

Series 1
ORGANIZATIONAL
DEVELOPMENT

ORGANIZATIONAL STRUCTURE •

Job Descriptions

• MEMBERSHIP AND
VOLUNTEERS •

Relationships •

AUTHORITY •

Structure •

Module 2

Organizational
Structure



Pathfinder
INTERNATIONAL

Organizational Structure

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Introduction

Every program manager should be concerned about **organizational structure**, but it is often the last thing on his or her mind. An effective structure facilitates management and clarifies relationships, roles and responsibilities, levels of authority, and supervisory or reporting lines. By reviewing an organization's structure, a manager will be able to determine which human, financial, and technical resources are available, how they should be allocated, and which resources are lacking.

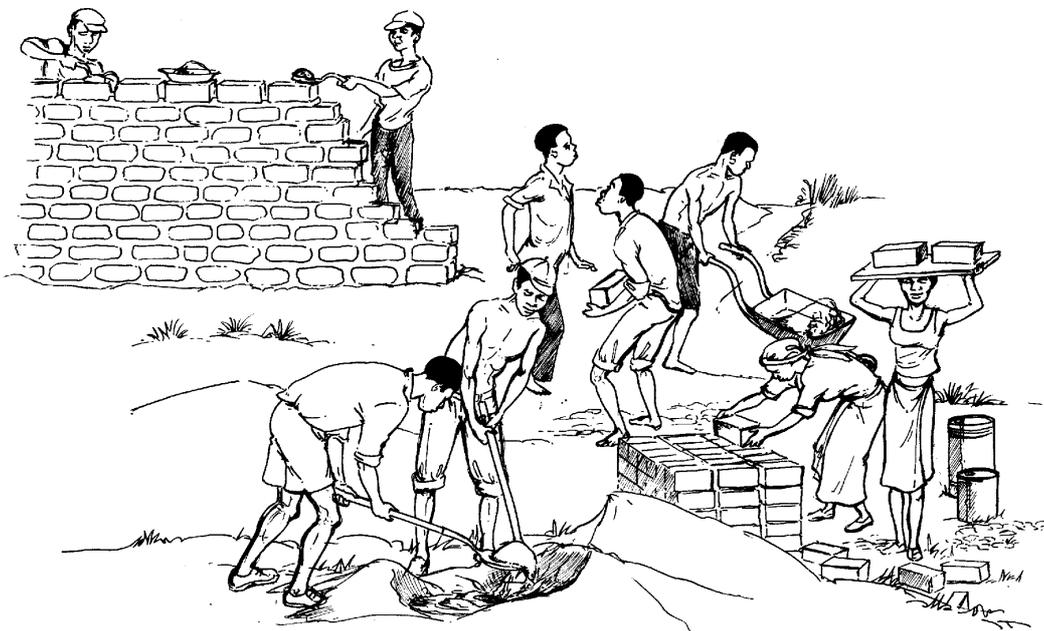
Using an **organogram** — a graphic representation of an organization's structure — a manager will be able to define tasks, determine information flow within the organization, and ensure accountability for achieving organizational goals and objectives. **Job descriptions** should be assigned to all staff. These job descriptions should reflect the organizational structure and help each staff member to know his or her:

- Job title
- Specific tasks required
- Supervisor and subordinates
- Unit or department
- Minimum skills and/or qualifications required to perform the job.

Sometimes, in complex organizations, grades or salary bands are included to let the staff person know the level of his or her position. Because organizational needs and structures may change from time to time, job descriptions should be periodically — and systematically — reviewed.

Organizational structures often reflect the level of growth, or stage, of the institution. There are at least four levels of organizational growth recognized by management professionals; sometimes additional stages are included. The four stages are:

- ☛ Emergent — organizations at the beginning stages with fragile management, few systems, and limited resources.



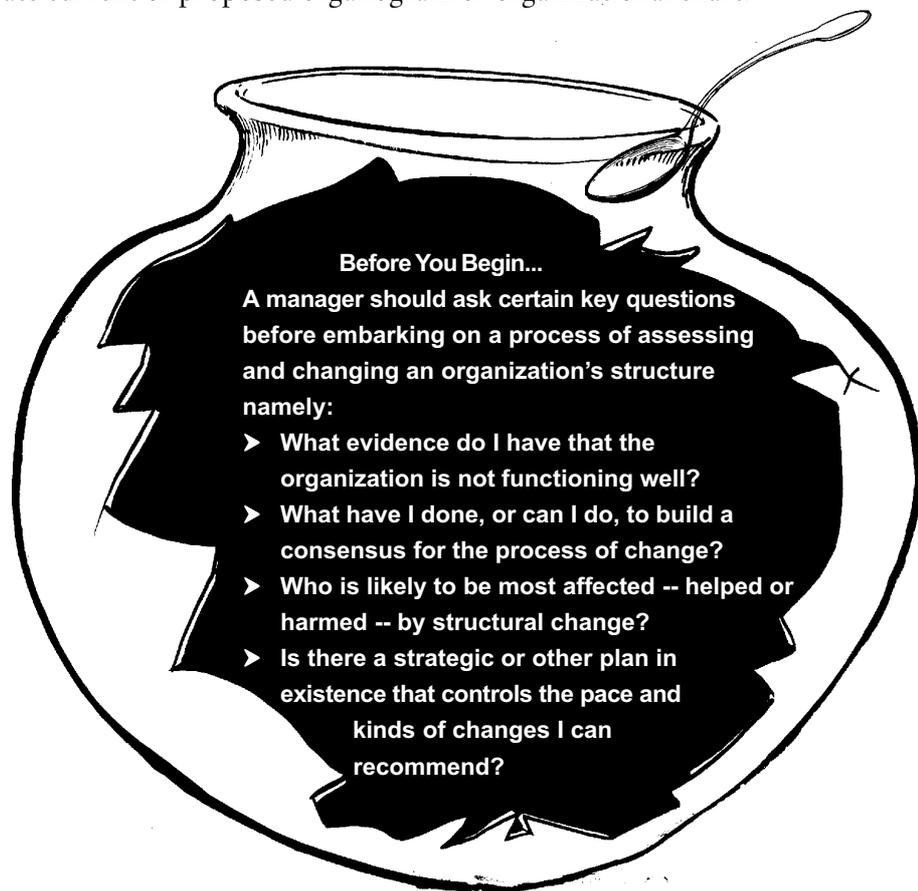
- ☛ Launch or growth — organizations which have stabilized their structures, decided on their program or service mix, and are, therefore, ready to expand.
- ☛ Consolidation (organizations which have determined a strategic focus, strengthened systems, increased efficiency, and made progress toward greater sustainability.
- ☛ Mature — self-sufficient organizations which have the ability to effectively manage and adjust mission, strategy, structure, and systems in response to internal and external trends and challenges.

