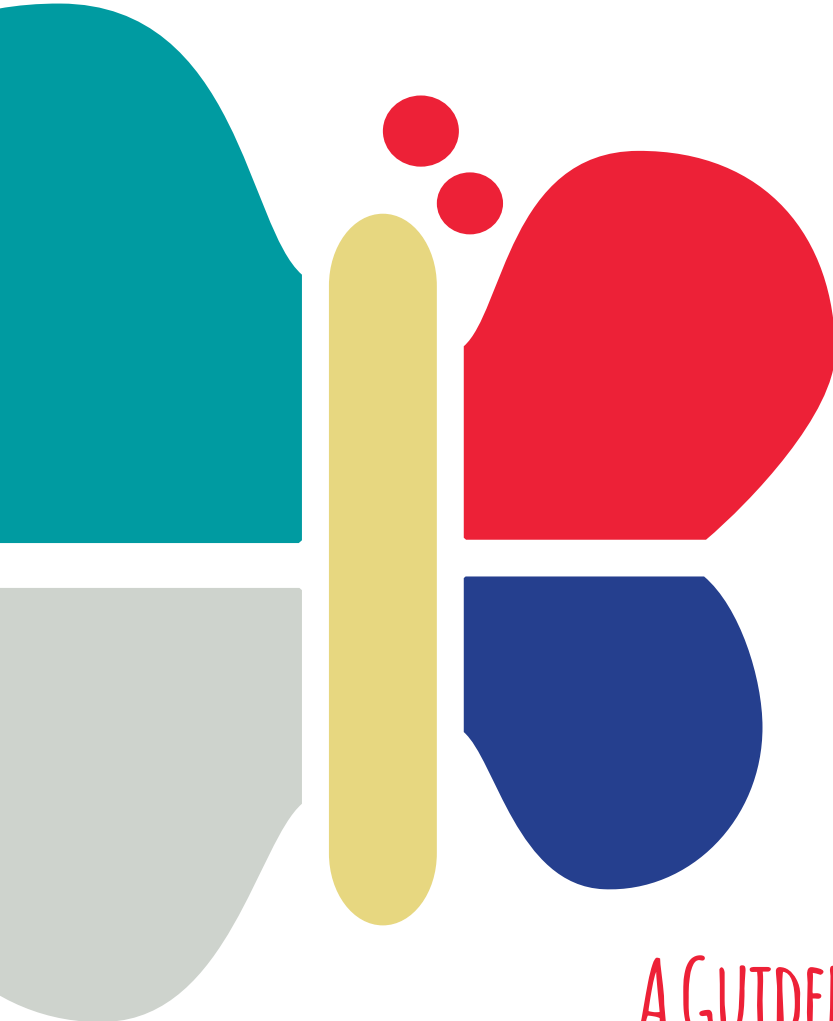




PAHRODF
PHILIPPINES AUSTRALIA
HUMAN RESOURCE AND
ORGANISATIONAL DEVELOPMENT
FACILITY



A GUIDEBOOK FOR CHANGE:

Transforming Organisations

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INTRODUCTION

As the Civil Service Commission works toward its vision of being a premier human resource institution, it recognizes the fact that it has to face the challenges of a continually evolving, ever-changing environment. And this resolve has been clearly reflected in the Change Management Program carried out through the support of the Australian Government through the Philippine Australia Human Resource Development and Organisational Development Facility (PAHRODF).

CSC's change management journey began in January 2013 and involved different levels of the organisation. The journey was not without its share of crossroads and plateaus. The Commission proceeded nonetheless, strengthened by the commitment and support of its officials and staff.

Beyond providing a front seat view of the learning activities, the Commission hopes that through this Guidebook, it breaks away from its traditional image of an institution steeped in rigid rules and procedures. By sharing its experiences in its change management journey, CSC brings the refreshing and assuring mantle of change in public sector organisations. For one of the valuable outcomes of the change initiative was that the CSC developed its own change management framework, the 4Cs of Change: Commitment to Change, Capacitating for Change, Contributing and Collaborating for Change, Celebrating Change.

CSC proudly shares this framework and earnestly hopes that government agencies may draw insights on how to introduce and implement change for smoother organisational transitions. Agencies are encouraged to use the change framework in fulfilling their respective mandates, to better serve our people. After all, this is what public service is about.


