

Supporting Tasmanian State Service Agencies in Change Management Initiatives

An Action Research Project

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Author Note

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State Service Management Office (SSMO)

SSMO is responsible for whole of government initiatives in workplace reform, workforce management and relations, and workforce learning and development. SSMO exists to provide support to the Premier and Government as well as leadership and support to Agencies and Authorities.

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List of Abbreviations and Terms

ARP	Action Research Project
DHHS	Department of Health and Human Services
DIER	Department of Infrastructure Energy and Resources
DPAC	Department of Premier and Cabinet
DPIPWE	Department of Primary Industries, Parks, Water and Environment
EAP	Employee Assistance Program
IR	Industrial Relations
NPM	New Public Management
SSMO	State Service Management Office
TSS	Tasmanian State Service
Q&A	Questions and Answers

Change Leadership and Change Management

Change leadership involves collaboration and consultation with employees in change projects. Change leadership is not presented as an alternative to or re-conceptualisation of change management, but as a necessary component of change management.

Executive Summary

Currently there are no Tasmanian State Service (TSS) wide set of tools or resources for change management and inter-agency sharing of tools, resources and knowledge in relation to change management is significantly limited. This action research project (ARP) has aimed to provide a starting point for the collation and development of change management tools and resources. Interviews and an analysis of contemporary literature has been utilised in order to critically analyse some of the complexities, incongruities and issues in change management literature and practice with a specific focus on the implications for the development of whole-of-service change management tools and resources.

The ARP has found that no universal ideal approach to change management exists in the TSS. The evidence gathered suggests that any tools that the State Service Management Office (SSMO) develops need to be flexible. This report has identified flexibility in two ways, flexibility in context and flexibility in approach. Context includes differences in agency culture, project scale, the nature of the project and the management role of the tool consumer. The evidence suggests that context has significant influence on required functions, and that this should be reflected in the content of tools. In terms of approach, the evidence suggests that wherever possible alternative options be provided, and that tools should avoid being overly prescriptive.

This report also identifies the types of tools desired by agencies, as well as current areas of change management that require particular focus for development. All of the recommendations of interview participants and research findings have been considered in the following recommendations.

Recommendation 1

A ***TSS wide change management strategy*** should be developed by SSMO in partnership with other agencies. The strategy should focus on developing the current change management deficits in the TSS including change leadership skills and behaviours, communication strategies, change resilience, change readiness, evaluation methods and planning and execution methods. The strategy should be developing in consultation with the change management network outlined in recommendation 2.

As part of this strategy **existing agency initiatives** addressing ongoing issues in organisational culture which effect change processes should be identified.

Recommendation 2

SSMO should consider establishing a **network** of skilled change management professionals with the aim of increasing collaboration and promoting the sharing of experiences and skills. Membership should be comprised of representatives from a variety of different agencies, with different organisational cultures, backgrounds and specialities and comprise of officers who have responsibility for, or who are experienced in managing and leading change initiatives. This network should facilitate training sessions and forums.

Recommendation 3

A **change management guide** should be developed by SSMO to assist agencies in developing their own change management guides and change tools and which informs agencies of specific legislation and award requirements, as well as emphasising the need for regular evaluation. The guide should have a companion **FAQ** which addresses common mistakes and inquiries in relation to IR requirements.

A separate **fact sheet for employees** should be developed by SSMO in order to inform employees of their rights under relevant legislation and awards. The relevant sections of these Acts and Awards are documented in appendix 1.

Recommendation 4

The **Office of eGovernment's Project Management Guidelines** should either be updated to include change management principles or have a companion guide developed for change management. This update and/or guide should be developed in conjunction with the Office of eGovernment. The guide should clearly outline the different roles within a project and the different approaches required for each

management position as appropriate. The guide should provide a range of options rather than overly prescriptive approaches.

A set of ***change management tools*** should be developed to support this guide, these tools should include those identified in appendix 3 and be developed based on the findings summarised in appendix 3. Appendices 2, 5, 6 and 7 provide a starting point for some of these tools. The existing Office of eGovernment's project management tools as well as the former DIER change management tools provide a strong starting point for adaptation.

Recommendation 5

SSMO should undertake research to identify ***external change management services and professionals*** utilised by agencies. Potential benefits and risks of existing services should be identified. Alternative approaches should also be considered, such as whether internal services or training options could be provided to fulfil the functions of outsourced services. This research should be used to determine whether a tender process in order to compile a register of services and professionals would be beneficial.

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1 Introduction

The purpose of this action research project (ARP) is to determine what current tools exist for change management, and what tools should be developed by the Department of Premier and Cabinet's (DPAC) State Service Management Office (SSMO) to support Tasmanian State Service (TSS) agencies and authorities. This ARP and report has been undertaken through the University of Tasmania's Public Sector Internship Programme and is sponsored by the State Service Management Office.

There are several drivers contributing to the need for this ARP. Currently there are no TSS wide set of tools or resources for change management. Furthermore inter-agency sharing of tools, resources and knowledge in relation to change management is significantly limited. Organisational change is an increasingly common and significant phenomenon, with many commentators arguing that successful change management is required for organisational success (Soltani, Lai and Mahmoudi 2007). There is relative universal consensus that change is managed poorly across all types of organisations (Lundy and Morin 2013, p. 47; Soltani et al. 2007, p. 155) and that this is particularly the case in the public sector (Lundy and Morin 2013, p. 47-48).

Much of the literature suggests that more than 60% of change projects fail (Jurisch, Ika, Wolf and Krcmar 2013, p. 4; Lundy and Morin 2013, p. 47; D'Ortenzio 2012, p. 186). This evidence emphasises the need to provide TSS managers with tools and resources designed to assist them with managing change.

1.1 Background

The increased focus on change in the public sector has been spurred by several factors. New Public Management (NPM) is often viewed in the literature as an integral part of public sector change (Kerry, Waterhouse and Flynn 2003; Crawford, Costello, Pollack and Bentley 2003). Contemporary public sector change is often driven by the principles of NPM, particularly to promote accountability and efficiency as well as adoption of corporate management approaches to achieve these goals (Kerry et al. 2003). Another significant element of NPM is public sector downsizing (Bevir, Rhodes and Weller 2003). Brown and Osborne (2005, pp. 4-5, 16) take a broader view of the climate that has led to increased public sector organisational change and cite global economic changes, public sector resourcing changes,

aging populations, expectations of the citizenry, and political changes. Bevir et al. (2003) also suggest that advancements in information technology have made introducing change easier. Brown and Osborne (2005, p. 5-6) observe that change in public sector organisations can involve change in services, organisational structure, management, administration, culture, and/or skills.

Many authors have identified gaps in the literature on change in public sector organisations. Fernandez and Rainey (2006, p. 168) notes that the complexities of change management lead much of the literature to draw inconclusive findings. Kuipers et al. (2014) suggest that recommendations for “best practice” are often made based on a small volume of case studies, and that often singular theoretical approaches are used which tend to focus on either macro or micro processes. Kerry et al. (2003) and Kickert (2014) argue that little consideration is given to cultural differences across different public sector organisations, and suggest that the presumption of homogeneity in the literature is a significant obstacle.

Current approaches to change management have limitations and there are few areas of relative consensus. This makes the development of effective tools particularly challenging. This report will critically analyse some of the complexities, incongruities and issues in both change management literature and practice, with a specific focus on the implications for the development of tools. The aim of this report is to provide a strong starting point for the development of change management tools and resources.

