the strategy of the Emirate of Ajman, as the organizational structure translates the set of activities and processes undertaken by the government entity to achieve its objectives, which must be consistent with:

- The strategic dimensions of the Ajman government, which aim to outline the general directions for the Emirate for a future period, which government entities must translate into organizational frameworks and strategic plans and take all necessary decisions to ensure compliance and set the organizing general policies, and ensure working through that to achieve the strategic goals aimed at developing the overall performance of government entities.
- The strategic dimensions of the concerned entity and its objectives that need to be achieved through the organizational structure.

## **1.5 Scope of Application**

A. The government entities covered by this guide include all authorities, institutions, and departments to which the civil service systems in the Emirate of Ajman apply.

B. The entities covered by this guide are committed to implementing the procedures and instructions issued to them by the Central Human Resources Development Department in this regard.

# **Chapter Two**

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# Roles and Responsibilities

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## **2.1 Role of the Central Human Resources Development Department**

The Central Human Resources Development Department plays a central strategic role in the process of developing and amending the organizational structures of government entities in accordance with the jurisdiction entrusted to it under paragraph (c) of Article (1) of Amiri Decree No. (16) of 2012, which established it, by acting as a shared service center that performs the following roles:

### **Acting as a Central Coordination Hub:**

The Central Human Resources Development Department seeks to provide the necessary resources for human resources departments in government entities to support them in achieving both their operational and strategic objectives. It does this by acting as a central hub that manages available human and knowledge resources, provides them with the necessary data and knowledge for development and progress, and coordinates joint projects among them.

### **Developing Administrative and Organizational Practices:**

The Central Department is dedicated to studying and developing administrative organizations in government entities with the aim of simplifying procedures and managing institutional resources effectively, away from waste, and using creative and innovative solutions to overcome

challenges and achieve distinguished levels of government performance in service delivery. In addition to the task of developing policies and procedures on a scientific basis and according to best administrative practices. It also works to facilitate the effective application of these policies and procedures to implement the Emirate's strategic plans. The Central Department is distinguished from the human resources departments of government entities by its comprehensive and specialized perspective, which enables the Central Department to provide government entities with procedures and guidelines to build a distinguished knowledge base that supports the implementation of the visions and strategies drawn for the Emirate of Ajman.

### **Advisory Role in Organizational Structure Design Processes:**

This is done by playing a diagnostic or advisory role concerned with providing technical recommendations and well-thought-out solutions to face the challenges of institutional and administrative organization in government entities, through:

- Providing knowledge tools; guidelines, studies and statistical data, and necessary consultations for government entities to design and amend organizational structures.
- Evaluating and reviewing requests for developing and amending organizational structures from entities to ensure their consistency with the rules included in this guide, and submitting technical recommendations to the concerned entities.

## **2.2 Roles and Responsibilities of Organizational Structure Components in General**

### **The Head:**

The Head is responsible for approving the vision, mission, and initial strategic direction of the government entity.

### **The Director-General:**

The Director-General is responsible for defining the strategic objectives of the entity and making decisions that will achieve these objectives and promote a culture of creativity, innovation, and excellence in institutional

performance. To be free for this important strategic role, the Director-General should not be involved in routine administrative matters. Units related to non-core tasks, specialized offices, and managers of core and support departments should report to him.

### **The Department Director:**

The role of the Department/Organizational Unit Director within the government entity is to define the department's strategy based on the entity's strategy and objectives and to follow up on the implementation of these objectives. The Department Director is responsible to the Director-General for developing strategies and plans at the unit level and ensuring the efficient flow and quality of the department's main activities. The direct reporting to the Department Director should be limited to the sections within the department to avoid burdening him with routine technical tasks that can be delegated to the section levels. The Department Director also:

1. Participates in the entity's strategic decision-making.
2. Monitors key performance indicators.
3. Participates in developing the organizational structure and work systems.
4. Plans the department's budget.
5. Handles major issues specific to the department that cannot be addressed at the section level.
6. The Department Director supervises Section Managers directly and employees indirectly.

### **The Section Manager:**

The role of the Section Manager is executive, where he translates the department's objectives into projects to be implemented by the section's employees. The Section Manager is responsible to the Department Director for implementing operational plans and projects, following up on the section's daily work, and directly supervising the performance of the section and the services it provides to customers (internal or external). The Section Manager also:

1. The Section Manager supervises employee performance directly.
2. Coordinates among the section's employees.
3. Follows up on the implementation of the section's projects.

4. Handles all matters specific to the section that cannot be addressed at the employee level.
5. Submits reports and proposals to the Department Director.

## **Chapter Three**

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# **Basic Principles for Designing Organizational Structures**

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### 3.1 Inputs for Creating or Modifying the Organizational Structure

The creation or modification of the organizational structure is undertaken in the following cases:

1. Directives of the UAE government in general and the Emirate of Ajman in particular.
2. The strategic plan of the Ajman government and its updates.
3. The strategic plan of the concerned entity and its updates.
4. Legislation or decree issued by the competent authority in the Emirate to establish or reorganize a government entity.
5. Study and review of the current organizational structure of the government entity and the emergence of problems in the current structure.
6. Studies, research, and benchmarking comparisons with similar organizational structures of concerned entities.
7. The need to significantly raise the performance level of the concerned entity.