At each stage, an organization's structural requirements may be different. For example, a small emerging NGO may not have a complex, multi-level structure with several specific units. On the other hand, a consolidating organization may propose several new units or an expansion plan in response to its past dynamic growth and its future strategic plans. Program managers should try to make sure that the structure is appropriate for the organization's size, resources and program mix.

Organizations may differ in other ways that affect structure. For example, some organizations have paying members or extremely active volunteers. Representatives of these groups may expect seats on the Board of Directors, special meetings, or other activities to address their concerns and sustain their support. Sometimes their powers or participation are governed by laws; sometimes the organization sets policies delineating the levels and kinds of participation and whether specific benefits or remuneration can be expected.

This module is designed to enable a program manager to:

- ☛ Determine whether the existing structure is appropriate for current and near-future programs and expansion plans, using a systematic review process.
- ☛ Prepare a step-by-step plan to change the organization's structure.
- ☛ Prepare an accurate current or proposed organogram or organizational chart.
- ☛ Prepare detailed job descriptions for every position to foster more effective job performance and facilitate setting performance standards and conducting evaluations.
- ☛ Develop policies and structures that define and facilitate member and volunteer participation.



Types of Organizational Structures

Organizations have various structures. These structures are indicative of:

- ❑ How an organization functions and is managed.
- ❑ How information flows and is processed within an organization.
- ❑ How flexible or responsive the organization is.

A manager needs to know what type of organization she or he is working with in order to derive vital clues about the need or potential for change.

A. Hierarchical Structures

Most organizations are hierarchical. Such organizations are distinguished by several features:

- Relatively few managers control the organization.
- Few units or staff are under each manager's control.
- Managers are appointed on merit and expected to be in control of the full range of management functions (including disciplining, and encouraging cooperation and compliance).
- Management style is likely to be "directive."
- The organizational structure resembles a pyramid.

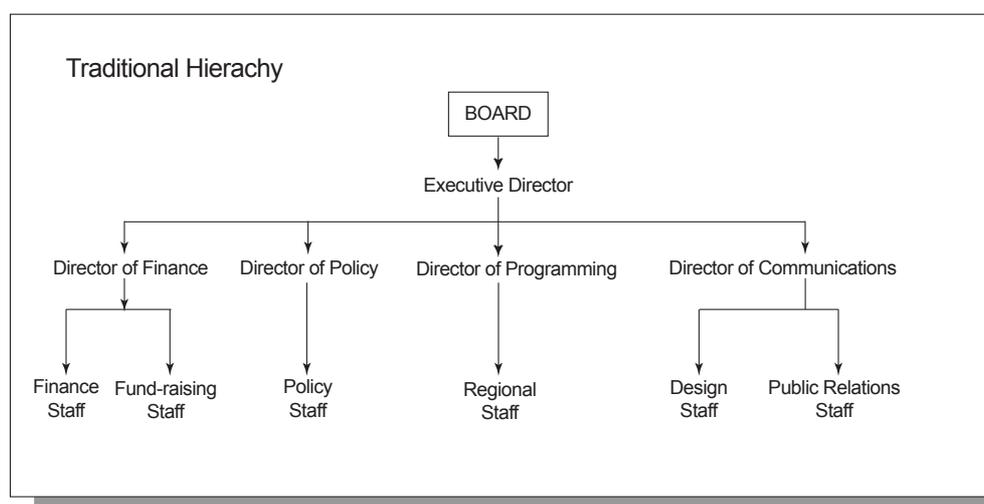


Figure 1 Structure of a traditional hierarchical organization:¹

B. Team Structure

Team structures differ from hierarchical structures in several ways. A team structure attempts to link the formal and informal group relations that influence a worker. This type of organization emphasizes interpersonal relations as a determinant of conduct and performance. Some of the features of this type of organizational structure include:

All diagrams taken from Kelleher, D., McLaren, K., and Bisson, R. *Grabbing the Tiger by the Tail: NGO's Learning for Organizational Change*. Canadian Council for International Co-operation, 1996.

- Managers who serve more as facilitators and group leaders than final decision-makers.
- Managers whose primary responsibility is setting objectives and evaluating performance.
- Work styles which are more participatory and interactive.
- Focus on tasks, accomplishment of shared objectives, and accountability to the team.
- Use of temporary teams or task forces to deal with particular issues or cross-cutting initiatives.

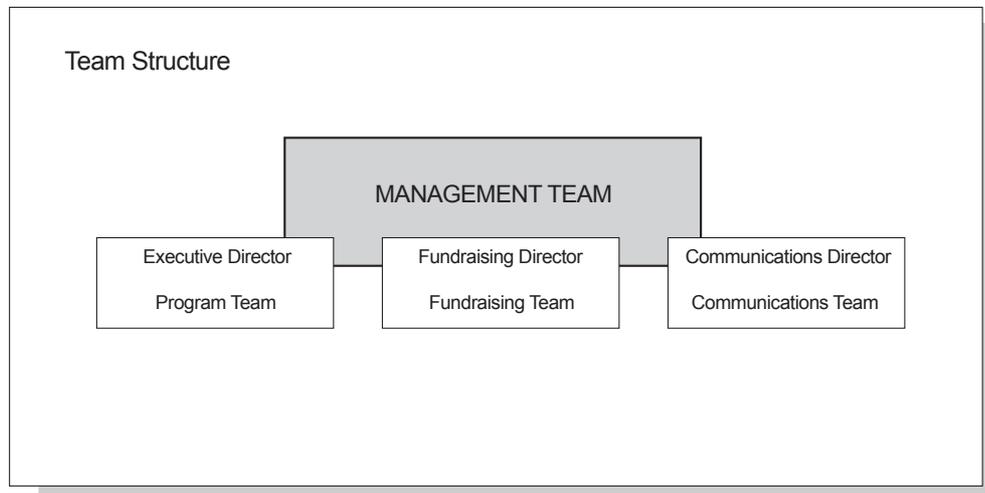


Figure 2 A team structure

C. Network Structures

In some instances, independent or semi-independent organizations form loose affiliations in which they share resources, information, and data, and responsibility for joint projects. An example of this kind of cost-effective organization is a **neighborhood alliance** in which organizations working on different aspects of community development and well-being (e.g., environmental sanitation, health, adolescent programs, women’s empowerment) coalesce as an umbrella organization² and hire a senior program manager, and share office space and material resources. There are many variations on network structures, ranging from totally independent groups coming together for a common cause to affiliates of international organizations (e.g., the Red Cross or the YWCA) that share the same principles and approaches to work. Even with these differences, network structures share common features, including:

- Considerable autonomy among its functional and programming units.
- A small core infrastructure that provides certain services needed by all.
- Highly responsive and fluid approaches.
- Flexible coordination approaches among component organizations as needed.
- Decision-making occurring within the context of the strategic alliance among the partners.

²A good example is the Nigeria NGO Consultative Forum (NINCOF) which includes several independent NGOs supporting of an “expanded” alliance a secretariat, program officers, and others who coordinate and facilitate information sharing among the NGOs. Another example is Consortium of Family Planning Organizations (COFAP) in Ethiopia which coordinates technical assistance, training, and materials development for an ever-increasing number of NGOs offering reproductive health services throughout the country.