2 Methodology

This research project employed an action research methodology. The primary data that informed the direction of research, as well as the recommendations, was acquired through semi-structured interviews. The interview questions were developed by the author in collaboration with the project sponsors. The interviews were semi-formal, the set questions were generally referred to only to address any areas that were not covered during the discourse.

The interview approach, as well as the selection of interview participants, had various strengths and weaknesses. In total 11 people participated in the interviews, the majority of the participants were in project management positions. There were a few exceptions, including a Human Resources Manager

who was able to comment on the requests of middle managers. This sample provided a strong oversight of project management, particularly in large scale projects, however it meant that small scale projects and other levels of management were not as strongly represented first hand in the interviews.

One of the clear findings to emerge from this research has been that evaluation and communication with employees is done poorly. There was no conclusive evidence suggesting that any of the communication strategies utilised in any of the cases were effective from an employee perspective. Due to the lack of engagement with employees in the ARP, and current process and impact evaluation limitations in the TSS, this ARP has not been able to consider successful change management practice from an employee perspective.

Before the interviews a preliminary literature review was conducted analysing both change management resources and literature on public sector change management. This research was used in conjunction with the interview findings to develop the introduction, background and conceptual analysis. After the interviews further secondary research was conducted to complement the interview findings. The action research component supplemented the literature review in the former examples, and the additional literature review supplemented the interview findings in the later.

The literature that this report draws on is deliberately contemporary. Earlier literature tends to focus on NPM based approaches (Brown, Waterhouse and Flynn 2003), distinguishes less between public and private sectors (Coram and Burnes 2001), draws on fewer practical examples (Kuipers et al. 2014), be less cognisant of complexities of change and structural layers (Rainey 2006) and is less up to date with changes in the public sector. Contemporary literature has the benefit of expanding on the views of more established theorists (such as Kotter), learning from retrospective flaws in theory and practice, and drawing on contemporary case studies. During the interviews many managers expressed familiarity with well established theorists such as Kotter and it was felt that valuable change management resources existed within the corporate knowledge of practitioners. Using contemporary literature to discuss change management tools may assist in identifying flaws in existing tools that are based off earlier literature, as well as indirectly assisting in contributing to an already existing body of knowledge, rather than re-affirming information that already exists within the corporate knowledge of practitioners.

3 Conceptual Analysis of Organisational Change

D'Ortenzio (2012) conducted a six year study on change management from the perspective of public sector employees. One of the themes to emerge from the study was the strong influence manager-employee relations, as well as employee motivation and moral, had on the success of the change project. In Tasmania there are several legislative obligations towards employees during change projects. The *State Service Act 2000* (Tas) section 7 requires that

“the State Service establishes workplace practices that encourage communication, consultation, cooperation and input from employees on matters that affect their work and workplace”.

Section 34 of the Act also requires that staff be informed and given opportunity to provide input into any changes in duties or performance expectations.

These requirements are elaborated on in the Tasmanian State Service Award (2009) and the Health and Human Services (Tasmanian State Service) Award (2015). Part XI section 1 and Part XII section 1 of each respective award elaborates on consultation requirements. These sections state that consultation involve genuine opportunity for employees and unions to influence decisions, and that the employer is to consider these proposals and communicate these considerations to the proposer(s). These Awards also require employers to keep a register of changes made following this process. Part VIII section 2 and Part IX section 2 of each respective award requires employers to inform employees on parental leave of changes that effect their work, and provide opportunity for them to discuss these changes. Part I Section 11 of the Health and Human Services Award also requires similar considerations to be made for those absent due to long term illness. See Appendix 1 for the relevant sections of the discussed Acts and Awards in full.

Several authors discuss reconciliation of rigid and flexible approaches to project management. Crawford et al. (2003) discuss “soft” and “hard” project management. A hard approach presumes clear goals and methods, whilst a soft approach focuses on complexity and the inability to isolate individual components of a project. The author highlights the need for consideration of both hard and soft approaches to projects. Brown, Waterhouse and Flynn (2003) discuss a practical example of a “hybrid model” applied by the Department of Main Roads in Queensland. This model combined the traditional NPM approach

to change management with a focus on relationships. Brown et al. Argue that this model was able to produce superior outcomes. Coram and Burnes (2001) also suggest that public sector change management approaches should consider the structural and cultural aspects of change. Despite differing terminology, much of the literature suggests that the structural approaches to change need to be paired with a consideration for the unpredictable, complex and diverse cultural contexts.

Several authors have made similar observations in terms of hierarchical structures in projects. Kuipers et al. (2014) suggest that recommendations for “best practice” are often made based on a small volume of case studies, and that often singular theoretical approaches are used which tend to focus on either macro or micro processes. Sminia and Nistelrooij (2006, p. 102) also argue for the reconciliation of top-down and bottom-up processes in change management initiatives. They argue that direction needs to flow down from the top and engagement needs to flow up from the bottom. Management, it is argued, need to have a commitment to both processes.

This section will attempt to discuss these concepts with a specific focus on the development of change management tools.

3.1 Management and Leadership

Gill (2003) makes a distinction between change management and change leadership, neither of which, he argues, can supplement the other. Change management is structural and managerial, according to Gill the failings of management that lead to change failure are well documented. Change leadership deals with the political and human aspects of change, which are often not thought through properly and difficult to address effectively with a structural approach. Gill points out that leadership was viewed as the most important indicator of success in change processes in a survey of fortune 500 companies.

Karp and Helgo (2008) explore change in the public sector as “chaotic change”. The authors argue that public managers focus on change management, when they should be focusing on change leadership. The authors draw on contemporary research and highlight that the primary cause of change failure is a lack of understanding of the complexities of the human component. The authors argue that change

management tools drawn upon by public sector managers are too mechanistic and instrumental, and therefore detrimental in the management of the complexities of human interaction.

According to Karp and Helgo, traditional public sector leadership focuses on structural administration of power and authority. However the authors warn that the reactions employees have to change can neither be controlled or predicted. It is proposed that leaders should instead loosen control and focus on forming (or reforming) identities (how employees view themselves in the workforce) and relationships (the interaction between identities). The authors argue that the loosening of control by leaders will lead to chaotic phases, Karp and Helgo (2008, p. 91) argue that

“These chaotic phases contain important elements of self-organization, self-governing, uncertainty, surfacing of new ideas, confusion related to making sense of a new context, frustration, disagreements and diversity – all necessary for change.”

By focusing on human interactions leaders can help shape the types of conversation that occur amidst the chaos. Specifically leaders should focus on role modelling (showing a willingness to change his or her own identity), communicating stories of the new organisation expressing the new purpose or new identities, fostering involvement and assisting employees in finding their new identity within the organisation by helping them understand the wider implications of their work. The authors argue that during the initial phases of change on average 20% of employees are proponents, 30% opponents and 50% are undecided. It is suggested that proponents should be identified early and given formal and informal incentives, this will influence conversations and help to promote desirable behaviours.

Practical studies show reasonable support for Karp and Helgo's (2008) recommendations. In a three year field study in a large private sector firm Huy (2002) identified two factors of middle management emotional engagement. Personal commitment to change projects, and attending to the emotions of staff. It was found that low commitment led to organisational inertia and that high commitment to change without dealing with staff emotions led to unpredictable behaviour. When both factors occurred, Huy argues, organisational change was far more likely to happen effectively.