### 3.2 Factors Influencing the Organizational Structure

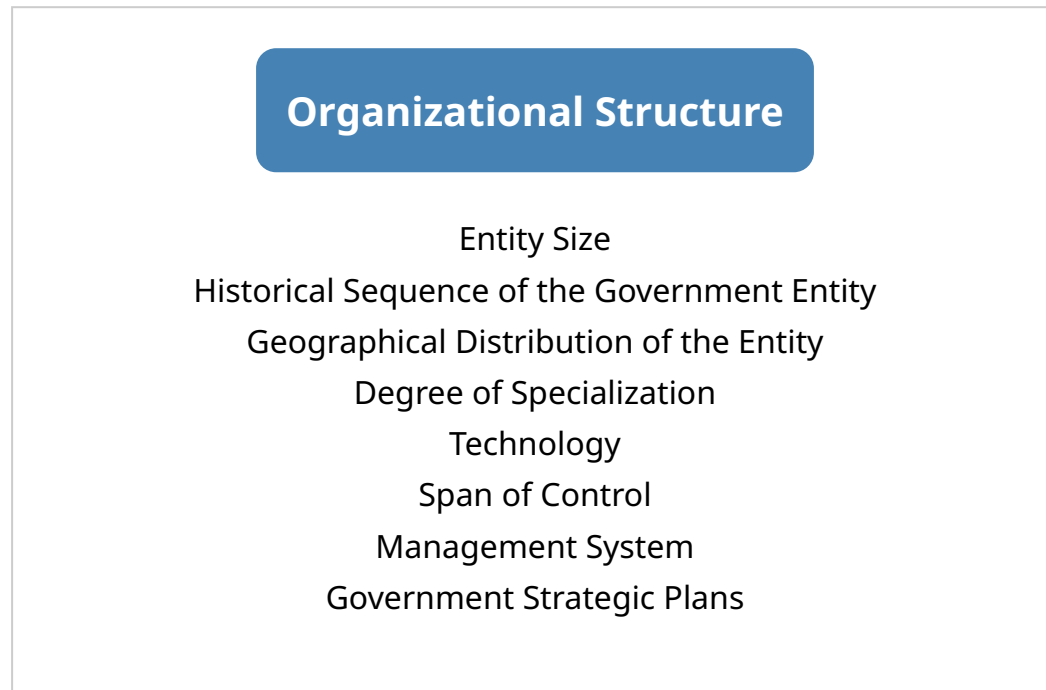
The organizational structure is influenced by several factors during its design and formulation, as the organizational structure is part of an integrated set of axes that constitute the government entity. The elements that affect the organizational structure can be summarized as follows:

1. **Size of the Government Entity:** The size of the entity directly affects the size of the organizational structure. The smaller the organization, the smaller and simpler its organizational structure is to design and prepare, and vice versa. If the entity is large, the structure will be larger.
2. **Historical Sequence of the Government Entity:** The organizational structure is affected by the age of the government entity and whether it is in a stage of establishment, development, contraction, or expansion.
3. **Geographical Distribution of the Government Entity:** The organizational structure and its degree of complexity are affected by the geographical presence of the government entity. An entity whose work

extends over several geographical locations needs a large and different organizational structure than an entity consisting of a single location.

4. **Degree of Specialization:** Specialization in tasks affects the organizational structure of the government entity. The more specific the specialization, the simpler the structure, and vice versa.
5. **Technology:** Technology is one of the most important factors influencing the organizational structure of a government entity because it directly and continuously affects the relationships of individuals within the organization, as well as communication between them, administrative levels, performance, and achievement, among others. For example, implementing a new Enterprise Resource Planning (ERP) system in a government entity will have a direct impact on reducing the tasks and responsibilities of some organizational units, such as the procurement and finance departments, and the subsequent elimination of some jobs therein.
6. **Span of Control:** If the span of control is wide, where the ratio of employees to a single manager is large, this means fewer managers, which in turn leads to an organizational structure with limited administrative levels. If the span of control is narrow, where the ratio of employees to each manager is small, this will lead to an organizational structure with more administrative levels and also more administrative procedures.
7. **Management System (Centralization and Decentralization):** The concentration of authority in the hands of senior management leads to an increase in administrative levels but clarity in the administrative hierarchy, which reduces the complexity of the organizational structure and makes its administrative levels clearer. On the other hand, a decentralized system and the distribution of authorities and powers among the organizational units of the government entity increase the complexity of the organizational structure and reduce its administrative levels.
8. **Government Strategic Plans:** Of course, the directions of the strategic plans of the UAE government, and specifically the strategic directions of the Ajman government, affect the directions of the government entity. This is reflected in the translation of those strategic directions into objectives at its organizational level, which necessitates development or modification processes on its organizational structure in line with the

new directions. An example of this is the structural development processes that reflect the directions of innovation, creativity, and government excellence in providing easy and accessible services, such as transferring most government services to electronic services and their recent transformation into smart government services.



(Figure 10: Determinants of the Organizational Structure)

### 3.3 Justifications and Steps for Organizational Structure Amendments

The following are the justifications for starting the process of amending or developing an organizational structure:

1. **Creating an organizational unit:** This involves adding a new organizational unit to the organizational structure, according to changes that have occurred in the concerned entity.
2. **Modifying an organizational unit:** This refers to the modification that may occur to an organizational unit, as in the following cases:
  - Modifying the current level of the organizational unit by raising it to a higher level or vice versa, based on changes that have occurred in the entity and in line with the needs of the concerned entity.

- Merging an organizational unit: This means merging an organizational unit into another organizational unit with similar activity and nature of work.
- Modifying the name of an organizational unit: Modifying the name of the organizational unit in the organizational structure according to the requirements of the work's nature, and in proportion to the tasks and competencies of the organizational unit.
- Creating a job: This means creating a new job title, according to the requirements of the government entity's nature of work.