FRANCISCO T. DUQUE III, MD, MSc
Chairman
Civil Service Commission

PURPOSE OF THE GUIDEBOOK

Constant change is a reality that every Change Leader needs to realize and accept. There is a need to continually adapt to the changing environment, and the demand of the organisation to remain competitive and improve performance. The more confident a Change Agent in implementing change, the greater the success of any change effort will be.

This guidebook aims to help any Change Agent make big or small change projects successful before, during and after its launch. This is written to help Leaders and Change Agents build their confidence by applying the CSC Change Management Framework in the conduct of the Change Management Program within the Public Sector environment.



**Change, they say, is a
process, not an event.
It is not a destination,
but a journey.**

-Unknown



**The only thing
constant is change.**

-Heraclitus

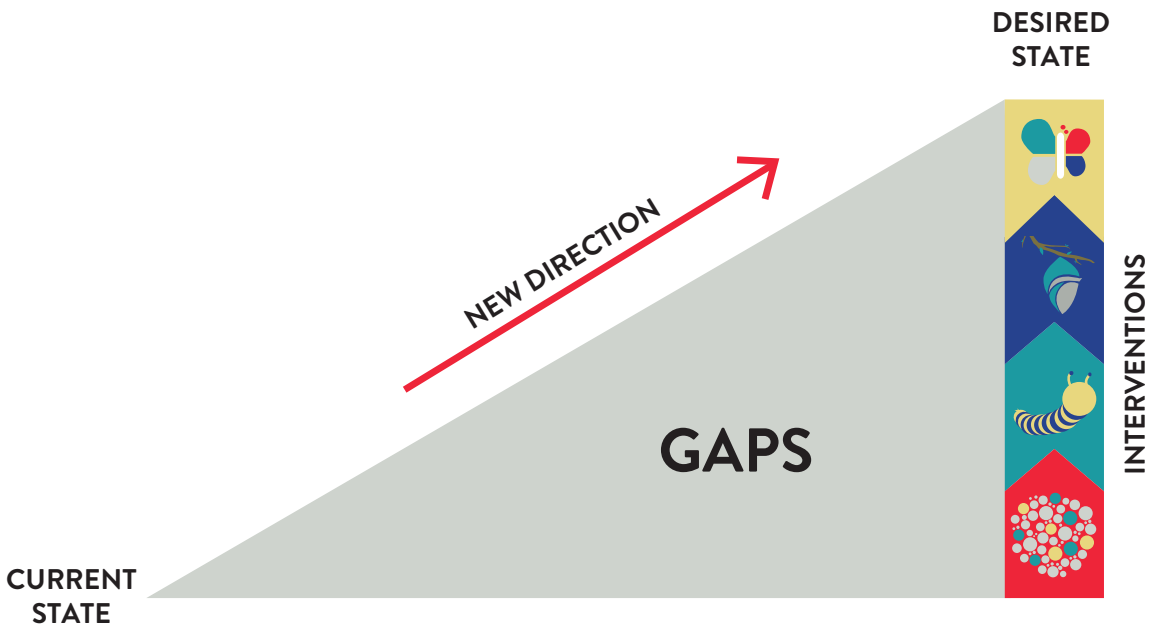


UNDERSTANDING CHANGE MANAGEMENT

The only thing constant in this world is Change. An organisation needs to efficiently transition if there is a new strategy. This may require new structure, new skills, and new technology.

Managing change is basically a people issue. It is about requiring people to shift perspectives from where they are to where they should be. It's all about motivation and influencing behavior, about breaking old habits and attitudes and embracing the new.





Current State: What are the existing conditions of an organisation vis-à-vis the new strategy?

Desired State: What is the overall direction of the organization?

Gaps: What are the behavioral, structural, and technological changes that need to happen as a result of the difference between the current state and the desired state?

Intervention: What behavioral, structural, and technological solutions address the gaps and manage the change and transition?

CHANGE INVOLVES CONTENT (WHAT) AND PROCESS (HOW).