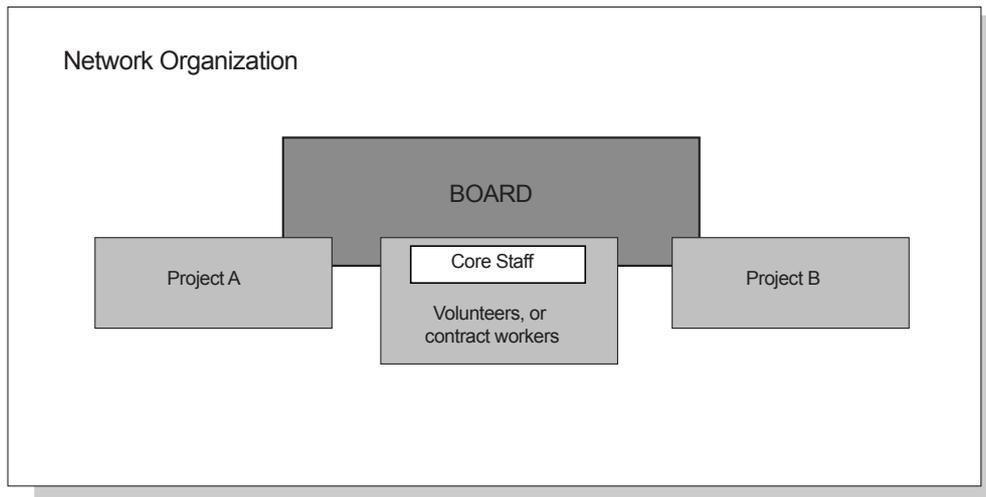
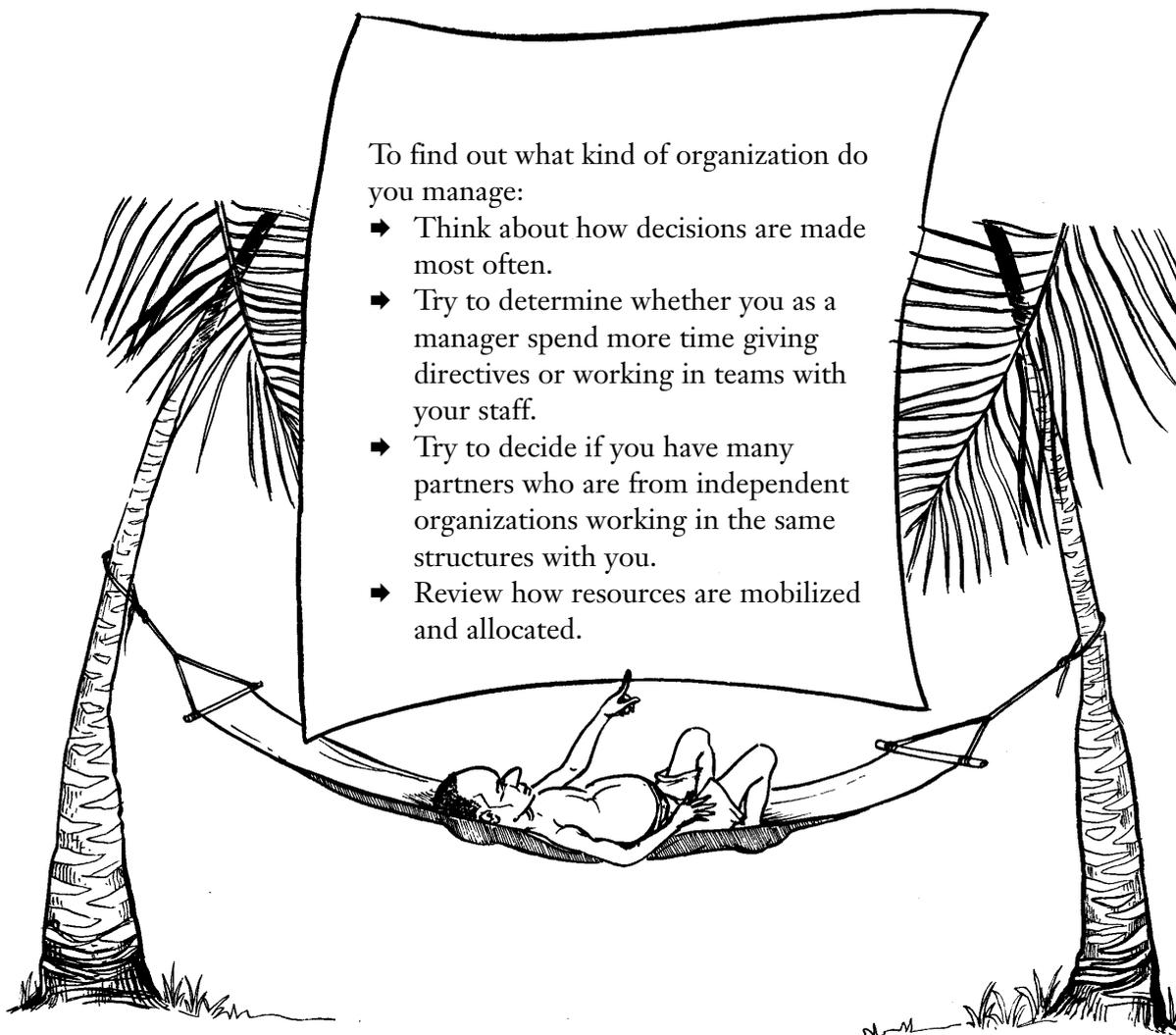


Figure 3: A network structure

Tips...



Organizational Growth Stages and their Structural Impact

Most organizations are at different stages of growth, development, and capacity. The level of your organization may influence the organization's structure. Every manager however, should work with the organization's leaders to ensure that the structure can grow and expand along with its mission, mandates, staff, and programs.

As Figure 4 illustrates, an organization should be able carry out more functions at each successive level of growth. Organizations' structures evolve over time; the purpose of this Figure is to give you some benchmarks — or measures — by which you and your colleagues can evaluate your organization's progress and increased capability. With each successive stage, you may want to re-examine your structure to see if it is keeping pace with the new realities that you as a manager are facing.

For example, most new organizations do not have adequate management systems or staff. They are only beginning to get organized and so may have highly centralized management or control by just a few persons. The structure is designed so that staff can fill multiple roles. Resources may also not be adequate, and most data collection or reporting is designed to satisfy donors or national requirements.

A glance at an organization in the consolidation stage demonstrates just how different things can be (see Figure 4). In the consolidation stage, a detailed structure — with units and multiple levels of authority — is in place. The organization is guided by an agreed-upon strategic plan and has begun to focus extensively on becoming more sustainable. Systems, and guidance in how to use them, are in place and staff are routinely trained and updated in their operation. Roles and responsibilities between directors, volunteers, and staff are clearly defined.