3. **Abolishing an organizational unit:** According to changes that have occurred in the concerned entity; the organizational unit is removed from the organizational structure.

4. **Creating a center or branch:** This means creating any center or branch affiliated with the concerned entity.

The following table illustrates the steps for amending or developing an organizational structure:

#	Purpose	Justifications	Steps
1	Creating an organizational unit	<ul style="list-style-type: none"> <li>• Creation of new services due to expansion in the entity's services or to achieve development and specialization in providing these services.</li> <li>• Updating and reviewing the policy and strategy of the Ajman government and the concerned entity.</li> <li>• Issuance of decrees or legal legislation adding new competencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Determine the organizational level of the proposed unit and its reporting line, taking into account the principles and foundations of organizational structure design.</li> <li>• Identify the reasons for the creation (feasibility study / mention key problems and obstacles).</li> <li>• Determine the results of the creation (requirements / mention positives and added value).</li> </ul>
2	Abolishing an organizational unit	<ul style="list-style-type: none"> <li>• Issuance of decrees or legal legislation to abolish the organizational unit based on the lack of a real need for it.</li> <li>• Optimal utilization of human and financial resources.</li> <li>• Development in the entity's strategic plans and objectives.</li> <li>• Future directions, vision, and new policies of the</li> </ul>	<ul style="list-style-type: none"> <li>• Identify the reasons for the abolition (feasibility study / mention key problems and obstacles).</li> <li>• Determine the results of the abolition (requirements / mention positives and added value).</li> </ul>

#	Purpose	Justifications	Steps
3	Modifying an organizational unit	<p>government and the entity.</p> <ul style="list-style-type: none"> <li>• Development in administrative processes.</li> <li>• Change in the workload of the organizational unit.</li> <li>• Change in the work environment and legal form affecting work organization and procedures.</li> <li>• Reports on organizational structure development.</li> <li>• Issuance of decrees or legal legislation amending competencies.</li> <li>• Updating and reviewing the policy and strategy of the Ajman government and the government entity.</li> <li>• Development in administrative processes.</li> <li>• Similarity and duplication in activity practice.</li> </ul>	<ul style="list-style-type: none"> <li>• Determine the level and reporting line of the organizational unit, taking into account the principles and foundations of organizational structure design.</li> <li>• Identify the reasons for the organizational modification (feasibility study / mention key problems and obstacles).</li> <li>• Determine the results of the organizational modification (requirements / mention positives and added value).</li> </ul>

#	Purpose	Justifications	Steps
4	Creating a center or branch	<ul style="list-style-type: none"> <li>• Optimal utilization of human and financial resources.</li> <li>• Modifying the name of the organizational unit due to inconsistency between the name and the activity.</li> <li>• Creating jobs within the organizational unit.</li> <li>• Merging organizational units due to similarity in activity.</li> <li>• Expansion of the geographical scope.</li> <li>• Providing services to customers more effectively.</li> <li>• Increase and specialization of activities.</li> <li>• Heavy administrative and technical burdens on the organizational unit.</li> </ul>	<ul style="list-style-type: none"> <li>• Determine the type and level of the service center or branch and its reporting line, taking into account the principles and foundations of organizational structure design.</li> <li>• Identify the reasons for creating a center or branch (feasibility study / mention key problems and obstacles).</li> <li>• Determine the results of creating a center (requirements /</li> </ul>

#	Purpose	Justifications	Steps
			mention positives and added value).

(Table 1: Justifications and Steps for Organizational Structure Amendments)

## Chapter Four

# Designing Organizational Structures

### 4.1 Mechanism for Preparing and Developing the Organizational Structure

The mechanisms for preparing and developing organizational structures include a set of important steps or points that differ depending on whether a new organizational structure is being created or an existing one

is being reviewed and amended for specific purposes. However, before detailing the steps of the followed mechanisms, it is important for the government entity undertaking the modification or updating of its organizational structure to appoint a concerned person - often the director of the human resources department/section - or a specialized team in administrative organization before starting this process to undertake the task of preparing the organizational structure. The responsible person or team for this task must have comprehensive knowledge of the work, activities, and nature of the government entity's competencies in light of the entity's strategic plan, in addition to the necessity of having planning and administrative organization skills required for the project of preparing the organizational structure and its actual implementation on the ground.

#### **(A): Mechanisms for Preparing a New Organizational Structure:**

The process of preparing a new organizational structure for the entity requires a mechanism and work steps that must be followed, which are as follows:

1. Provide data and information for preparing the organizational structure, taking into account the inputs for preparing and developing organizational structures approved in this guide.
2. Start by defining departments and sections based on the inputs approved in this guide, to include the following:
  - The proposed departments and sections, taking into account the general rules for preparing the organizational structure and its components as stated in this guide.
  - Define the core and support departments for the organizational structure, stating the activities and competencies (tasks and responsibilities) for each department.
3. Fill out the approved form in the organizational structures guide.
4. Submit the proposed organizational structure to senior management for review and approval of the recommendation.
5. Develop an executive action plan to activate the proposed structure, with a timeline for implementing the proposed recommendations.
6. Submitting the proposed organizational structure to the concerned authorities based on the mechanism for approving organizational structures in this guide.