Karp and Helgo (2008) focus on the way in which management should lead staff, however the significance of change leadership extends to the leadership of middle-management as well. Worrall, Cooper and Campbell-Jamison (2000) found that organisational change leads to a reduction in managers

loyalty, motivation and morale – this was particularly the case in the public sector. Giangreco and Peccei (2007) found that middle management resistance to change manifests as a lack of engagement with pro-change behaviour, the kind of behaviour Karp and Helgo (2008) suggest is pivotal to change leadership. For example in one of the cases discussed in the ARP interviews managers were required to work on real problems during training sessions. Some of the teams worked on these issues, presented findings to their managers, and received feedback. Other managers did not genuinely engage with the training sessions and as a result the teams gained less from the training.

This also has implications for tiered leadership, poor leadership at higher levels may lead to poor leadership from middle-managers. For example, Herzig and Jimmieson (2006) found that middle management uncertainty around strategic drivers during the planning stages, and procedural uncertainty during the implementation stages, had a negative impact on assisting employees with the transition. Communication and support from senior management was found to have significant influence over middle management uncertainty.

3.2 Project Scale and Management Roles

One of the themes to emerge from the interview was the difference in nature between small and large scale projects, and the corresponding differences in desirable tools. Many jurisdictions change management tools do not provide different tools for different scale projects. However The Project Management Toolkit provided by the Department of Premier and Cabinet (DPAC) Office of eGovernment provides both scale specific tools and customisable templates that can be adjusted based on project scale.

Several of the participants suggested that there is no clear way of distinguishing between small and large scale change. What constitutes large change and small change differs from person to person – particularly those who are directly affected by the change. This report will distinguish between small-scale and large-scale projects based on the number of directly affected and/or involved employees and the various levels of management involved rather than the relative impacts or the perceived nature of the change itself. This distinction has issues, for example a project with a minimal change component

may require different resources than one with a large change component. However for the purposes of this report the relative consistency of this definition is desirable.

In change management tools, and much of the literature, little attention is given to the difference in management roles within a project. When project scale was being indicated during the interviews many problems typified by large scale projects were to do with management tiers (for example vertical dissemination of information). Having a clear distinction between both project scale and management roles within a project will assist in the discussion of findings and recommendations in this report. Publications by the change management institute (2014, p. 2) indicate that the larger a project is, the more likely it is to have different levels of management (referred to as masters level and foundation level change managers). These distinctions illustrate the fact that management roles and responsibilities differ – particularly within larger projects.

This report will also differentiate between middle manager and project manager roles. Project managers are responsible for overseeing the project at the macro level, while middle managers have day-to-day interactions with the ground level staff being effected. Within a large-scale project there is likely to be separate levels of management – each requiring different tools and techniques within the overarching project framework.

One of the observations to come out of the interviews was the role of project sponsors. A project sponsor needs to be someone who has visible authority over all effected areas. One of the examples used to illustrate the role of the sponsor was the case of introducing Service Tasmania. The Premier at the time, Tony Rundle, was actively involved in this project. Public communications, for example, made sure everyone knew there was considerable political investment in the project and that the project was definitely going ahead regardless of any resistance. It was also commented that he personally intervened to remove roadblocks as required. In the view of the interview participant the role of the sponsor was key to success in this case. A recent publication analysing the case of Service Tasmania found that former Premier Rundle was key in establishing a sense of urgency – which contributed to the success of the project (Blackburn 2014).

3.3 Summary

The distinction between project management and middle management helps contextualise the role of change management and change leadership within organisational change. Interview participants from project management roles emphasised the need for the structural components of change. It was felt that a structural approach was beneficial for consistency of message, and provided a framework for dealing with issues as they arise. As noted by Gill (2003), change leadership and change management cannot substitute each other. Furthermore, the recommendations made by Karp and Helgo (2008) focus on interactions and engagement with ground-level staff that is less feasible in project management roles within large-scale projects. In Rouleau's (2005) study of a private sector organisation she argues that middle managers roles in strategic change are best perceived as sellers and interpreters at the micro level.

These observations suggest Karp and Helgo's (2008) recommendations perhaps have more relevance for middle managers. Change management, particularly the authoritative and structural approaches, are more within the domain of the project manager. The elements of change leadership within a project management role apply to getting middle management on board and fostering ground-level change leaders. The approach proposed by Karp and Helgo (2008) bares more relevance for middle management and front line supervisors. This is supported by Sminia and Nistelrooij's (2006) argument for combining bottom-up and top-down processes in change management projects. This arrangement serves to strengthen the top-down direction imposed by project management (the structural), as well as allowing middle managers to be in a better position to pass feedback to the project managers through bottom-up processes.

This conceptual lanalysis serves to assist in disaggregating some of the complexities of communication in large-scale projects, as well as having the potential to identify possible failures in communication that may occur. It will also assist in distinguishing between different sets of tools that may be required. See appendix 2 for a visual example of the ideas discusses in this section.

4 Recommended Tools and Resources

Four categories of recommended tools and resources emerged from the interviews. These categories were comprehensive guides, simple tools (such as fact sheets and check-lists), the establishment of a change management network, and the provision of a register of change management services.

4.1 Change Management Guides

During the interviews there were two recommendations for broad guides that should be developed by SSMO. One of these recommendations was that a change management guide should be integrated with the project management guide. The Office of eGovernment offers a project management guide as well as a wide range of tool templates for project management. One participant felt that project management and change management were inter-related processes. A 2012 survey conducted by the Project Management Institute in Canada found that 73% of organisational projects involve change management (Lundy and Morin 2013, p. 45). Many of the project management tools made available by the Office of eGovernment contain similar themes to those in change management tools. These templates are flexible, customisable, and recommend certain stages/actions depending on the scale of the project. Several DPAC participants mentioned using these tools and found them useful (particularly in their ability to be customised). The overlap between project management and change management suggests that the recommendation to combine the project management guide with a change management guide may be a practical one.

The other suggestion for a broad change management guide to come out of the interviews was that a guide should be developed to clearly express the legislative requirements, such as Industrial Relations (IR) requirements, and “best practice” recommendations of SSMO in order to advise agencies on the development of tools and test existing agency documentation. This recommendation makes sense given that some agencies already have their own set of guidelines. One of the participants had a background in IR and felt that being conscious of industrial arrangements was extremely beneficial during the project, suggesting that this guide would be beneficial to others.

The literature also suggests that there are other benefits that such a guide could provide. Kerry et al. (2003) suggest that while some of the literature acknowledges the differences between public and private organisational change there is little discussion of the differences across public sector organisations. The significance of this finding can be observed in Kickert's (2014) study of six ministerial departments in the Netherlands. Kickert found that out of the success conditions for change that dominate change management literature, only some applied to his case studies. Furthermore many of the more pertinent indicators of success or failure in these cases were not indicated by the literature. Crawford et al. (2003) also agree that uniformed, overly prescriptive approaches to change management ignore the cultural diversity of agencies and individuals.

A guide that provides advice on legislative requirements, as well as best practice recommendations, could support agencies in developing approaches to change management that suit their unique cultural environments. A recurring theme throughout this report in both interview findings and literature analysis has been that no one uniform approach to change can be identified as ideal. The guide could also contain advice on different possible approaches and allow agencies to tailor their own resources to best suit their needs. This, however, presupposes agencies having a relatively sophisticated understanding of their own cultures and knowledge of what does and does not work. An essential complement of this guide would be reinforcing the need for qualitative evaluation of change projects – this will be discussed in section 5.1.