GUIDING PRINCIPLES FOR IMPLEMENTING CHANGE

- Create the rationale for the change
- Change Agents provide the rationale for the change that will lead to greater productivity and performance.
- What needs to change?
 - Mind-sets
 - Behaviours
 - Skills
 - Processes
 - Systems
- Most organisations craft their Vision/Mission and Values as a starting point or anchor to create tension to the desire state.



THE CHANGE MANAGEMENT FRAMEWORK: The 4C's of Change

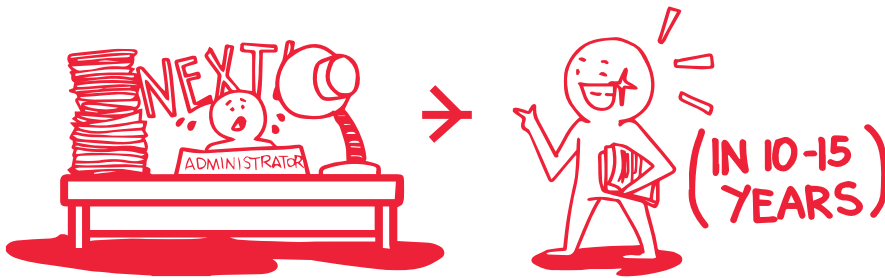




CHANGE MANAGEMENT

Why:

Use a Change Management Process to effectively and efficiently introduce necessary changes in policies, processes, and structures within the organisation and among its Stakeholders. This will facilitate the achievement of any organisation’s vision and mission = the new strategy!



The New Strategy = The Vision

CURRENT STATE? NOW?	DESIRED STATE? THE FUTURE?
Transactional and Highly Administrative Human Resource Practices	In the next 10 to 15 years... Center of Excellence in Systems and Practices in Human Resources and Organisational Development

GAPS? DRAMATIC SHIFT TO BEING STRATEGIC

What are the behavioral, structural and technological changes we need to address? Where are we going? Why are we doing the change? How to we get there? How do we measure success?



THE CHANGE MANAGEMENT FRAMEWORK:

4C's of Change



BEHAVIORAL - STRUCTURAL - TECHNOLOGICAL

Elements of Change

Committing to Change

KEY FACTORS TO COMMITTING TO CHANGE



Involvement and sponsorship from top management



Change Agents with a "passion" for the desired future



Review of current and past initiatives:
What worked?
What didn't? Why?



Creation of a sense of ownership and awareness among stakeholders and establishing critical mass

To facilitate introduction and implementation of change, there is a need to create a critical mass by involving people from top management all the way down to the front liners in defining the change initiative and determining implementation strategies.



Capacitating for Change

CHANGE IMPLIES NEW WAYS OF DOING THINGS:



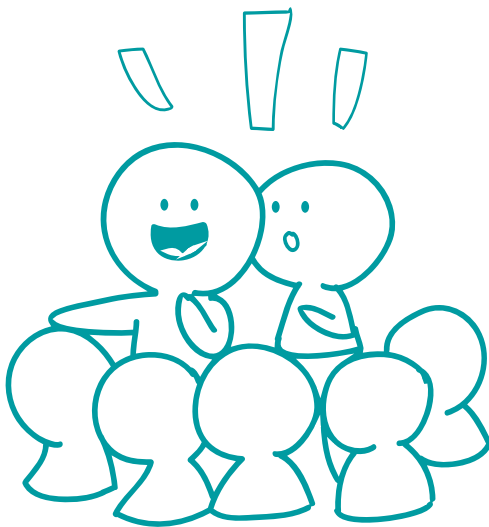
Change implies new ways of doing things as a result from the of the findings from the Committing to Change Phase. Therefore, to effectively implement change, **the organization must be capacitated to perform new roles and responsibilities.**

Capacitating involves:

- developing competencies,
- designing new systems and procedures,
- installing structures that will support the change.

Contributing and Collaborating for Change

The core of change implementation is the roll-out of processes and practices that actualize the desired change specifications.



The roll-out is performed not by one person or a few individuals but through the collaboration of several organizational units including those that support the ones that take the lead in the change implementation. This phase may be done in a one-time implementation or through a series of implementation stages.

Celebrating and Continuing Change

Change is not implemented overnight and its results are not readily apparent. Change needs to be deliberately reinforced and sustained until it has been embedded into the culture of the organization. Otherwise, the new processes and practices can easily be eroded by the convenience of past practices, that may derail the momentum to move forward due to possible inconveniences brought about by change.