## **(B): Mechanisms for Reviewing and Amending an Existing Organizational Structure:**

The process of amending the organizational structure of government entities is carried out after the end of a strategic phase, the development of a new strategic plan, the issuance of a decision aimed at improving the performance of organizational units, or any changes in the entity's tasks and competencies. The mechanism for reviewing and amending the organizational structure includes the following points:

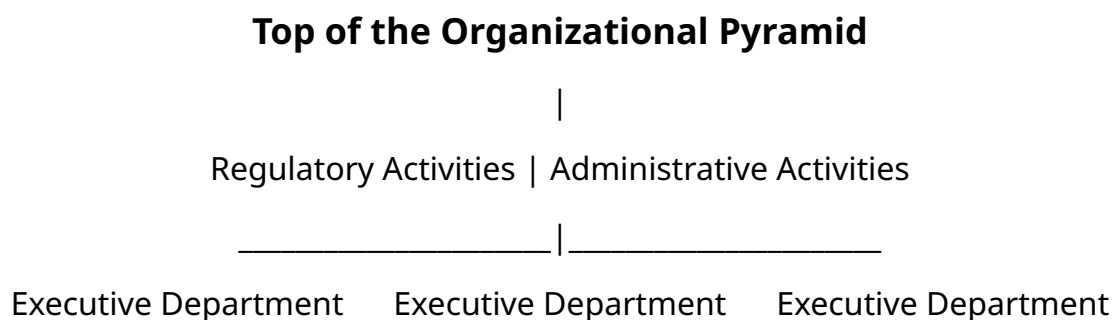
1. Evaluating the current organizational structure and its alignment with the nature of work through the following:
  - Considering the strategic plan of the government and the government entity.
  - Collecting data, information, and decisions that affect the organizational structure.
  - Reviewing best practices in similar entities.
  - Reviewing and studying amendment cases.
2. Filling out the approved form in the organizational structures guide.
3. Submitting recommendations and amendments to senior management for approval.
4. Developing an executive action plan to activate the proposed structure, with a timeline for implementing the proposed recommendations.
5. Submitting the proposed organizational structure to the concerned authorities for approval based on the mechanism for approving organizational structures in this guide.

## **4.2 General Rules for Preparing and Developing Organizational Structures**

This guide is based on the necessity of observing the following main rules:

1. The proposed organizational structure must be consistent with the legislation establishing the concerned government entity.
2. The design of the organizational structure and the identification of departments and organizational units are based on the competencies and tasks of the concerned government entity, in line with its strategic plans.

3. The proposed organizational structure must be compatible with the decree or legislation establishing the entity and its main role as per the establishment decree, ensuring no conflict or overlap in its competencies and activities with other government entities.
4. Avoid extravagance in expanding organizational structures, focusing on efficiency and effectiveness, and taking the following points into consideration:
  - Simplicity in design.
  - Cost reduction by merging organizational units with similar tasks.
  - Avoiding an excess of leadership and supervisory levels by refraining from creating new administrative levels or organizational units without real justification.
  - Clarity and transparency to avoid duplication of tasks between organizational units.
5. Separation between regulatory activities, administrative activities, or any activity under the direct supervision of the Director-General due to the sensitivity of these activities in government entities. These units must report directly to the top of the organizational pyramid as shown in the following figure:



(Figure No. 11: The Organizational Pyramid)

1. Avoid overburdening senior management with direct and detailed executive tasks by preventing the attachment of core or support organizational units to the direct supervision of senior management.
2. Departments in entities are designed with core activities and support activities. Core departments represent the organizational units specialized in the main tasks and activities of the entity, while support departments represent the organizational units that provide institutional and supportive assistance to the core departments.

3. The organizational structure is divided into administrative levels, which should not exceed five levels, starting from the Head of the Government Entity and ending with the employee, as in the following example:

**Head of the Entity**

The Head is responsible for approving the vision, mission, and strategic direction of the government entity.

---

**Director General**

The executive responsible for defining the entity's strategy  
Direct management of subordinate organizational units

---

**Department Director**

Responsible for the department's strategic plans  
Direct management of sections.

---

**Section Manager**

Responsible for direct supervision of the implementation of plans and projects.  
Direct management of employees.

---

**Employee**

Directly responsible for implementing the plans, projects, and services provided by the government entity

(Figure No. 12: Example of Administrative Levels in a Government Entity)

1. In some cases, higher administrative levels such as Executive Director/Sector Director or lower administrative levels (Division/Unit Manager) can be added if there is a need for this addition, with the necessity of obtaining the approval of the Executive Council according to the mechanism, provided that the administrative level is responsible for a number of different and complex activities that require different procedures, as in the following cases:
- A significant increase in the number of activities.

- An increase in the number of service beneficiaries, thus requiring more employees and additional administrative divisions.
- There must be an organizational link between these activities based on specialization.
- There is a need to group these activities under a single organizational umbrella.

### **4.3 Span of Control and Balance of Organizational Units**

#### **(A): Span of Control**

It is called in management sciences (Span of Control – Span of Attention); the span of control is considered one of the important details in the process of designing and preparing organizational structures in entities. The importance of this concept comes from its direct impact on annual budgets and the high costs of salaries, which represent the largest part of most annual budgets of government entities.

What is meant by the level and span of control or span of supervision is measuring the number of (employees / subordinates) for each official or manager in government entities (Number of reporters for each supervisor / manager) and the extent of its impact on the quality and efficiency of the official's or manager's performance in achieving the objectives of their organizational unit. In other words, if the number of subordinates increases, the workload and supervision on the responsible manager increase, which reduces the effectiveness of supervision, guidance, and coordination between efforts and activities. And the fewer the subordinates, the more control and performance monitoring can be done directly, and work to correct deviations and provide guidance more effectively.