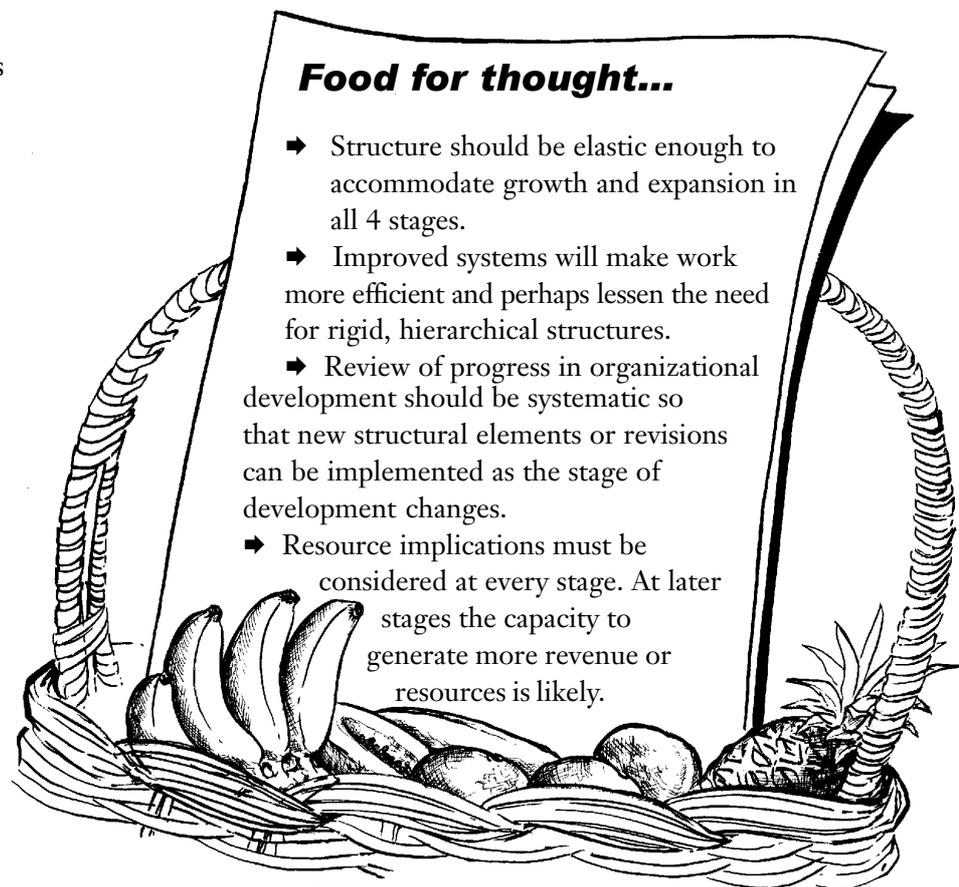


Figure 4: Characteristics of Organizations at Different Stages of Growth

	MATURE		
	LAUNCH/GROWTH	CONSOLIDATION	
EMERGENT	Organization has expanded, established functional or program units.	Strategic and sustainability plans implemented.	Staff development and training mechanisms in place.
Organization's objectives often unclear, unrealistic.	Organization has set some long-term goals. May not yet have strategic plan.	Personnel policies implemented but not consistently followed.	Organization is able to support 30-50% of operations from self-generated revenues.
Fragile management, systems.	Organization chart exists but does not reflect actual structure.	More sophisticated organogram showing units, reporting/coordinating relationships created.	Detailed, effective human resources, financial management, other systems in place.
Founder makes program decisions, conducts fund-raising.	Records, reports designed primarily to satisfy donor requirements.	New systems implemented with written guidance.	Routine review, updating of management systems, systems guidance and training on systems use.
Few initiatives without donor support.	Supervisors do not regularly plan, report.	Increased diversity of donors, revenue, other support.	Ability to track cost centers, project revenue and expenditures.
Income limited, or non-existence.	The Board is still primarily friends or family of the Founder.	Staff training depends on donor requirements, support.	Marketing assets, including training, to generate revenue.
Small staff.	Community outreach is sporadic; no structures exist to ensure it is systematic.	Community outreach and participation fully incorporated into problem identification, planning, implementation, monitoring.	Community major source of revenue and support.
Board in formation; limited community input.	Increased reliance on external (donor) resources.	Supervision decentralized with effective feedback, follow-up mechanisms.	Bottom-up planning, with consolidation, feed-back, monitoring at higher levels.

So You Still Want to Change Your Organization's Structure...

Here is a step-by-step process that should help you!!



A. Take a careful inventory of your work, including your organization's programs, missions, mandates, and objectives. In light of the three models described above, what is your current structure, and what is your ideal structure for future growth and development? *A broadly consultative process among staff, Board, and volunteers — during which past performance, constraints, achievements, and concerns are discussed — to identify the ideal organizational structure is advisable.*

B. List the functions and activities of each unit within the organization.

C. Review and categorize personnel according to skills, bearing in mind the programs you have (or will soon establish), the community to be served, and the organization's objectives.

D. Examine existing policies, regulations, and laws currently governing the organization or its work. For example, is your organization registered as an NGO with the Corporate Affairs Bureau or NGO Commission? What requirements does this registration impose? What type or types of Board does your organization have (e.g., Board of Trustees, Board of Directors, Advisory Board, National Council, Executive Council, Benefactors Committees, etc.) and what implications does this have in terms of structure or the process of making changes?

Are there internal guidelines, policies, or regulations governing structural change? For example, does the Board have to initiate the process of structural change? Are there mandated consultations (e.g., with an Advisory Committee or community groups)? Are there time limits or intervals governing the period in which a proposal for change can be made or ratified (e.g., only once a year; the proposal must be open for comment for at least a quarter, etc.)?