ROLES IN CHANGE MANAGEMENT

CHANGE LEADER - is somebody who revolutionizes organisation by planning, managing timelines, building coalition, deciding, listening actively and communicating the change effectively.

CHANGE SPONSOR - is somebody who approves, models, and champions the change in the organisation.

CHANGE AGENT - is a catalyst who identifies opportunities for improvement in the organisation.

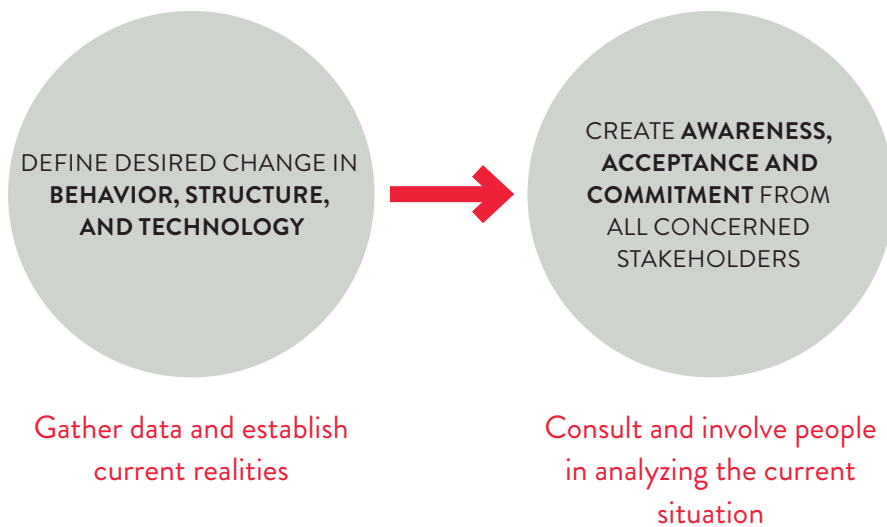
CHANGE TEAM - is a group of individuals who are passionate about the change and have been selected to implement the change.



RESISTANCE IS A NATURAL REACTION TO CHANGE.



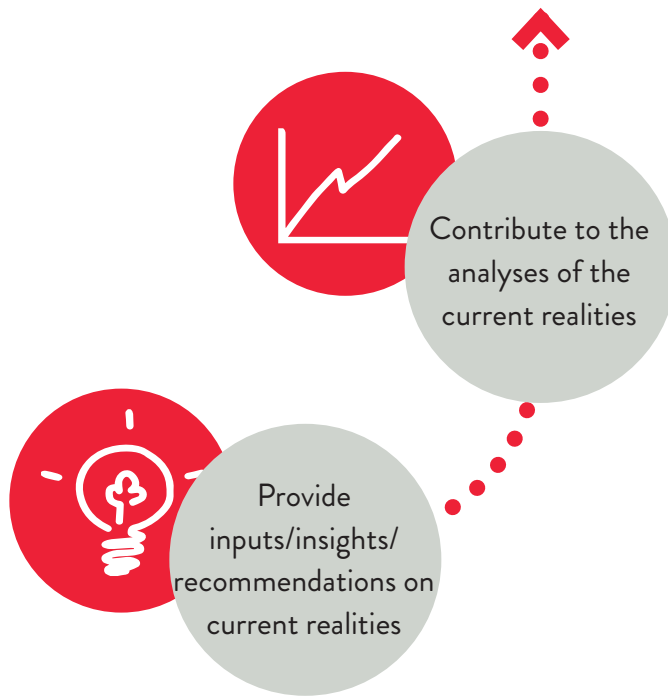
A CHANGE LEADER MUST...



Gather data and establish current realities

Consult and involve people in analyzing the current situation

**DESIRED FUTURE STATE: CHANGE IN
BEHAVIOR, STRUCTURE AND TECHNOLOGY**



Engage employees to create critical mass for Change. This kind of involvement creates a sense of ownership for the change initiative that effectively negates resistance.





COMMITTING TO CHANGE





“The art of leadership is the art of abandonment. Effective change agents know when to let go of the old ways of doing business and forge ahead with the new.”