There are no scientific studies that confirm the ideal number of subordinates for each manager or official, despite the common practice that the best number is five (5) subordinates for each official in the current applications of companies and institutions.

The Central Human Resources Development Department of the Ajman Government's Executive Council conducted a study (end of 2015) aimed at measuring the relationship between work efficiency and quality on the one

hand, and the number of employees (Subordinates) responsible to each manager on the other hand. In other words, to what extent can more burdens, tasks, and employees be added to the responsibility of the manager, or vice versa; when should the manager (especially in leadership positions) stop bearing tasks and responsibilities that may negatively affect the achievement of their primary goals and the purpose of their role in the government entity. The study included most of the entities affiliated with the Ajman Government in order to identify current practices and arrive at a guiding rate for the span of control based on the results of the current situation.

The study concluded that the widespread practice of not exceeding five (5) subordinates for each responsible manager is a good practice and can be used as a guide when designing and developing structures and measuring their effectiveness; however, the application in government entities may differ according to the nature, specificity, and volume of activities and services provided.

For example, government entities with a routine work nature, such as providing customer services, may have a wide span of supervision and a larger number of subordinates per responsible manager, while entities with a knowledge-based work nature based on research, development, and the preparation of plans and policies require a narrower span of control or supervision. In all cases, the number of subordinates should not be less than (2) two subordinates for each responsible manager.

**There is a set of factors that affect the determination of the level or span of control and the effectiveness of supervision:**

1. **Leadership Style:** Effective leadership that relies on strategic planning and the ability to manage and motivate individuals to achieve the desired goals of the organizational unit can handle a wider span of supervision.
2. **Geographical Distribution of the Government Entity:** The spread of branches or customer service outlets outside the main headquarters of the entity increases the difficulty of supervision, and therefore the level of control must be proportional to the nature of

the spatial dispersion of the branches due to this geographical diversity.

3. **Widespread Use of Technology Systems in Work:** The widespread use of technology systems affects the level of supervision and the ability of the responsible manager to supervise and follow up on a larger number of employees.
4. **Size and Nature of Activity in the Entity:** The nature and volume of the technical tasks of the government entity greatly affect the span of control ratios. The more difficult technical tasks assigned to the responsible manager, the more difficult it is to supervise a large number of subordinates.
5. **Ability to Delegate:** The ability to delegate tasks and responsibilities affects the control ratios, as it is imperative for managers to work seriously on delegating administrative and operational tasks and to work on developing and activating a matrix of authorities, and not to be preoccupied with daily tasks that lead to exhausting managers and affecting the efficiency of performance, achieving goals, and the need to add a larger number of managers.

## **(B): Balance of Organizational Divisions**

The principle of balance of organizational divisions is intended to achieve balance in the organizational structure in terms of size, type, number, and subordination of organizational units such as sectors, departments, sections, and other administrative divisions. In other words, it is illogical for eight departments to report to a specific sector and only two departments to another sector in the same entity. Or for the support functions to be more numerous than the core/technical functions, or the number of jobs or employees working in support activities to be greater than in core/technical activities.

Support departments often represent the following organizational units or any other organizational units that fit the definition of support departments:

1. Human Resources
2. Finance and Administration
3. Information Technology
4. Strategy and Excellence

The process of balancing between institutional support departments and core departments is one of the important factors in workforce planning and the preparation of organizational structures. In such a process, the number of employees in each department is determined based on the number of employees in the institution to whom services are provided.

### **(C): Defining Responsibilities for Organizational Units**

The duties and responsibilities of organizational units are one of the most important requirements that government entities wishing to amend their organizational structures or build new ones must work on. In this case, the following steps, which are part of the organizational structure preparation model shown in Chapter Seven of this guide, must be completed:

1. Defining the duties and responsibilities of the amended or new organizational unit.
2. The scope of duties and responsibilities must be defined and clear to enable decision-makers to review the reasons justifying this change.
3. Duties and responsibilities must be defined at the department and section level.

## **4.4 Components of the Organizational Structure**

### **(A): Structuring Offices Reporting to Senior Management**

Structuring senior management is of utmost importance as it affects all units of the government entity. This level of management should be removed from direct executive and specialized work, and its role should be purely strategic.

1. **Office of the Head:** An organizational unit that provides administrative coordination for the role of the head of the government entity.
2. **Internal Audit Office:** An organizational unit that carries out the internal audit of the institution, and this activity reports directly to the head of the entity.
3. **Office of the Director-General:** An organizational unit that provides support, follow-up, and implementation for the Director-General

through coordination and administrative support for the Director-General's role.

4. **Other Organizational Units:** These perform support tasks for other management, such as public relations, media, excellence, etc., or organizational units whose size does not require the addition of departments or sections in the organizational structure.
5. **Legal Affairs Office:** An organizational unit that provides legal services and consultations to the entity, and this activity reports directly to the Director-General.

(Figure No. 13: Organizational Structure for Senior Management)

## **(B): Structuring Core and Support Departments**

### **1. Main Tasks of Departments**

#### **Core Departments:**

These are the departments specialized in the main tasks of the entity, where the nature of work is related to technical and specialized tasks. They include administrative units that deal with customers or have a service, supervisory, technical, specialized, or advisory connection with the public. An example of these departments is customer service. The content and number of these departments depend on the main activities of the entity.