4.2 Change Project Tools

Many of those interviewed expressed a strong preference for a simple tool-set. It was consistently suggested that format of the tools should primarily be web-based with easy printer friendly options. The focus should be on easily digestible check-lists, to-do-lists and forms – with all written information being brief and to the point. In general, a preference was expressed to omit theory and focus on the practical. It was generally agreed that any sort of broad framework would be inappropriate for these tools. See Appendix 3 for a list of specific requested tools.

Many participants expressed the view that the nature of every project is different, and that this would need to be reflected in the tools. This is supported by the conceptual analysis which identified that the

change elements of individual projects may differ. Karp and Helgo's (2008) concern regarding overly rigid and prescriptive tools is particularly relevant in this case. There was a strong consensus that any tools of this nature developed by SSMO should be flexible and easy to modify based on the needs of the user.

The precise nature of the flexibility of these documents was not elaborated on in great detail, however some participants from DPAC indicated that they accessed existing Office of eGovernment Project Management Tools and modified them to suit their purposes – suggesting that these documents may be a useful resource to examine or modify when developing flexible tools. These tools provide flexibility in the form of suggesting what type of project certain elements of the form are suitable for. Another form of flexibility to come out of the interviews was the suggestion that options be given – section 5 will provide more insight into the types of options that exist.

The interviews revealed several existing agency tools and guides. Many of these tools, however, were tailored for a specific project. The tools used by the former Department of Infrastructure, Energy and Resources (DIER) were the most developed and comprehensive tools to be identified during the interviews. These were developed based on the change management needs of DIER and informed by research. The tools addressed many of the change management deficits within the TSS that this ARP has identified in section 5. The former DIER tools, as well as the Office of eGovernment project management tools, are consistent with many of the findings of this ARP and provide a good starting point for a change management toolset for the TSS.

4.3 Establishing a Change Management Network

Several participants raised the issue that there is very little sharing of information across agencies and expressed an opinion that it would be highly beneficial for SSMO to foster a network of skilled professionals with the aim of increasing collaboration and promoting the sharing of experiences and skills. In particular it was noted that inter-agency sharing of knowledge and resources does not occur, and that a means of facilitating this sharing would be highly beneficial. This network was predominantly conceptualised as a community of practice.

It was recommended by many that this network be responsible for facilitating training sessions and forums. In particular it was felt that sharing experiences from interesting case studies, as well as fostering face to face networking for change practitioners, would be useful. Others suggested that this network would take ownership of any change management tools developed by this project, and be responsible for the continued development of these tools. It was proposed that this network would have representatives from a variety of different agency, backgrounds and specialities putting them in a strong position to ensure high quality management and review of these tools. Others suggested that a network would not have the necessary authority to have ownership over tools, and that consultation would be a more appropriate role.

4.4 Register of Change Management Services

A few participants suggested that SSMO should have a tender process in order to compile a register of services and professionals. One of the participants believed that they should be categorised by the types of services they provide, and there should be a means to contact people who have used the providers in order to ask about their experiences. In many cases contracted private sector services were used in change projects. In these cases it was felt that the contributions of these parties provided significant benefit. Predominantly these third parties were involved in training – such as facilitating workshops and developing training kits for workshops. In one case a third party was contracted to conduct an evaluation of the project after completion.

There was an awareness among the interview participants that there are some aspects of change management that the public sector does not do as well as the private sector. However one of the reasons for this is that the public sector has unique challenges. Several of the participants, for example, commented on the difficulties of removing employees in the public sector. This makes unique challenges when dealing with resistance to change – as well as technical challenges when dealing with moving employees to different agencies or award classifications.

Change projects are not likely to be rare, isolated projects and as such the long term effects of contracting private sector providers should be considered. For example if a private sector company is employed to fulfil a function what will the implication be for the next project? Is it likely that the same

role will be outsourced when it is next required, or will the experience assist in building internal capacity to fulfil this role in the future. It may be useful to determine the benefits that third party involvement can provide – as well as identifying alternatives that exist within government, or the possibility thereof.

5 Areas Requiring Development in the TSS

During the interviews several change management deficits within the TSS were identified. It was felt that communication and evaluation in particular are managed poorly during change projects. Planning and execution were not directly identified as areas that were particularly lacking, however there was a variety of differing views on these subjects and these areas were consistently identified as complex. There were also several areas of ongoing issues in organisational culture which were felt to have significant impact on the likeliness of change projects to succeed. These issues are somewhat out of the scope of this ARP, however they are of significant importance to change management and as such will be briefly discussed.

5.1 Communication

Many of the principles behind effective communication in change projects were well understood by interview participants. The observation that “communication is key” was consistently stated by every interview participant. Core concepts, such as honesty, anonymous sharing of suggests/concerns transparency and consistency, were also discussed by participants. Several participants, however, made observations about some aspects of communication that are not particularly well understood in the TSS. One participant commented on the importance of identifying those who are actively resistant to the change and the impact those people may have on others. It was felt that identifying these people and developing a strategy to deal with them was more important than identifying “champions”. Another participant commented that people need to understand in the initial stages of the process why change is happening, and what it will look like when its done. It was also felt that in many cases people are misinformed about the drivers of change. This is supported by Herzig and Jimmieson (2006), who found

that middle management uncertainty in the planning stages is often due to lack of understanding of strategic drivers.

Two competing views on staff communication emerged during the interviews. One view was that communication should be targeted to effected areas. For example one participant commented that regular update meetings with staff should be voluntary – not everyone is going to be effected by everything and not everyone is going to want to attend every meeting. Another view was that all information and updates should be conveyed regularly to everyone – even if there is no new information. A question posed by one of the participants was how do you ensure people get the information they need? You can send emails, for example, but you cant make sure everyone reads them. In one case fortnightly update emails were issued to everyone, and targeted emails were also sent to specifically effected groups. This is perhaps a way to reconcile these two perspectives. Broad updates can be provided to everyone, whilst managers of effected groups can receive more specific updates and host meetings to ensure all effected staff receive the information they need.

Various communication strategies were used in the projects discussed during the interviews. A commonly used approach was an intranet page or universally accessible database that contained a Q&A page, this was often accompanied by a dedicated Q&A email address. Proctor and Doukakis (2003) found that these kind of approaches were significantly more effective than traditional methods of passing information down the layers. One of the projects also had a dedicated communications group – this group reviewed all communications to ensure the consistency of information. Another strategy involved the use of language and catch phrases to elicit cultural change – this language was consistently used in communications and training programs. Several participants indicated that communication with stakeholders (particularly external ones) was essential, and that this is often forgotten. One participant observed that communication with stakeholders also has an impact on business continuity. Information such as changing structures and changing points of contact need to be communicated to effected parties quickly.

Several participants commented on the benefits of involving people with no perceived stake in the change during the communication process. In several cases this was achieved by encouraging employees to engage with the Employee Assistance Programme (EAP). In one case, however, one of the project managers was out-posted from a different agency. It was felt that people had more trust in this manager

due to the fact that they had no perceived stake in the change process. In this case it made staff more comfortable talking to this individual and it was felt that people were more likely to believe the information they received.