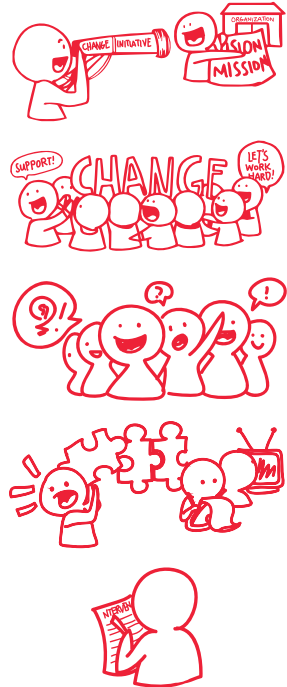
-Peter Drucker





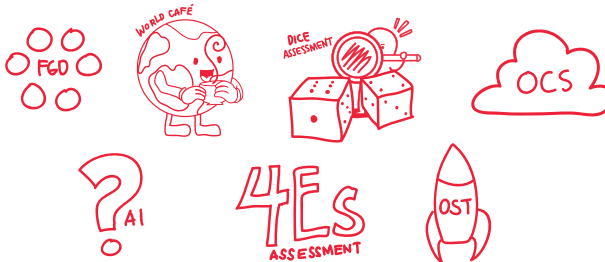
THINGS TO CONSIDER IN THIS PHASE

1. Be aware of the challenges and opportunities unique to the client organization. Determine if these are present:
 - a. **Clear end-objectives and milestones** regarding the change initiative as aligned with the organisation’s vision and mission;
 - b. **Visible management commitment** and support to introduce and implement the change;
 - c. **Organisation-wide awareness, acceptance, and commitment** to implement the change;
 - d. **Cross-functional and cross-diagonal** teams to introduce, implement, monitor, and evaluate the change initiative; and
 - e. **Clear interventions** that will introduce, implement, and sustain the change initiative in a step-by-step manner.





- Use multiple data gathering tools to provide relevant & critical data that produces commitment and sense of involvement.



- Involve multiple stakeholders from different levels and offices of the organisation, including clients. Take care to closely coordinate schedules and provide appropriate lead times to ensure maximum participation from the different stakeholders.
- Use content analysis to extract information that can identify and design capacity development interventions.
- Initiate the introduction of the change initiative in the central office or from the office where the change emanates and then cascade to the to the affected offices. As the cascade is being done, the Central Offices and the Regional Offices must closely coordinate to ensure the change efforts are properly done and supported.

CHECK OUT THESE WEBSITES FOR MORE INFORMATION

FGD

(Focus Group Discussions)
odi.org.uk/publications/5695-focus-group-discussion

WORLD CAFE

theworldcafe.com

DICE ASSESSMENT

dice.bcg.com

4ES ASSESSMENT

leader-values.com/four_ees.php

OCS

(Organizational Climate Survey)
teambuildersplus.com/articles/organizational-climate-surveys

OST

(Open Space Technology)
openspaceworld.org





INTERVENTIONS

1. Orientation on Leading Change

Open avenues for change agents' suggestions from all levels.

Emphasizes the need to deliberately manage change from the perspective of the change agent. Use DICE Assessment. This technique looks into the Duration between the reviews of change interventions, the Integrity and capability of teams facilitating the change, the Commitment of the management and employees, as well as the Efforts needed in implementing change.



2. Mobilization Workshop



Once the commitment of top management have been achieved, kick-off the change and gather the current situation of the organisation. Change agents are responsible for consulting and involving people to create a sense of ownership, which addresses people's resistance and facilitates change. Involvement can take the form of determining the current status of the organisation with respect to change and/or soliciting suggestions/recommendations to implement change.



3. Organizational Diagnosis (e.g. Participatory Action Research Workshop)



Aims to make all affected employees personally involved in the change. This encourages them to contribute their perspectives and insights about the status of the change and how to implement the said change.





WHAT WORKS FOR THIS PHASE?

- Develop a **Communication Plan**.
- Change sponsors must connect, communicate and emulate the change effort through a clear and vivid Vision of the desired state.
 - Hold a kick-off meeting with the project team. **Build excitement. Answer questions. Clarify roles.**
 - Appeal to both the cognitive and emotional motivations of stakeholders. Answer the question: **What's in it for me? Why should people care?**
 - **Consistently model** the change behaviour.