#### **Support Departments:**

These are the organizational units that enable the core organizational units in the government entity to perform their tasks by providing institutional and backup support, such as providing internal services and support to all employees in the entity to accomplish their tasks. They can be summarized as follows:

1. Offices reporting to the Office of the Head of the Entity, such as Internal Audit.
2. Offices reporting to the Director-General, such as the Office of the Director-General, the Legal Affairs Office, and any other offices serving the Director-General's office, such as Public Relations, Media, etc.
3. Human Resources.
4. Finance and Administration.

5. Information Technology.

6. Strategy and Excellence.

## **2. Structure Levels of Core and Support Departments:**

It is preferable for support or core departments to consist of three administrative levels as follows:

(Figure No. 14: Organizational Structure for Support Departments)

In some cases, a department in the entity may be a section, depending on the size of the entity and work requirements.

## **2. General Form of the Organizational Structure**

The final shape and size of the organizational structure depend on the competencies of each department, its tasks, and the related requirements. However, the organizational structure of the entity will generally look like this when following the aforementioned guidelines:

(Figure No. 15: General Form of the Organizational Structure)

# **Chapter Five**

## **Evaluating the Effectiveness and Efficiency of Organizational Structures**

This chapter aims to focus on two important topics when designing and developing organizational structures: how to measure the effectiveness and efficiency of the new or developed organizational structure, and secondly, how to avoid common mistakes made by those designing or developing organizational structures in government entities.

### **5.1 How to Evaluate the Effectiveness and Efficiency of New Organizational Structures**

The need for reorganization must be based on objective reasons as a result of changes in the government entity's objectives, competencies, work methods, or changes that have occurred in its size or its organizational and legal form. The need for reorganization can also be to address existing organizational defects.

For this reason, it has become essential to evaluate and measure the effectiveness of the organizational structure, either generally for the

government entity as a whole or for a specific organizational unit, in order to decide whether to keep the structure as it is or to modify it comprehensively or partially, depending on the circumstances of each case. This requires the existence of unified measures that ensure the required objectivity when measuring the effectiveness of the organizational structure to meet the desire for reorganization according to each case.

The effectiveness of the organizational structure can be measured by answering a list of proposed questions in the following table, which serves as a guiding tool (effectiveness measurement indicators) used by those responsible for organization in the government entity for a preliminary self-assessment of the organizational structure to measure its effectiveness and its contribution to achieving the government entity's objectives.

Those responsible for organization must answer the questions in the following table after obtaining accurate information from the concerned individuals. If the answers are uncertain ("To some extent") or a definite negative ("No"), they must identify the organizational location of the problem (in which organizational unit), determine the causes of the problem, and the proposed solution, which may be a simple change of job titles, for example, or the necessity of making more complex changes that require the restructuring of one or more organizational units.

Questions	Answer		Notes must be filled in if the answer is (To some extent) or (No)	
	Yes	To some extent	No	Proposed Solution
1. Does the organizational structure meet the actual needs of the government entity?			Causes	

Questions	Answer		Notes must be filled in if the answer is (To some extent) or (No)	
	Yes	To some extent	No Causes	Proposed Solution
2. Is there a shortage or inflation in organizational divisions and jobs?				
3. Is the organizational structure consistent with the core competencies, responsibilities, and strategy set out in the decree establishing the government entity?				
4. Is the organizational structure flexible in responding to future developments or changes and adapting to them quickly?				
5. Is there a balance in the organizational units in terms of size, type, number, and subordination? This refers to all core (technical) or support organizational units.				
6. Is the organizational structure balanced in terms of the number of jobs or employees working in				

Questions	Answer		Notes must be filled in if the answer is (To some extent) or (No)	
	Yes	To some extent	No Causes	Proposed Solution
support and technical activities?				
7. Do the job titles reflect the nature of the work (tasks and responsibilities)?				
8. Considering the administrative or technical subordination of some specific jobs in special cases, do employees in the same organizational unit receive orders from more than one manager on the same subject?				
9. Is the communication system within the government entity effective, allowing for the easy and smooth circulation of orders and information?				
10. Is the number and type of activities subordinate to the official determined in a way that enables them to perform tasks with the required efficiency?				

Questions	Answer		Notes must be filled in if the answer is (To some extent) or (No)	
	Yes	To some extent	No Causes	Proposed Solution
11. Is there a clear interface for dealing with customers/ the public, and is there a single point of contact for answering inquiries?				
12. Is the number of administrative levels (managers) so large that it hinders the communication process between administrative levels in the entity?				
13. Is there a clear and single interface for dealing with suppliers?				
14. Is there effective control, meaning is there a separation between regulatory activities and executive activities in the organizational structure?				
15. Are authorities and powers delegated to lower organizational levels in the entity?				
16. Does the organizational structure group				

Questions	Answer		Notes must be filled in if the answer is (To some extent) or (No)	
	Yes	To some extent	No Causes	Proposed Solution
homogeneous and integrated work and activities into a single organizational division?				
17. Does the organizational structure take into account the principle of the relative importance of core or primary activities? Meaning, are the primary activities that directly achieve the objectives for which the government entity was established at the forefront of priorities?				
18. Are the tasks of the organizational units precise, clear, and fully reflect the work and activities of each organizational division, in a way that ensures no duplication or repetition in activities and tasks?				
19. Is the achievement of objectives pursued effectively? (at the lowest possible cost, without wasting available resources,				

Questions	Answer		Notes must be filled in if the answer is (To some extent) or (No)	
	Yes	To some extent	No Causes	Proposed Solution
and with the best management of existing human resource capabilities)?				
20. Is the organizational structure flexible in responding to the addition of jobs or organizational units?				