There was a general understanding of the broad concepts of what good communication should involve – however there was little formal evaluation of the effectiveness of communication strategies. Several observations indicate that communication is linked with change leadership and evaluation. A lack of evaluation of communication strategies makes it difficult to determine what does and does not work. Furthermore if good change leadership does not occur, communications may not be passed on by middle managers.

5.2 Evaluation

Several participants believed that evaluation of change management projects is not done particularly well in the public sector. Economic efficiency and performance targets, it was argued, do not encapsulate the whole picture. In a study conducted by Stewart and Kringas (2003, pp. 681,684) organisational change in 5 public sector agencies was ranked both according to performance changes based on stakeholder expectations, and perceptions of staff. These rankings were drastically different. Out of the three ranked on performance changes the lowest scorer was ranked highest in staff perceptions, the first and second scorer on performance changes were ranked four and five respectively in staff perceptions.

A study by Scharitzer and Korunka (2000) identified how evaluation can also be used to strengthen staff engagement with change projects. Both employee and customer satisfaction with a change project was measured (see appendix 4 for the evaluation matrix used in this research). It was found that by receiving feedback from customers in relation to the changes expected of staff it allowed staff to see the impact of their work on the customers, thus allowing them to feel a degree of ownership of the change. This approach may help to address the differences in perceptions of stakeholders and staff identified by Stewart and Kringas (2003).

Crawford et al. (2003, 9. 444) suggest that in a change management environment increased understanding of the causes of problems is best achieved through gathering qualitative information from individuals. This links back to the change leadership concepts discussed in section 3.1, suggesting active engagement in conversations. Alternatively focus groups provide an opportunity to receive qualitative information. Several participants suggested that staff may be more comfortable communicating with uninformed parties. In one case training sessions and forums were facilitated by a third party, it may be beneficial to have focus groups facilitated by uninformed parties as an evaluation tool. This could be considered when developing a register of professionals and services.

One participant suggested that feedback questions needed to be well considered. Instead of fixating on whether or not people approve of the change the questions should encourage participants to consider whether or not they understood the reasons for the change and whether or not the change was managed well.

Evaluation surveys/questionnaires may benefit from focusing on staff understanding of project motivations and opinions on how the change was managed. Evaluations of stakeholder perspectives should also consider how changes in service delivery from staff have affected them – this information should be shared with staff to foster ownership and engagement with change projects. A means to gather qualitative information should also be considered.

5.3 Planning and Execution

There was a general consensus that change managers need to be decisive and stick with their decisions, whilst also being flexible and willing to adapt plans and decisions. Despite being seemingly contradictory, these observations are supported by the literature. For example, Sminia and Nistelrooij (2006, p. 102) argue that *“The change process needs to be partly planned in advance but also allow for emergent experimentation and problem solving.”* Much of the research into change management has made similar conclusions (Stewart 2003).

Some of the participants observed that resource planning is often unrealistic in Public Service agencies. It was commented that when staff and resources are reassigned for the purposes of the project, often

the impacts this will have on the areas that lose staff and resources are not properly considered. Resources for ongoing staff development and support also need to be identified early on. For example early on the training needs of staff and managers need to be identified and planned. One participant noted that programs aimed at helping staff deal with the stresses of change could help reduce change resistance. Several participants also commented that risk assessments are not done particularly well.

There were several contrary recommendations made in regards to project planning. Some participants argued that projects needed to be executed as quickly as possible, to prevent the change from dragging on and causing change fatigue and a lack of engagement. Others argued that projects need to be slow in order to avoid making mistakes and evaluate progress. It was argued that rushing projects makes it difficult to consult properly as well as consider and take on board feedback. Another area of contrary opinion was that of a formal project plan. Some suggested that formal project plans needs to be developed and followed consistently. One participant, however, observed that in their environment formal project plans tend to be ignored, and developing them is a waste of time. These contrary views resonate particularly strongly with the findings in the conceptual analysis – cultural differences in agencies mean that approaches to change need to differ. This suggests that tools for project planning should avoid being overly prescriptive.

5.4 Ongoing Issues in Organisational Culture

Several ongoing issues in organisational culture were identified during the interviews as potential inhibitors to change. The most prevalent of these were change readiness and change resilience. Other issues, such as general happiness and wellbeing of staff as well as perceptions of and trust in management were also briefly discussed. These issues were argued to have a significant impact on change processes.

Several change management guides have brief sections on change readiness (State Services Authority 2013, p. 17; Queensland Government n.d., p. 10) and some authors have developed change readiness evaluation tools (Office of the Commissioner for Public Employment 2012, pp. 7-8; Blackman, O'Flynn and Ugyel 2013, pp. 5-6). These tools, however, contain many similar themes compared to change project planning tools. During the course of the interviews a small number of agency strategies for

dealing with some of these issues were identified. Building change resilience is an area of development at the Department of Health and Human Services (DHHS). The Department of Primary Industries, Parks, Water and Environment also has strategies to promote health, wellbeing and resilience of staff which has been linked to the effectiveness of change processes.

Change readiness and change resilience are complex subjects in their own right and cannot be discussed meaningfully in a brief analysis. Change readiness and change resilience are not components within a change project – they are ongoing cultural considerations. Any broad strategy aimed at enhancing change management practice in the TSS should address these issues, as they have significant impact on change projects.

6 Conclusion

This most significant finding of this report is that no universal ideal approach to change management exists. The interview findings suggested that any tools that SSMO develops need to be flexible – a recommendation that has significant support in the change management literature. This report has identified flexibility in two ways, flexibility in context and flexibility in approach. The evidence suggests that context has a significant role in the content of tools. Context includes differences in agency culture, project scale, the nature of the project and the management role of the tool consumer. In terms of approach several participants commented that options be provided (for example different approaches to communication). This recommendation is also supported by the literature.

Another significant finding is the current issues in change management practice in the TSS. This issues all have broad and inter-related implications. Evaluation in particular was felt by interview participants to be done poorly in Public Service agencies. The current lack of evaluation in the TSS means that it is difficult to determine employee perspectives on change management processes. In particular it was difficult to determine whether communication strategies were successful.

6.1 Recommendations

Recommendation 1

A **TSS wide change management strategy** should be developed by SSMO in partnership with other agencies. The strategy should focus on developing the current change management deficits in the TSS including change leadership skills and behaviours, communication strategies, change resilience, change readiness, evaluation methods and planning and execution methods. The strategy should be developed in consultation with the change management network outlined in recommendation 2.

As part of this strategy **existing agency initiatives** addressing ongoing issues in organisational culture which effect change processes should be identified.

Recommendation 2

SSMO should consider establishing a **network** of skilled change management professionals with the aim of increasing collaboration and promoting the sharing of experiences and skills. Membership should be comprised of representatives from a variety of different agencies, with different organisational cultures, backgrounds and specialities and comprise of officers who have responsibility for, or who are experienced in managing and leading change initiatives. This network should facilitate training sessions and forums.

Recommendation 3

A **change management guide** should be developed by SSMO to assist agencies in developing their own change management guides and change tools and which informs agencies of specific legislation and award requirements, as well as emphasising the need for regular evaluation. The guide should have a companion **FAQ** which addresses common mistakes and inquiries in relation to IR requirements.

A separate **fact sheet for employees** should be developed by SSMO in order to inform employees of their rights under relevant legislation and awards. The relevant sections of these Acts and Awards are documented in appendix 1.