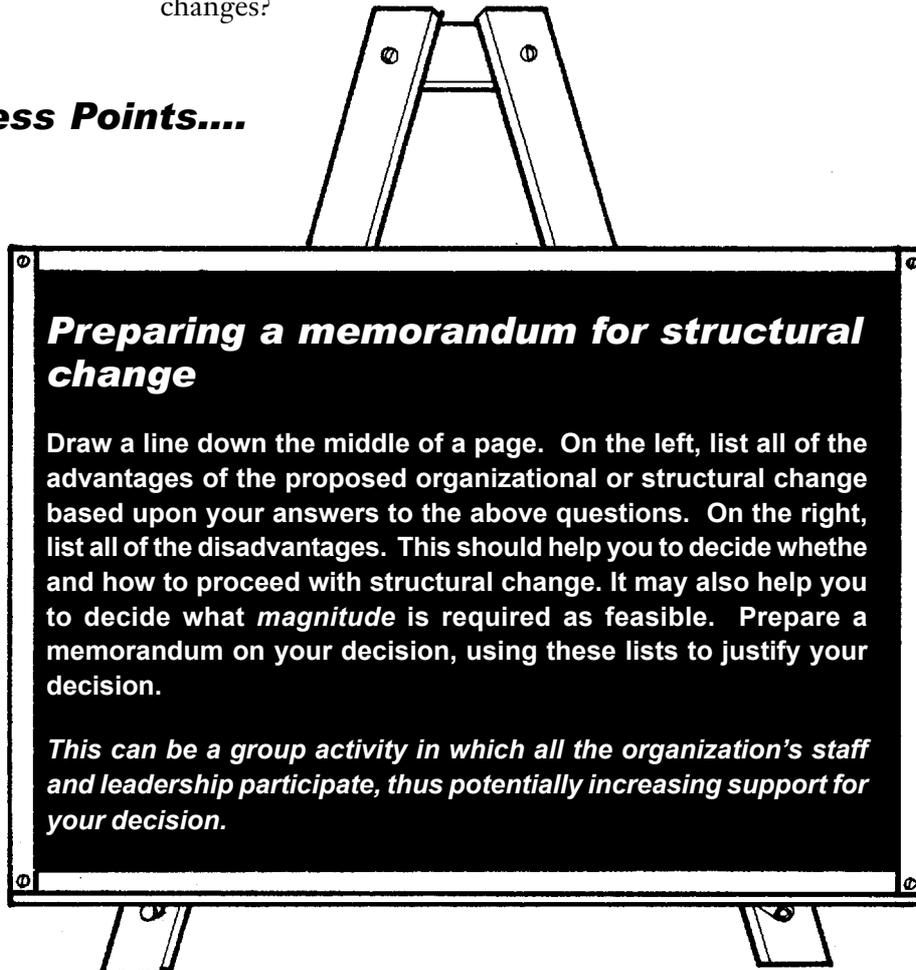
E. Note the geographical scope of the organization and its branches. Is your organization decentralized? If so, what impact does this have on its structure and or proposed changes?

F. Outline the formal and informal channels of communication and determine how effective they are. Does the organization prepare regular reports or conduct regular meetings, or does it work through ad-hoc teams? Do managers generally communicate with staff verbally?

G. Review the job descriptions for all key positions within the organization. Do they now accurately reflect what the staff person actually does? What are the missing duties and responsibilities, if any? How will the structural change affect the staff persons' specific duties? In your view, will the person be more or less effective after the change?

-
- H. Consider the organization's planned, or potential for, or planned expansion (e.g., through a strategic plan, winning a new contract, tender, or bid, as a result of requests for services from other communities, new technologies, etc.). How will these proposed changes be affected by a change in structure?
 - I. What are the resource implications of a structural change? Does the organization have adequate financial, human, and technical resources to implement the change, or will more resources need to be mobilized? How will you build consensus and secure Board approval for the changes?

Process Points....



If You Want to Proceed...Design an Organogram to Reflect or Accommodate Changes!!

Here's how it's done....

- A. Refer to the inventory of programs and/or major activities that you should have completed in the process of deciding whether and how to change the organization's structure. [The Process: Step A] Now that you have decided upon an ideal structure, or a structural change, will your programs be managed by:
 - ☛ **Function.** Do you have directors of training, IEC, service delivery, youth services, community outreach, etc?

☛ **Operations.** Do you have a director of programs, a director of field operations, a director of finance/administration, etc?

☛ **Project.** Do you may have just one person who directs all of your programs, or do you have staff grouped by projects (that is, you have a coordinator or manager and several program officers who may coordinate separate projects such as CBD, youth, community development, women's empowerment, AIDS, etc. This approach may be a hybrid of functions and operations since one person handles all aspects of the project except for support functions. This segregation of staff into projects may also be a way that organizations handle grants from multiple donors?

B. List the functions and responsibilities of each unit. Here, the term "unit" includes the Board and the Chief Executive Officer (CEO) or Executive Director. Some tips:

☛ Start at the very top of the organization. Do you have a Board of Directors? A Board of Trustees? An Advisory Committee? These policy making bodies should be reflected at the top of the organization. If they are advisory, but not policy making, use a dotted line to show their relationship to either the Board, or the organization's director.

☛ Next, list the functions of the CEO or Executive Director. Does this person have a staff (e.g., a secretary, an administrative assistant, a development officer, etc)? If so, show these positions under the CEO or ED but off to one side because they generally report only to the CEO.)

☛ Examine all of the units. Allow for future growth by describing units you plan to institute according to the proposed structure over the next 1-3 years and include them in your organogram. Be sure to mark those positions and/or units that are still vacant or being planned.

C. Identify lines of authority linking units. This means that you must carefully review job descriptions to determine who reports to whom. What are the supervisory relationships among and between staff? Are there any staff who report to more than one person (e.g., a field accountant who reports to a branch manager and the Director of Finance and Administration at headquarters)? Do you have branch offices? How are they supervised?

D. Identify lines of communication between units. Formal lines of communication should be indicated by solid lines. These are the same as the supervisory or reporting relationships. Informal lines of communication or coordinating relationships should be indicated by dotted, or broken, lines (e.g., a coordinating relationship between a director of programs and a director of development, or between a Board and an Advisory Committee).

E. Prepare the proposed structure in chart form. Figure 5 below shows how a small organization in the emergent or growth stages might look. Remember to create a structure that can grow and expand as the organization does, or as new programs are added. Figure 6 below shows how an organogram for an organization in the consolidation stages might look. A good organizational chart or organogram is not cluttered with unfilled positions or unnecessary information.

Remember... An organogram illustrates:



- ➔ *Functions of departments and units*
- ➔ *Job positions*
- ➔ *Formal relationships and linkages*
 - *Authority* • *Formal power* • *Delegation*
 - *Span of Control* • *Responsibility*
 - *Accountability* • *Communication*