- **Identify the behaviour** and mindsets that need to change. What are critical behaviours modification vis-a-vis desired state?
- Early engagement of people in the assessment process. **Make them feel part of the initiative** to create buy-in and ownership.
- **Review past initiatives.** Analyze successes. Leverage on learnings from past failures.
- **Prioritize initiative.** Create and identify “urgent now” and “not so urgent” initiatives.





EFFECTIVE COMMUNICATION PLAN

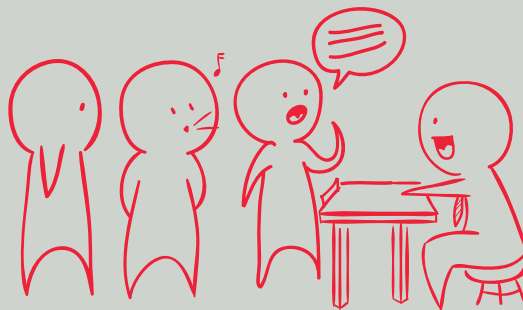
1. **WHO** is involved in the communications loop - the stakeholders
2. **WHAT** is being communicated - the message
3. **WHEN** the information is communicated - weekly, monthly, as needed, or as identified
4. **HOW** the information is distributed - in a meeting, a memo, an email, a newsletter, etc
5. **WHO** will provide the information being communicated





Gone are the command-and-control days of executives managing by decree. Acquiring missionaries is a powerful way to expand the reach of a change program and ensure its duration.

-Ambassadors of Change





CAPACITATING FOR CHANGE





“A good plan is like a road map: it shows the final destination and the best way to get there”

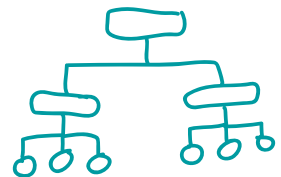
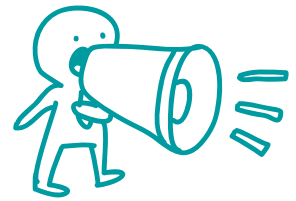
-H. Stanley Judd





THINGS TO CONSIDER IN THIS PHASE

1. **Continually use communication strategies.** Keep management and employees abreast with the status of the change initiative. Keep them attuned and committed to the change initiative itself.
2. **Be clear about the competency needs** of the different key players in the change initiative and use competency assessment to ascertain readiness to implement change. Be prepared to provide or design and develop the competency building programs that will boost the capabilities of the key players in the change initiative.
3. **Use various interventions such as the following:**
 - a. Behavioral - competency development programs, team building, motivation, and job aids (templates, tool kits, presentation materials)
 - b. Structural - cross-functional teams, cross-diagonal teams, communication channels, organisational restructuring
 - c. Technology - systems, methods and procedures, documentations, Information Technology.





GOALS OF THIS PHASE

During the Capacitating for Change Phase,
Top Management or Change Sponsors:

1. **Provide on-going directions** and resolve change issues as they arise;
2. Continue **communicating about the change**; and,
3. Support change efforts by **allocating resources** for capacity building interventions.





GOALS OF THIS PHASE:



Change Agents are geared to

- **Establish the desired change specifications** and milestones that will lead towards achieving predetermined change specifications (see sample Change Management Plan in Sample Template A);
- Develop a **Change Management Plan** with Monitoring and Evaluation (M&E) Framework, a Risk Management Plan, and a Communication Plan (see Sample Templates); and,
- **Communicate the plan** that will capacitate the organisation in terms of changes in behaviors (e.g. training), structures (e.g. cross-functional teams), and technologies (e.g. process improvements).



Concerned employees are able to:

- Become familiar with the desired change specifications and milestones; and,
- Develop competencies that will enable them to properly implement the change initiative according to the established specifications and milestones.