Recommendation 4

The **Office of eGovernment's Project Management Guidelines** should either be updated to include change management principles or have a companion guide developed for change management. This update and/or guide should be developed in conjunction with the Office of eGovernment. The guide should clearly outline the different roles within a project and the different approaches required for each management position as appropriate. The guide should provide a range of options rather than overly prescriptive approaches.

A set of **change management tools** should be developed to support this guide, these tools should include those identified in appendix 3 and be developed based on the findings summarised in appendix 3. Appendices 2, 5, 6 and 7 provide a starting point for some of these tools. The existing Office of eGovernment's project management tools as well as the former DIER change management tools provide a strong starting point for adaptation.

Recommendation 5

SSMO should undertake research to identify **external change management services and professionals** utilised by agencies. Potential benefits and risks of existing services should be identified. Alternative approaches should also be considered, such as whether internal services or training options could be provided to fulfil the functions of outsourced services. This research should be used to determine whether a tender process in order to compile a register of services and professionals would be beneficial.

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TASMANIAN STATE SERVICE AWARD

PART 2 – THE STATE SERVICE

7. State Service Principles

(h) the State Service establishes workplace practices that encourage communication, consultation, cooperation and input from employees on matters that affect their work and workplace

PART 6 – HEADS OF AGENCIES, HOLDERS OF PRESCRIBED OFFICES AND SENIOR EXECUTIVES

34. Functions and Powers of Heads of Agencies

(g) to ensure a performance management plan is prepared in consultation with an officer or employee employed in that Agency in relation to the officer or employee in accordance with systems established by that Agency; and

(ga) to develop and implement effective performance management and associated development for all officers and employees employed in that Agency to enable those officers and employees to plan and achieve the standard and requirements identified in the performance management plan relating to the officer or employee; and

TASMANIAN STATE SERVICE AWARD

PART VIII – LEAVE AND HOLIDAYS WITH PAY

2. Parental Leave

(m) Communication During Parental Leave

(i) Where an employee is on parental leave and a decision has been made to introduce significant change at the workplace, the employer is to take reasonable steps to:

(1) make information available in relation to any significant effect the change is to have on the status or responsibility level of the duties assigned to the employee prior to commencing parental leave; and

(2) provide an opportunity for the employee to discuss any significant effect the change is to have on the status or responsibility level of the duties assigned to the employee prior to commencing parental leave.

PART XI – CONSULTATION AND CHANGE: GRIEVANCE AND DISPUTE RESOLUTION

1. Consultation and Change

(a) Where an Agency proposes major changes in work arrangements and practices that are likely to have significant effects on employees the Agency is to notify the employees who may be affected by the proposed changes and the relevant union/s prior to the implementation of any changes.

(b) Major change in work arrangements and practices that are likely to have significant impact on employees include those matters that may be directly linked to public sector restructuring processes including amalgamations and the implementation of new technologies, systems and workplace practices that improve productivity and efficiency and the quality and quantity of organisational outcomes.

(c) The employer is to consult with the relevant employees and relevant union/s to discuss the introduction of any changes referred to in subclause (b) and the effects the changes are likely to have on employees and measures proposed to avoid or reduce the adverse effects of such changes on employees.

(d) For the purposes of this clause, consultation is not simply advice on what is about to happen. Consultation is providing the employee(s), union(s) or other relevant persons, with genuine opportunity to influence the decision or decision maker. Consultation is not joint decision making or a barrier to the prerogative of management to make decisions. The employee(s), union(s), or other relevant persons must be given a reasonable opportunity to suggest alternative proposals in a timely manner. The employer is to give proper consideration to any alternative proposals, and communicate these considerations to the proposer(s).

(e) A register of changes made by agencies following the processes of this clause is to be maintained by the employer.

HEALTH AND HUMAN SERVICES (TASMANIAN STATE SERVICE) AWARD

PART I – APPLICATION AND OPERATION OF THE AWARD

11. Work, Health and Safety

(c) Extended absence from the workplace through illness or injury

Subject to any specific medical advice and consistent with employee well-being, a manager or an appropriate person nominated for this purpose, is to maintain regular contact with an employee who is absent from work for any period exceeding five working days due to personal injury, illness or workers' compensation.

The role of the designated person is to provide appropriate support, advice and assistance to the employee to enable their return to work at the earliest opportunity and if need be, offer advice as to entitlements and any impending workplace changes.

This sub-clause is part of a positive workplace culture in assisting the employee's return to the workplace.

Without limiting the employer's obligations, where an employee indicates the contact is counterproductive the manager is to cease this approach.

PART IX – LEAVE AND HOLIDAYS WITH PAY

2. Parental Leave

(m) Communication During Parental Leave

(i) Where an employee is on parental leave and a decision has been made to introduce significant change at the workplace, the employer is to take reasonable steps to:

(1) make information available in relation to any significant effect the change is to have on the status or responsibility level of the duties assigned to the employee prior to commencing parental leave; and

(2) provide an opportunity for the employee to discuss any significant effect the change is to have on the status or responsibility level of the duties assigned to the employee prior to commencing parental leave.

PART XII – CONSULTATION AND CHANGE: GRIEVANCE AND DISPUTE RESOLUTION

1. Consultation and Change

(a) Where an Agency proposes changes in work arrangements and practices that are likely to impact employees, the Agency is to consult with the employees who may be affected by the proposed changes and the relevant union/s prior to a final decision being made to implement that change.

(b) Consultation is undertaken because all parties acknowledge that by discussing proposed changes with the employees who may be affected by the change and giving consideration to their views and feedback, a better informed decision occurs.

Consultation is not joint decision making or a barrier to the prerogative of management to make decisions; nor is it simply advice on what is about to happen. It is a process that informs affected employees about proposed change and provides them with a genuine opportunity to influence the outcome before a final decision is made.

(c) While employees should be consulted on all change that is likely to affect them the extent of any consultation process should be based on the materiality or impact of the change and the number of employees likely to be impacted by the change.

Employees and the relevant unions should be provided with access to relevant information about a change proposal, be given a reasonable opportunity to provide feedback and be provided with a response to any reasonable alternatives put forward.

(d) Consultation should involve four clear stages:

(i) Formulation of ideas or proposals;

(ii) Consultation on a proposal;

(iii) Considering responses and providing feedback; and

(iv) Making a final decision and implementing it.

(e) Agencies are to maintain a register of changes subject to this process. The employer will maintain a register of major changes subject to this process. Employees and relevant unions may request access to these registers.

(f) Subject to sub-clauses (g) & (h), in the event that outsourcing of a service or services supplied by an Agency is under consideration by that Agency, consultation is to occur in line with this clause. This will include identification of the actual service, program and functions to be outsourced, the services, programs and functions that are to remain, reasons and impact on employees.