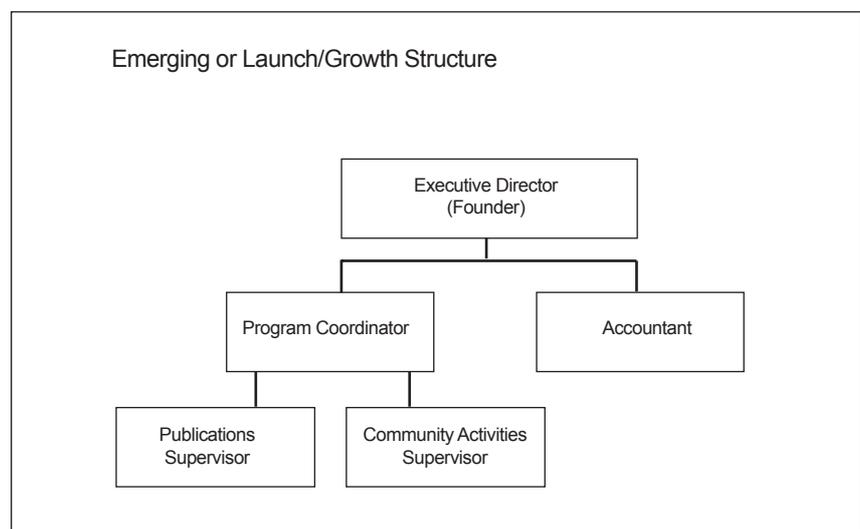
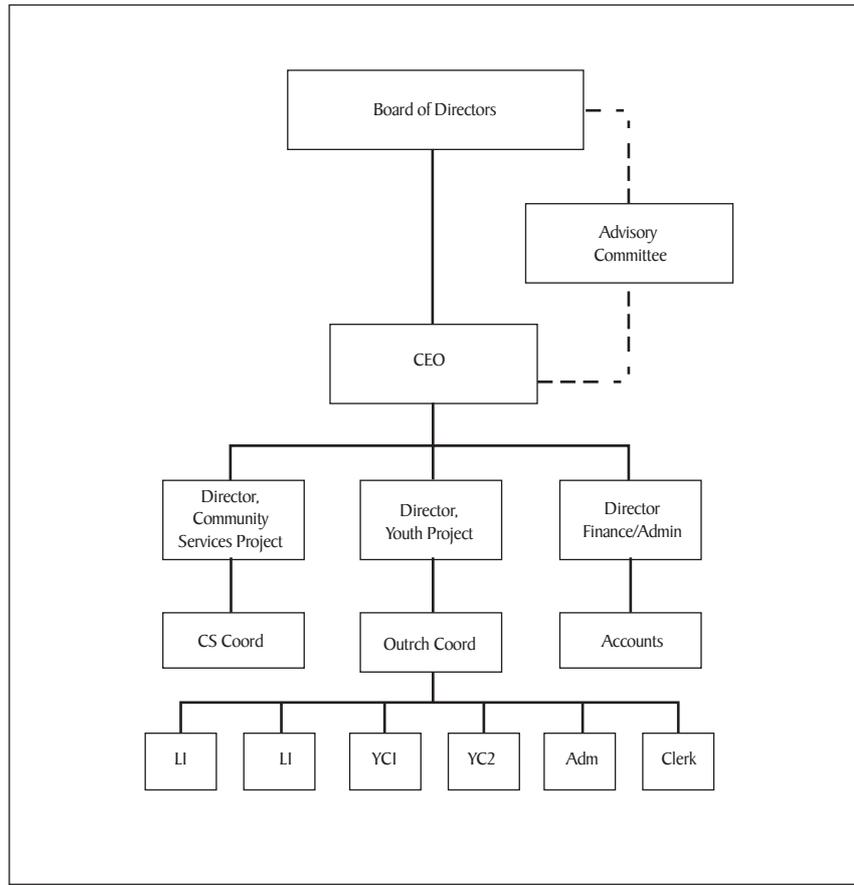


Figure 5: Growth Structure



Key:

L = Location

Coord = Coordinator

YC = Youth Club

Job Descriptions

Adm = Administration

Figure 6: Model Organogram (Consolidation or Mature Structure)

Job descriptions

Job descriptions are key resources for managers and staff alike. *For the manager*, a job description clarifies placement of a position in the structure. This placement is usually made, after due consideration to ensure that levels of authority, roles, responsibilities, and reporting, the staff person or incumbent can be effective and efficient, while contributing to the achievement of organizational goals and objectives, in the particular job. A job description is a tool to be used in preparing performance standards and conducting performance appraisals. It can also be used for several other management functions, including:

- ➔ Hiring
- ➔ Training
- ➔ Workplace coordination employment
- ➔ Supervision
- ➔ Orientation
- ➔ Contract obligations concerning employment

For the staff member, a job description clarifies his or her duties, tasks, roles, and responsibilities. It spells out the skills, qualifications, and even personal qualities that the staff member should possess. Supervisory channels — to whom the staff member reports, or who is being supervised — are also outlined. In some job descriptions, grades or promotion steps are also included. This is particularly important in large organizations.

A. Preparing a Job Description

Each time a new job or position is created, a job description should immediately be prepared. If positions exist within your organization that do not have job descriptions — including that of the CEO or senior managers — a written job description should be prepared without delay! The following is a simple process to assist a manager in developing a job description:



1. **Conduct a task inventory** for the existing and/or proposed position. What are the most important tasks that the staff person will undertake? Make a list of these tasks in priority order. What tasks involve recurrent contact with other staff members or units? Make sure these are included under coordination linkages or relationships in the draft job description.

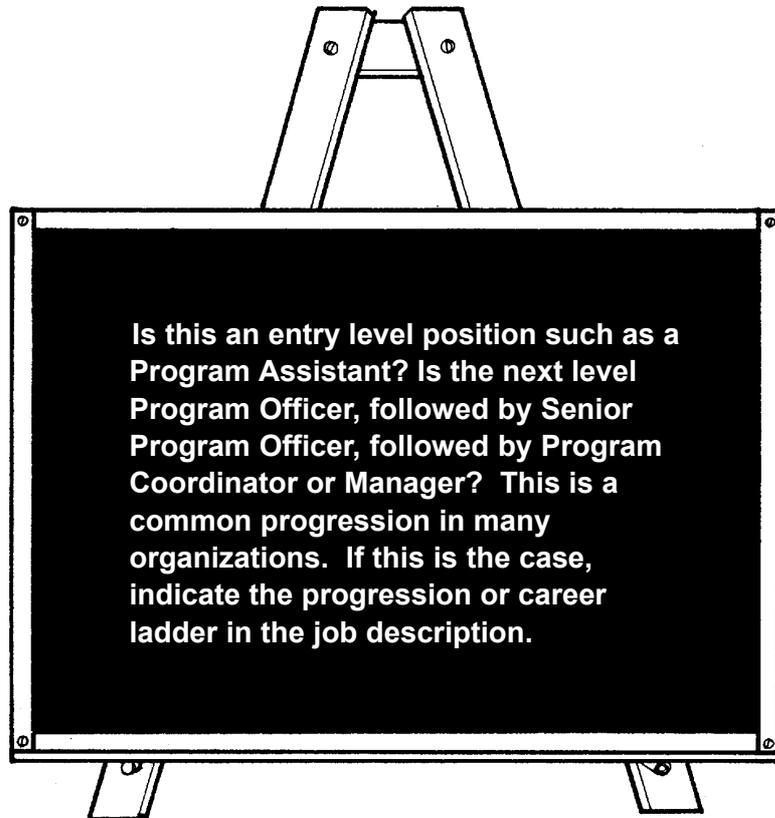
2. **Observe staff persons who are engaged in similar activities** as those who will be covered by the job description. What are the most important tasks? Which ones take up the most time? Which ones recur most frequently? With whom does the staff member interact? Review your list based on your observations and amend

if necessary. Also decide with whom this staff member will coordinate and include these coordination links in the written job description.