INTERVENTIONS:

- **Development of a Change Management Plan with Monitoring and Evaluation (M&E) Framework, Risk Management Plan and Communication Plan**
- **Systems, Methods and Procedures Design and Development** – Tools and aids that aim to simplify and establish systems, methods or procedures that are needed to launch or introduce certain initiatives.
- **Organization and Structural Design and Development** – Defines how activities such as task allocation, coordination and supervision are directed towards the achievement of organizational aims. There is a need to review and design the organization that supports the change initiatives.
- **Competency Development Programs** – Competency-based human resources development programs serves as a link between human resources management and the overall strategic plan of an organization. Competencies are defined as observable abilities, skills, knowledge, motivations or traits defined in terms of the behaviours needed for successful job performance.





WHAT WORKS FOR THIS PHASE?

- **Capacitate the team** according to the priorities of the organisation.
 - **Identify gaps** in skills with the change agents and concerned employees.
 - **Strengthen the skills** of those who will be involved in the change effort.
 - **Identify everyone** who will be affected by the change effort and new ways of working.
- **Prioritize the change.** Clarify activities, risks, and areas.
- **Come up with a Change Management Plan.** Create the Change Management Plan with the team.





CONTRIBUTING & COLLABORATING FOR CHANGE





“Don’t set people up for failure by promising that you will deliver high levels of output....Everyone loses when such ambitious targets are missed: you look bad, people’s self –confidence falls even further, and your superiors are upset”

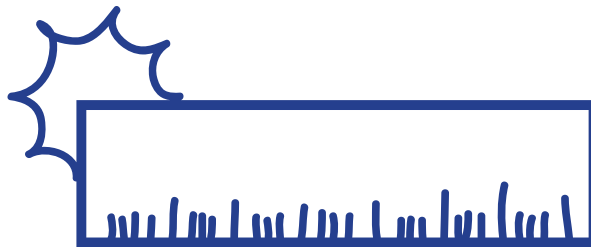
-William Bridges





THINGS TO CONSIDER IN THIS PHASE

1. **Use the Change Management Plan and the M&E Framework** to monitor implementation, scheduled activities and to conduct on-going evaluation of the effectiveness of the change initiative.
2. **Use multiple communication channels** to ensure that all stakeholders are aware of the roll-out/implementation plans and schedules. Inform the stakeholders of the proper coordination and collaboration among them.
3. **Encourage the use of coaching** to complement the competency development conducted in the Capacitating for Change Phase.





GOALS OF THIS PHASE:



Top Management is geared to:

- Model and lead the implementation of the new processes and practices; and,
- Regularly review the implementation to determine if activities are executed as planned and that the new processes and practices are achieving the desired results.

Change Agents are geared to:

- Initiate the implementation of the new processes and practices; and,
- Regularly conduct formative or on-going evaluations to determine if the new processes and practices are achieving the desired results.

All concerned individuals and organisational units are able to:

- Start implementation of the new processes and practices;
- Provide feedback if the new processes and practices are achieving the desired results; and,
- Continue making allies and involving key stakeholders in the implementation of the change process.





INTERVENTIONS

- **Process Roll-Out (Actual Change/Project Implementation)** – Puts in motion the initiatives that need to be launched or introduced. There is a need to prepare the Communication Plan, e.g. Frequently Asked Questions in order to sell the initiative to the Stakeholders.
- **Monitoring and Evaluation** – Provides a mechanism to keep track of goals and assessment results as inputs to possible process enhancement or development of additional competency development programs
- **Process Enhancement (if required as indicated by the Monitoring and Evaluation results)** – Develops a continuous improvement mindset in Change Management.
- **Additional Competency Development Programs (if required as determined by the Monitoring and Evaluation results)** – Aims to identify competencies that will be needed for capacity development to fully achieve the desired future state.





WHAT WORKS FOR THIS PHASE?



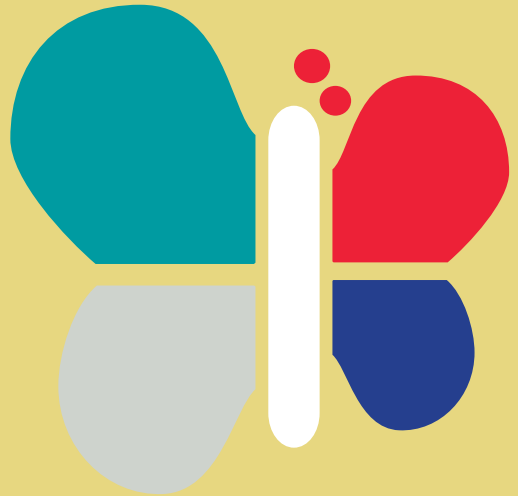


- **Ask team members**, “What has to be true to be successful? Level of change readiness? Is the initiative a want or a need”
- **Discuss challenges and roadblocks** before committing to deliverables.
- **Allow flexibility in implementation**, and leave the minute details to the teams that have to make the change.
- **Identify resources** available to deliver the change.
- **Break the project plan** into specific goals and perspectives.