(g) Where the outsourcing of an in-house service is being considered by an Agency and that service will continue to be provided within the State Service, but by an external organisation, information will be provided on the following matters as a minimum:

(i) The current cost of the service;

(ii) Impact on current employment arrangements, including salaries, job security and reasons for outsourcing;

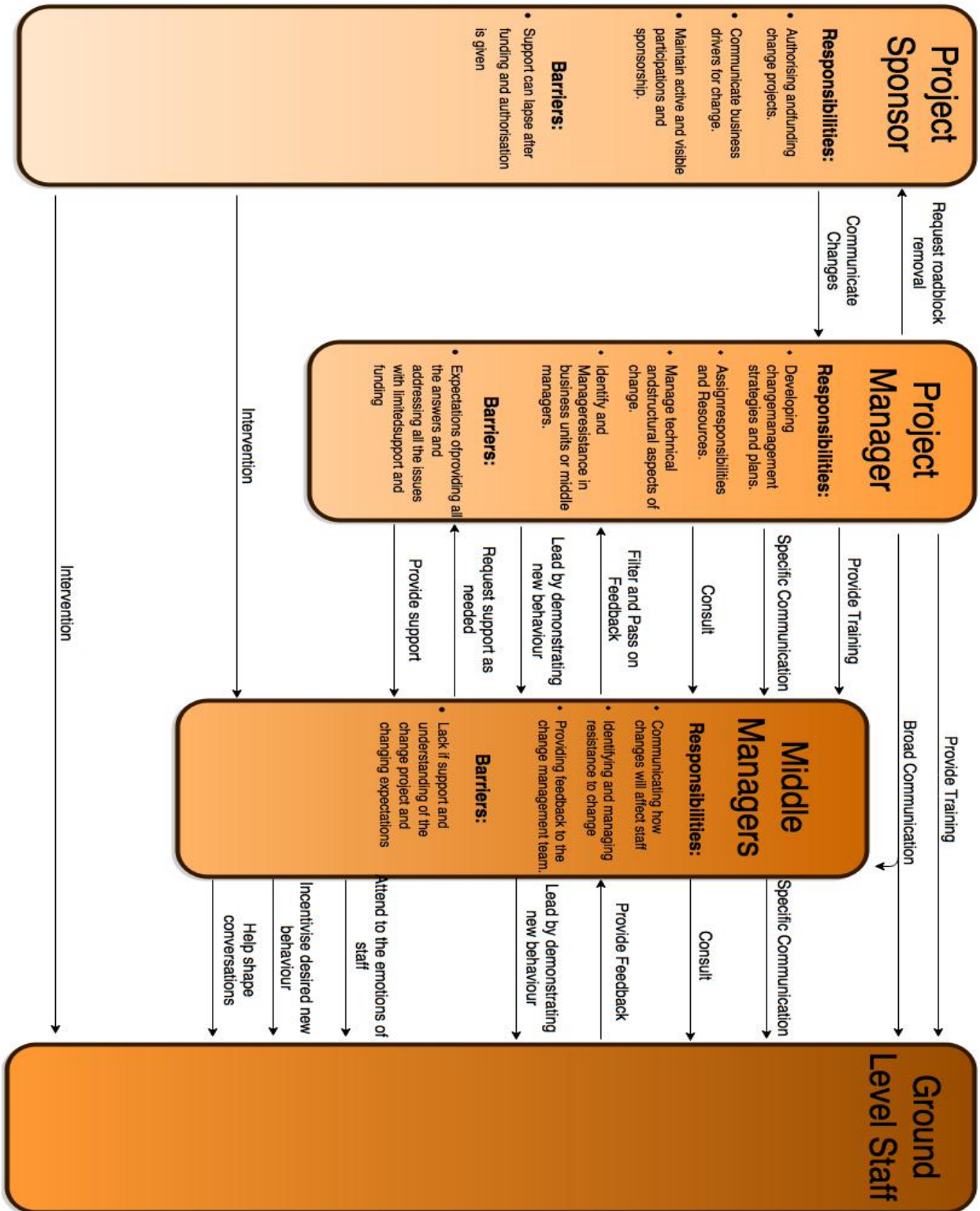
(iii) Future costs, where available, including contract management costs on an outsourced service, program or function;

(iv) Description of the service, program or functions to be outsourced and those that are to remain;

(v) Service quality requirements;

(vi) Risk assessment should the outsourced provider cease to continue the service

(h) Prior to the implementation of a decision to tender Agencies will provide the opportunity for the employees and /or their union to submit a case to meet the requirements for undertaking the service, program or function.



This was compiled with reference to Prosci (n.d. A, n.d. B), as well as the interview findings in this ARP.

There were several tools that were requested during the interviews:

- A list of “the top ten things” managers should do during change projects.
- A day-to-day check-list for managers.
- A tips and tricks guide focusing on how to identify issues and address them using practical examples.
- A tool to assist with stakeholder analyses.
- Flip through materials that people could read while having a coffee break, for example.
- Tools to assist with risk assessments.
- Tools to assist with impact assessments.
- Tools to assist with outcome measurement, designed for before, during and after change projects.

Several more specific fact sheets were also requested, these included documents for:

- Advising what to do under pressuring circumstances, such as when resistance occurs.
- A fact sheet explaining what good consultation looks like.
- Advice on how to communicate job cuts.
- Advice on running meetings and managing staff during meetings.
- Assisting middle managers with objective decision making, particularly in regard to dealing with pressures from both above and below.

Several options for communication delivery mechanisms have been identified such as:

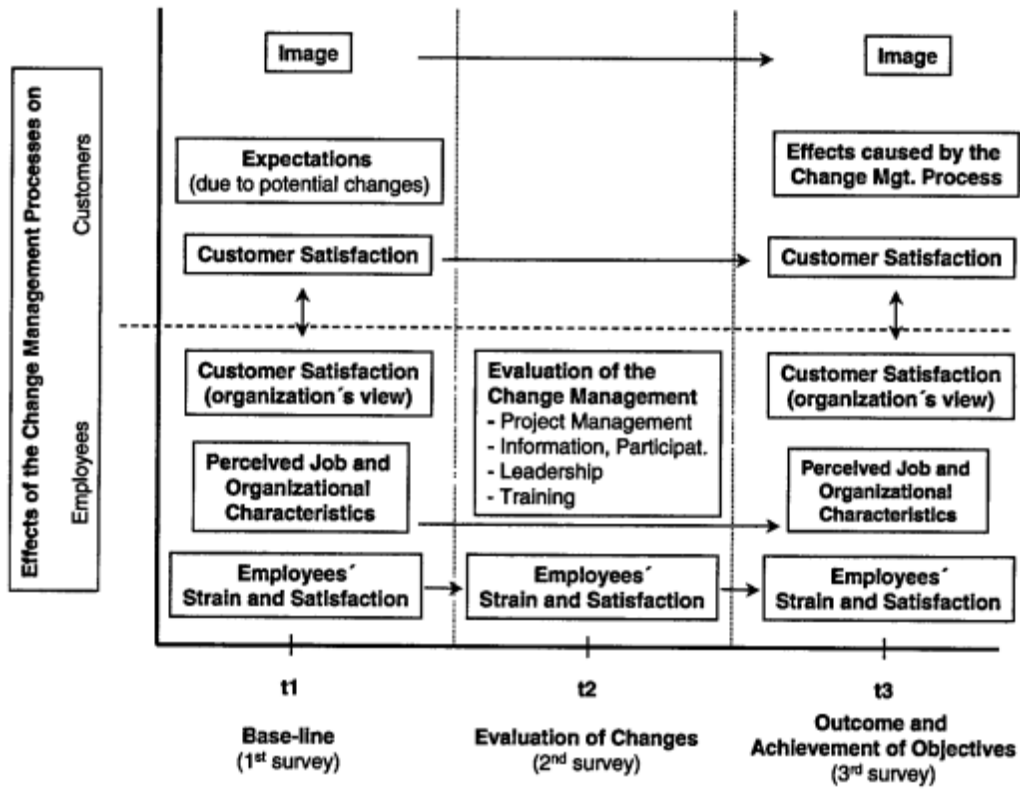
- Dedicated agency wide accessible platforms such as Intranet pages, data systems, blogs.
- Q&A systems – including dedicated Q&A email addresses.
- Communication via mass emails, targeted emails, or a combination of both.
- Strategic and consistent use of language designed to elicit cultural changes.