3. **Share your list** with other staff persons who are engaged in similar work and with those who supervise them. Ask for inputs or comments; a meeting might be a good way to get rapid and useful feedback. Once again, amend your job description to include tasks or relationships that were omitted in the earlier draft.
4. **Determine the position title** and identify the logical supervising position. Is this job description designed to fit within a unit or a program? Do the tasks, rank, or functions match those of another employee or position? How will this position fit into a career ladder or promotion path?

Process Point...

Charting a Position's Promotion Path



5. **If possible discuss the position with intended clients or beneficiaries** with whom the staff member will interact. This is one way to find out what qualities, tasks, and skills are most important for the staff member to be effective. You may change the priority of some of the previously identified tasks as a result of these consultations.
6. **Finalize the job description and circulate it.** Make sure that the staff member, his or her supervisor, the administrator, and the finance officer have copies. The human resources administrator, or the person who maintains the personnel files, should make sure a copy is kept with the staff member's other personnel data. Each time a person is hired, a copy of the relevant job description should accompany the letter of employment.
7. **Review job descriptions systematically.** Every 2-3 years, or as deemed necessary, job descriptions should be reviewed to determine whether they are still appropriate or relevant. Certain activities, such as receipt of a new contract or grant, implementing a new program, changes in organizational structure, developing a strategic plan, or reclassifying positions as part of your human resources management may necessitate a review of all or several of your job descriptions.

B. Using a Job Description

Job descriptions have several practical uses. One of the most important is for **performance evaluations or appraisals**. Another use is to facilitate supervision. Usually, the manager sets performance standards based upon the job description; that is, the staff member is evaluated on how well he or she performs specific tasks and/or the frequency with which he or she achieves key objectives. A supervisor can use the job description to guide his or her evaluation of the staff person and can identify areas where further training or technical assistance is needed. This is one reason why job descriptions should be as specific as possible.

A job description can also be used in the interviewing process so that applicants' skills, qualification, and demeanor can be measured against those listed as required by the position. Questions about the specific duties can also be asked as part of the interview process. Job descriptions help in the orientation process because a well-written job description spells out duties, reporting lines, place within the structure, and coordination linkages.

The following is an example of a Program Officer's job description. It may help you in evaluating the completeness and usefulness of your own organization's program officers.



Draft Job Description

<i>Job Title:</i>	Program Officer
<i>Date:</i>	November, 2000
<i>Reports to:</i>	Senior Program Officer, CBD
<i>Supervises:</i>	Primary: 1 Program Assistant, 1 Secretary Secondary: CBS field staff in 4 branch locations.
<i>Time Works:</i>	100%
<i>Job Summary:</i>	Designs, plans, implements, and monitors CBS programs in 4 of 8 branch locations. Provides detailed reports to Senior Program Officer and feedback to field CBS supervisors. Coordinates with other Program Officer, CBS.
<i>Duties:</i>	<ul style="list-style-type: none">➔ Responsible for designing, planning, implementing, and monitoring CBS programs in 4 of 8 branch locations.➔ Conducts on-site monitoring visits and provides technical assistance, on-the-job training, and other program support as needed.➔ Facilitates planning, problem identification, and problem-solving activities with field program staff.➔ Prepares monthly and quarterly reports on 4 CBS programs using MIS data analyses and field reports, and provides systematic written feedback based on reports to field staff.➔ Designs tools for assessing program needs and conducting monitoring and evaluation.➔ Assists the Senior Program Officer in maintaining administrative systems such as budgeting, logistics, and procurement.➔ Carries out any other duties that may be assigned from time to time by supervisors.
<i>Qualifications:</i>	At least a first degree in a relevant field (e.g., social sciences, public health, community development, medical sciences) and five years of relevant professional experience.
<i>Personal Qualities:</i>	The incumbent should be tactful and have good interpersonal communication and writing skills. Extensive travel and fluency in English and at least one local language are also required.
<i>Review and Appraisal:</i>	Formal Written: Annually Informal: Every 6 months

*Training and
Development:*

Opportunity for promotion to Senior Program Officer and Director of Programs. In-service training provided annually, with eligibility for more formal, short-term courses limited to every other year. Sabbatical leaves are considered on a case-by-case basis after service of 5 years or more.



Exercise...Reviewing Job Descriptions

Try to prepare a job description for your own position following the outline and guidance above. During a staff meeting, have senior staff prepare their own job descriptions. Jointly review those prepared by staff with the existing job descriptions. Which ones are better? Do you need to review and prepare new job descriptions for staff?

Organizational Relationships

In every structure, organizational relationships should be defined and clear. We have seen at least two tools for ensuring this outcome: job descriptions and organograms. Linkages and interactions among the various levels within an organization are critical to the processes of planning, decision-making, and implementation. They may also determine other activities or linkages are what is evaluated and how resources are allocated and shared.

Both formal and informal relationships are important for achieving organization goals. A good manager is able to distinguish between and monitor both to ensure that the organization's staff and volunteers are working together effectively. A good manager also reinforces good relationships and intervenes to improve deteriorating relationships at all levels. In Figure 8, some examples of formal and informal relationships are provided.

Examples of Formal Relationships	Examples of Informal Relationships
<ul style="list-style-type: none"> ☛ Supervisory ☛ Channels of communication (e.g., mandated by organizational policies, levels of authority, etc.) ☛ Levels of authority ☛ Reporting lines ☛ Functional responsibilities (for individuals or units as described by job descriptions or the organizational structure) ☛ Unit responsibilities (as outlined by the organizational structure) ☛ Fiduciary responsibilities (those mandated by law, such as the relationship of trustees to the organization) ☛ Management systems (oversight mandated by systems guidelines, protocol, Standards of Practices, etc.) 	<ul style="list-style-type: none"> ☛ Coordination ☛ Channels of communication (routine or habitual sharing of information, exchanges of lessons learned, joint supervision or other team work) ☛ Advisory committees ☛ Peer review ☛ Stakeholders (although sometimes, these relationships can be formalized through Memoranda of Understanding or other documents) ☛ Coalitions (Although these generally involve allies not in the organizational structure, they can affect working relationships.)

Figure 8: Formal and Informal Organizational Relationships

Ensuring Good Relationships

There are some aspects of organizational relationships that go beyond structure and policies. Obviously, relationships are facilitated if the manager has good communication skills and is even-handed and transparent in his or her decision-making. Elsewhere in this series, issues of communication, delegation, team building, decision-making, and leadership style are discussed (*See Series 1, Module 3: “Leadership”*). Some factors that ensure good relationships are:

- Job descriptions for each position.
- Proper delegation with appropriate authority.
- Good interactions among all members of the organization.
- Good intraorganizational communications systems including feedback mechanisms.
- Regular, purposeful, and well-organized staff meetings.
- Clarification of assumptions about each other’s roles.
- Career development opportunities.
- Good team spirit.