(Table No. 4: Mechanism for Measuring the Effectiveness and Efficiency of an Organizational Structure)

## 5.2 Common Mistakes Made by Those Developing Organizational Structures

It is useful here to focus on some common mistakes that those who design or develop organizational structures often fall into. Studying these mistakes helps us understand the reasons for their occurrence and also how to avoid their repetition in government entities, as follows in the following points:

1. Focusing on designing or modifying organizational structures to suit the qualifications and current roles of employees, whereas attention should be paid to designing the organizational and functional structure correctly and effectively according to the actual needs and primary objectives of the government entity.
2. Failure to standardize different organizational and administrative titles when designing the organizational structure (e.g., using

multiple titles for the same job role such as "Section Manager" and "Head of Section").

3. Lack of a complete study on the implications of implementing the new structure. (e.g., implementing the new structure in a way that affects benefits granted to employees that were more popular than the new benefits, which negatively impacted performance indicators in the level and quality of services provided and job satisfaction/loyalty).
4. Absence of linkage and integration when designing the tasks and responsibilities of organizational units, and designing their activities in isolation from each other, which allows for the repetition of some activities in different organizational units. (e.g., repetition of external communication and public relations activities for two organizational units in the same government entity).
5. The current structure is not actually applied or is applied incompletely; perhaps to hide organizational defects in reality, which causes many wrong assumptions and incorrect analyses when proposing amendments to the new structure. Therefore, it must be ensured that the current organizational structure is applied and that it reflects the actual situation of the government entity.
6. One of the most common mistakes is the excessive expansion in converting activities (regardless of their size) into organizational units without an actual need, or grouping the largest possible number of activities, regardless of their homogeneity, into a single organizational unit. This results in organizational divisions that are unnecessary and do not meet the requirements of the nature of competencies and the volume of activities. A good organizational structure takes into account the actual needs and specialization of units when creating organizational divisions, from which long-term benefits, better resource management, and better savings in effort, time, and money are expected.
7. A misconception in confusing the organizational structure, which represents organizational units, with the positional structure, which represents jobs. For example: having a title for an organizational unit "Finance Department" and a title for a job "Auditor" or "Marketing Officer" on the same structure. Therefore, attention must be paid to preparing two separate structures: the first is called the

Organizational Structure, which is for activities or functions (Organizational/Functional Structure), and the other is called the Positional Structure, which is for jobs (Positional Structure).

8. Also, the lack of differentiation and confusion between the description of tasks and responsibilities for organizational units (Unit Functional Description) and the description of job tasks and responsibilities (Job Role/Descriptions). Therefore, the organizational guide of any government entity is a description of the tasks of the organizational units and not a description of the jobs. Some officials confuse the description of the manager's job with the description of the tasks of the organizational unit for which they are responsible.
9. Placing some organizational units with routine and less important tasks at higher or more important administrative levels than organizational units with main and vital tasks that are at the core of the government entity's tasks and roles. A good organizational structure prioritizes main activities and places them at an appropriate administrative level according to importance.
10. Not paying attention to the element of technology and its impact on the government entity when designing or updating organizational structures. (e.g.), the implementation of a new Enterprise Resource Planning (ERP) system in the government entity will have a direct impact on reducing the tasks and responsibilities of some organizational units such as the Purchasing Department and the Finance Department, followed by the elimination of some jobs in them.
11. Job titles do not reflect the actual roles or tasks of the job. For example, a purchasing officer performing tasks unrelated to the activity of the job description of a purchasing officer, such as accounting.
12. The multiplicity and abundance of committees with their different roles (coordinating committees, executive committees, advisory committees....), which results in a waste of a lot of time and effort of committees and individuals and a conflict and overlap of tasks.
13. The desire to apply global best practices for designing and developing organizational structures as they are, regardless of their suitability or whether they meet the requirements of government entities in Ajman, simply because they succeeded in their

environment. It is better to take a mix of the most useful and appropriate experiences for the needs, requirements, and circumstances of our government entities towards distinguished government performance and work with it.

## **Guiding Manual for Designing and Developing Organizational Structures for the Government of Ajman 2016**

1. Absence of an educational and informational role for officials and employees in the government entity regarding the importance and necessity of organizational development and the positive return from making these changes on the government entity and its employees. Therefore, officials and employees must be included in the framework of contribution and participation with suggestions and opinions during the organizational development process to avoid (resistance to change) and ensure a more effective implementation of the new organization, as well as working to keep communication channels with officials and employees continuously open.
2. Lack of a good and effective marketing plan for the new organizational structure within the government entity.
3. Lack of a clear plan for the process of developing the organizational structure in stages, ending with a well-studied implementation plan. One of the most important stages of organizational development is to have a complete implementation plan that includes preparation, planning, and execution stages, either gradually or in phases, through change management programs.
4. Failure to recognize that the organizational development process needs continuous and permanent updating and development, as administrative organization must align with the changes and developments that occur in government entities. However, without excessive modifications to the structure in short time intervals, it is best for reviews of modifications and updates to be linked to changes in the strategic plan or when modification is needed (as previously mentioned in the introduction of this guide).

### **Chapter Six**

### **Forms**

## 6.1 Organizational Structure Preparation and Development Form

This form is comprehensive and covers all types of organizational structure preparations referred to in this guide, whether for requesting the creation or modification of an organizational structure.

### Part One: General Information

Government Entity Name:

Laws Related to the Entity: (Title/Decrees that define the entity's role and tasks):

1. ....

2. ....

Entity's Competencies: (The primary purpose of establishing the entity):

1. ....