Communication strategies also need to consider:

- using multiple communication delivery strategies – one for broad updates and one specifically targeting effected areas.
- The importance of clearly communicating the reasons for change to all staff
- Communicating and consulting on expectations of staff during change projects, as well as changing responsibilities.
- To providing an independent party for staff, such as an EAP, or involving change managers with no perceived stake in the process
- Conducting separate impact analyses for employees and stakeholders with a focus on maintaining business continuity.
- Strategies to identify when a threat is occurring and how to address the threat.

Any tools developed for project planning and execution should consider the following:

- Planning ahead while leaving room for plan changes based on emergent issues and consultation input.
- Consideration of the impacts of staff and resource allocation
- Early identification of training, staff development and support requirements.
- Thorough risk assessments need to be conducted.
- Tools for project planning should avoid being overly prescriptive – options should be provided and enough leeway should be given to allow for decisions based on unique cultural environments.



Communicating and managing job cuts can be one of the most significant leadership challenges involved in change projects. Poorly managed and communicated downsizing can have detrimental impacts on morale, business continuity, performance and engagement with change processes. There is no infallible approach to managing downsizing, particularly when many of the decisions are outside of the influence of managers. However evidence suggests that the following measures can have a positive influence.

Preparation

A strong project plan can assist with the task of communicating job cuts. Freely available information, such as an FAQ, and a strong communication plan can assist with this process. Make sure you are equipped with all the available information and don't be afraid to admit when you do not know the answer to a question.

Before making an announcement consider developing a plan that details how you will broach the subject, as well as how you will address queries in the following weeks. Also consider what questions you are likely to be asked and have responses prepared. It is important to keep employees informed throughout the process with regular updates, even if you simply inform them that there is no new information.

Aligning other relevant processes with the downsize process is also essential, this may require collaboration with human resources or other business units. Having processes already in place for things like retraining and reallocation of staff will help prevent business disruption.

Communication

The initial news is best delivered in person. While it may be impractical to deliver all updates in person, any significant new news is also best delivered face-to-face. Depending on the size of the project and the number of effected staff you may have to delegate responsibility for delivering the news, it is best to pick strong leaders who have direct relationships with the effected staff.

Good communication extends beyond explaining the extent of the workforce reductions. It is important to explain to employees why the cuts are occurring, how the changes will effect the workload of those who remain, and the plans to maintain stability.

When the time comes to notify employees that they will be let go, consider timing. Notifying employees on a Friday, for example, may provide them with time to digest the news. It is, however, important that the news does not reach them through rumors, and that you deliver it to them in person.

It is important to recognise that you cannot control the types of conversations and thoughts that will occur. You can, however, help shape them. Active participation in discussion, open delivery of information, strong leadership and encouraging open discussion of questions and concerns can allow you to help shape the conversations that occur and prevent rumors that are detrimental to morale.

Advocacy

Finding the right balance of advocacy can be difficult. Studies have shown that one of the significant factors contributing to negative behaviours from survivors following a downsize is the perceived fairness and treatment of those who were let go. Genuine advocacy on the behalf of employees can establish trust and the sense of a degree of fairness. Reasonable expectations, however, need to be conveyed. Building unrealistic hope in employees can have negative impacts on morale.

It is important to recognise that while staff may be motivated to protect themselves and their coworkers, they are also in a strong position to understand the impacts downsizing may have on key deliverables. Conveying concerns and recommendations from staff not only builds trust but may also result in better outcomes for your business unit.

Support

Recognise the effects this news may have on staff. When you first broach the subject it is unlikely you will be able to inform anyone of their personal security, therefore it is important to be aware of the anxiety this may cause.

If a large number of staff are likely to be affected it is worth considering providing support services. This may include workshops that help prepare staff for applying for jobs as well as counseling services. It is important to reiterate the services that are already available, such as Employee Assistance Programmes.

It is important for the survivors to see visible support being provided to affected staff, as well as reasonable opportunity and time to express themselves and say goodbye to their coworkers.

Survivors

Those who do not lose their jobs as a result of the cuts still require strong leadership. Surviving this transition may leave them with survivors guilt, concerns over their future job security, anger towards management, or concerns of the ability of a reduced workforce to deliver services. It is important to plan for these eventualities beforehand.

The emotional reactions of survivors during downsizing is varied and allocating time and resources to deal with these responses should be considered during the planning phases. Responses also need to be carefully considered. Some common reactions to downsizing include a loss of motivation, anger, fear, anxiety and depression – all of which can lead to underperformance. Downsizing can also lead to increased workloads, and change projects can result in different processes, technology or responsibilities. Identifying the cause of underperformance can be tricky, but is essential.

Actively involving staff in managing transition and change can help involve people in the project, prevent loss of motivation, and encourage the belief that the downsizing process was not in vein.

Opportunities

Opportunities to plan for the future should be considered. Evaluate the process and consider what occurred that was not planned for and what approaches worked well or not so well. Use this opportunity to develop both the skills of leaders and the resilience of your workforce.

Appendix 6

Stakeholder Analysis Tool - Example

<p>Relationship</p> <p>How often and to what extent do you interact with this stakeholder?</p>	
<p>Responsibility</p> <p>What responsibilities do you have towards this stakeholder?</p>	
<p>Influence</p> <p>How much influence or decision-making power does this stakeholder have?</p>	
<p>Dependency</p> <p>In what ways are this stakeholder dependant on your activities?</p>	
<p>Representation</p> <p>Does this stakeholder represent a broader group or population?</p>	
<p>Services</p> <p>Does this stakeholder have joint service delivery responsibilities?</p>	
<p>Expectations</p> <p>Will this change project result in changing expectations of this stakeholder?</p>	
<p>Contribution</p> <p>what relevant expertise or knowledge does this stakeholder have to contribute?</p>	

This form was compiled with reference to the SA Stakeholder Prioritisation tool (Office for the Public Sector, n.d.), Department of Immigration and Citizenship (2008), Sharma (2008), Jeffrey (2009), Morris and Baddache (2012), as well as the findings in this ARP.

Appendix 7

Stakeholder Issue Response Form - Example

Issue	Engagement	Timing and Duration	Individual Response	Group Response
<i>e.g. points of contact will change</i>	<i>e.g. inform</i>	<i>e.g. as contacts change</i>	<i>e.g. email updated contacts</i>	<i>e.g. provide updated contact sheets in mass emails</i>
<i>e.g. change project will have impact on business of stakeholder</i>	<i>e.g. consult</i>	<i>e.g. early March</i>	<i>e.g. set meeting</i>	<i>e.g. set-up seminar or forum</i>
<i>e.g. change project will effect services stakeholder has responsibility for delivering</i>	<i>e.g. collaborate</i>	<i>e.g. ASAP and ongoing</i>	<i>e.g. involve in decision-making/implementation processes</i>	<i>e.g. set-up working group</i>

This form was compiled with reference to the SA Simple Stakeholder Engagement Plan tool (Office for the Public Sector, n.d.), Anderson and Anderson (2010), as well as the findings in this ARP.