Membership or Volunteer Structures

Although much of this module has been devoted to a discussion of structural, strategic, and operational issues affecting an NGO, a decision to be either a **membership, non-membership, or volunteer organization** can have a significant impact on your organization’s structure. Sometimes organizations change their policy and become membership organizations to make the organization more sustainable. Sometimes organizations evolve from a non-membership structure that is heavily dependent on a founder or small group of

founders who serve as the CEO and senior management to a more elaborate structure with actively involved members or volunteers. It all depends on what is considered appropriate by the organization's policy-makers.

Membership Organization

A membership organization is... one that is funded by individuals who have common needs, share a common vision, and are willing to commit their time, financial or other resources, and/ or patronage. Membership can be individual or corporate, and may also be based on professional, religious, political, or social affiliations. In some organizations these structures (e.g., volunteer and membership) overlap.

Examples:

National Medical or Bar Associations, YWCA, Women's Guilds, Society of Women Against AIDS, Rotary International, Lions Clubs, Family Planning Associations

Non-Membership Organization

A non-membership organization is...one that is primarily the founder and/or a small group of founders who perform the key roles and conduct major activities.

Example:

An organization that is just starting or is emergent and has not yet selected a Board of Directors.

Volunteer Organizations

A volunteer organization is... one that is comprised of people who are willing to contribute their time and support to the development of an organization whose vision they share. Often, community-based organizations are volunteer.

Examples:

Girl Guides, Boy Scouts, PTAs, Red Cross

Organizational Types on Functions

Membership and volunteer organizations are the two types that are most often encountered in well-established organizations. Non-membership organizations are often just a phase in the organization's development. An organization should seek to increase its membership by at least twenty percent in three to five years. The means by which it does so (outreach, advertising, conducting surveys, publicizing its achievements, using existing members to solicit new members, etc.) are keys to growth and sustainability.

Members, especially those who pay dues, need to perceive that their "investment" is paying dividends in the form of contributions to better health services, community development, advocacy, or overall progress. Membership organizations often have keenly watched Boards of Directors; seats on the Board are hotly contested and Board policy-making is closely scrutinized. The same may be true of accountability measures, particularly for senior staff.

Persons who volunteer are often busy people who like to stay busy, or recently retire persons who are interested in continuing to participate in useful and challenging activities. Volunteers are often deeply committed to a particular cause or organizational purpose. Increasingly, unemployed young persons who are recent graduates from secondary schools or universities are also interested in volunteering to acquire skills, network for future employment opportunities, or support community development. It is important to find ways to motivate volunteers and sustain their participation. This is often a test of a manager's creativity and perseverance. Figure 9 outlines some of the differences between membership and volunteer organizations.

Issues	Registered or Paying Members	Volunteers
Criteria for recruitment and selection	<ul style="list-style-type: none"> <input type="checkbox"/> Must show commitment to the organization's vision <input type="checkbox"/> Should be recommended by a member or respected community resident <input type="checkbox"/> Must be willing to abide by the organization's rules and regulation 	<ul style="list-style-type: none"> <input type="checkbox"/> Must show interest in the organization <input type="checkbox"/> May not require any recommendation <input type="checkbox"/> Must be willing to abide by the organization's rules and regulation
Roles and Responsibilities	<ul style="list-style-type: none"> <input type="checkbox"/> Attend meetings regularly <input type="checkbox"/> Generally must be registered and pay dues and/or levies when due <input type="checkbox"/> Exercise voting rights <input type="checkbox"/> Serve as a link between the community and organization 	<ul style="list-style-type: none"> <input type="checkbox"/> Fulfill obligations of volunteers as outlined by organizational policies <input type="checkbox"/> Contribute time and expertise <input type="checkbox"/> No voting rights <input type="checkbox"/> Serve as a link between the community and organization
Benefits	<ul style="list-style-type: none"> <input type="checkbox"/> Usually organizations provide some structured opportunities for skills or self-development (e.g., seminars, conferences, retreats, study tours) <input type="checkbox"/> Opportunity to serve the community 	<ul style="list-style-type: none"> <input type="checkbox"/> Sense of self-fulfilment and sharpening existing skills <input type="checkbox"/> Opportunity to serve the community
Remuneration	<ul style="list-style-type: none"> <input type="checkbox"/> May be paid allowance when on sponsored assignments 	<ul style="list-style-type: none"> <input type="checkbox"/> Non-monetary incentives or rewards (e.g., parties, certificates)

Figure 9: Characteristics of Types of Members

Managing Members and Volunteers

One of the challenges for a manager is knowing how to “manage” members and volunteers. Although they can be an asset to any organization and fulfill important roles, they are not really staff with specific job descriptions, supervisory relationships, and levels of authority. It is important that you and your Board define the roles of members and/or volunteers clearly, and develop specific structures or activities to attend to their needs, keep them involved and motivated, and receive their inputs or feedback.

With members and volunteers, systematic and engaging communication is essential so that they know what the organization is doing or achieving, what obstacles it faces, and what new strategic directions it has adopted. Newsletters, regular meetings, sponsored visits to program sites, certificate or award ceremonies for exceptional service, and an informed Board of Directors are all tools that a manager can use to keep volunteers interested and satisfied.

Summary

Change is a difficult, and sometimes disruptive, process. A manager should not propose changes to the organization’s structure frequently or frivolously. Care must be taken to document the benefits and costs of structural change, and to build consensus among Board and staff that change is desirable. Once a change is made, job descriptions and the organogram should be reviewed to ensure that they reflect the changes; both should be elastic enough to accommodate change or growth and reduce the number of times that revisions are necessary.

Once you decide to undertake structural change, make sure that the structure is such that a manager can easily monitor and coordinate activities and allocate resources for effective implementation. In designing the new structure, the manager should be able to answer the following questions:

- Is there a person responsible for supervising every activity?
- Does the structure avoid duplicate or overlapping responsibility for each major activity?
- Are the numbers and complexity of duties distributed fairly among the staff?
- Are job descriptions written for every position, in each persons’ possession, and clearly understood by each staff member?
- Is authority delegated so that decisions take place as close as possible to the point of action or decision-making about a program or function?
- Is the number of subordinates reporting to any supervisor small enough to allow effective supervision (limited span of control)?
- Does every staff member know to whom he or she reports and vice versa.
- Are communication lines clear? Are there effective systems for information transmittal and feedback? Do staff understand coordination relationships and informal lines of authority/ communication?
- Have we considered all aspects of our structure including those affecting members and volunteers?
- Have roles, responsibilities, and benefits for members and volunteers been clearly spelled out and communicated? Have any of these changed because of the new structure being proposed?

Bright Ideas...



You may want to review your organization's structure when:

- ➔ The organization adopts a new strategic plan.
- ➔ The organization successfully bids on a new contract or receives a new grant.
- ➔ A needs assessment, community diagnosis, or evaluation reveals new trends in your field(s) or community demands for new services.
- ➔ An increasingly competitive external environment forces changes in your programmatic focus or pursuit of a new niche.
- ➔ Expansion (geographically, introducing new technologies, offering new services) cannot be accommodated easily under the existing structure.