2. ....

3. ....

### Part Two: Type of Request and Reasons

1. Type of Request Submitted for the Organizational Structure:

☐ 1- Create a new structure

☐ 2- Modify an existing structure according to the following types:

☐ Create an  
organizational unit

☐ Modify the level of  
an organizational unit

☐ Merge an  
organizational unit

☐ Abolish an  
organizational unit

☐ Transfer the  
reporting line of an  
organizational unit

☐ Modify the name of  
an organizational unit

☐ Other

☐ Create a position

☐ Create a branch or  
service center

2. Explanation of the request type:

.....

.....

.....

3. Explanation of the reasons leading to the modification:

.....

.....

.....

4. Expected outcomes of the proposed structure:

.....

.....

.....

### Part Three: The Created or Modified Organizational Unit

Department Name: ..... Section

Name: .....

Type of Organizational Unit:

☐ Core unit      ☐ Support unit

☐ Modified unit    ☐ New unit

Proposed Main Tasks for the Organizational Unit:

1. ....

2. ....

3. ....

4. ....

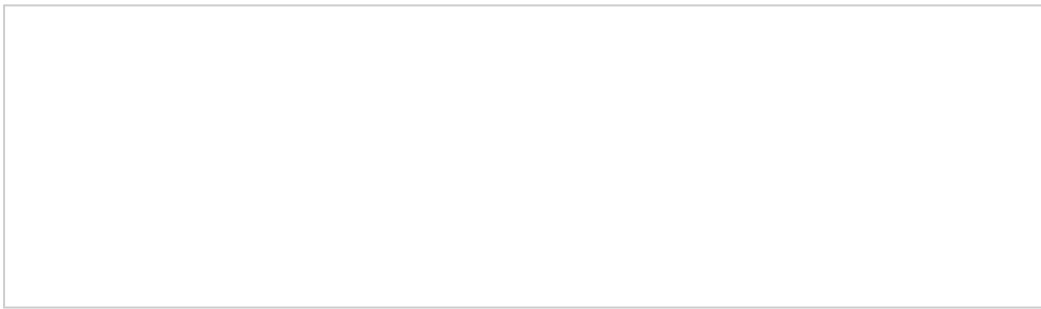
5. ....

Current Main Tasks of the Organizational Unit (only in case of modifying an organizational unit):

1. ....
2. ....
3. ....
4. ....
5. ....

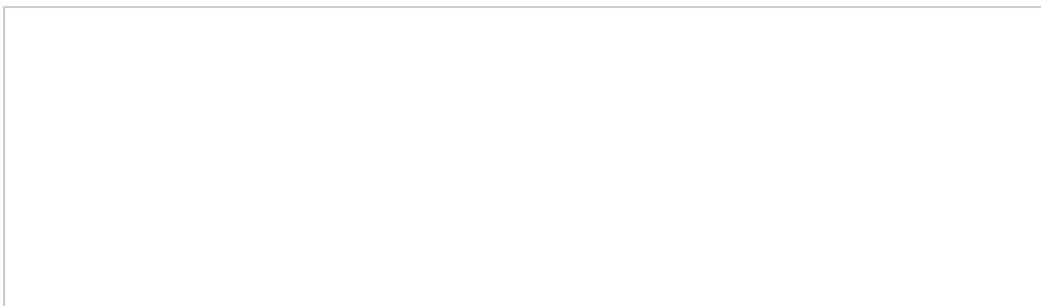
#### **Part Four: Proposed Organizational Structure Chart**

Please draw the proposed organizational structure chart, and the current one if it exists (in case of modification only):



#### **Part Five: Proposed Functional Structure Chart**

Please draw the proposed functional structure chart:



Please draw the current functional structure chart, if any (in case of modification only):

### Part Six: Main Steps Required to Implement the New Structure

Implementation Steps	Target Date	Expected Challenges
1		Challenges the entity can solve:
2		Challenges the entity cannot solve:
3		
4		

\* Total cost includes salary, bonuses, allowances, and all job grade benefits such as tickets, health insurance.)

### Part Seven: Financial Cost of Human Resources (to be used in case of new or modified jobs)

No.	Job Title	Organizational Unit	Number	Job Grade	Educational Qualification	Expected Total Cost (Per Year) *
1						
2						
<b>Total</b>						

## Part Eight: Other Financial Costs

Does the organizational structure require new buildings or new offices:

☐ Yes ☐ No

If the answer is yes, please fill out the following table:

No.	Organizational Unit	Number of Offices Required	Proposed Location for them
1			
2			
3			

## Part Nine: Cost of Additional Financial Resources

\* If there are other items not mentioned, please add them

No.	Required Physical Resources	Organizational Unit	Number	Expected Total Cost
1	Technical Support		Number	
	Computers			
	Printers			
	Software			
	Scanners			
	Telephones			
	Fax			
	Other			
2	Supplies		Number	

No.	Required Physical Resources	Organizational Unit	Number	Expected Total Cost
	Office Furniture			
	Printed Materials			
	Stationery			
	Other			
3	Transportation			
	Vehicle			
	Other			
4	<b>Expected Total Cost</b>			

#### Part Ten: Entity's Senior Management Approvals

Job Title	Name	Signature	Date
Director of Human Resources Department			
General Director			

#### Part Eleven: Receiving Authority

Job Title	Name	Signature	Date

#### Part Twelve: Submission for Approval and Accreditation

Authority	Name	Signature	Date
Central Human Resources Development Department			

Authority	Name	Signature	Date
The Executive Council			