CELEBRATING AND CONTINUING CHANGE





“Companies can’t accelerate what they don’t measure”

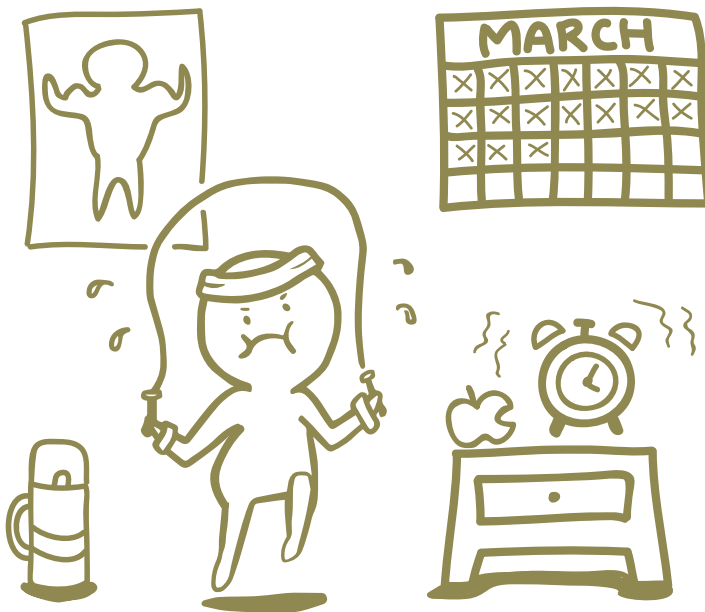
-DeAnn Aguirre

“A program that has not been thoroughly vetted is doomed to mediocrity, if not failure.”

-Abdullatif A. Al-Othman



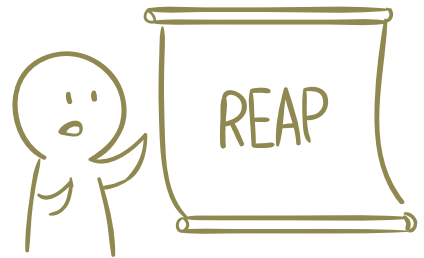
CHANGE IS NOT IMPLEMENTED OVERNIGHT. ITS RESULTS ARE NOT READILY APPARENT. IT NEEDS TO BE DELIBERATELY REINFORCED AND SUSTAINED UNTIL IT HAS BEEN INSTITUTIONALIZED INTO THE CULTURE OF THE ORGANISATION.





THINGS TO CONSIDER IN THIS PHASE

1. **Provide feedback** on the outcome of the change initiative to all stakeholders
2. **Document the implementation** of the change initiative to ensure that the gains achieved so far will be maintained. The documentation must be covered by a Policy, Order or a Resolution to ensure that its implementation becomes standard procedure.
3. **Use Rewards and Recognition Programs (PRAISE)** to reinforce gains that the implementation of the change initiative has achieved so far.
4. **Facilitate the preparation of the Re-Entry Action Plan (REAP) and the Sustainability Action Plan** by posing the following process questions:
 - a. What needs to be implemented within the next six (6) months?
 - b. What will sustain the implementation of the change initiative?
 - c. How can there be continual improvements in the implementation of the change initiative?





GOALS OF THIS PHASE:

Top Management and the Change Agents are geared to:

- Evaluate the effectiveness of implemented change;
- Celebrate the initial success of the change initiative;
- Document changes that have been introduced; and,
- Develop Re-Entry Action Plans and Sustainability Action Plans.



Concerned employees are able to:

- Provide feedback on the effectiveness of implemented change;
- Appreciate the initial success of the change initiative; and,
- Help document changes that have been introduced.





INTERVENTIONS

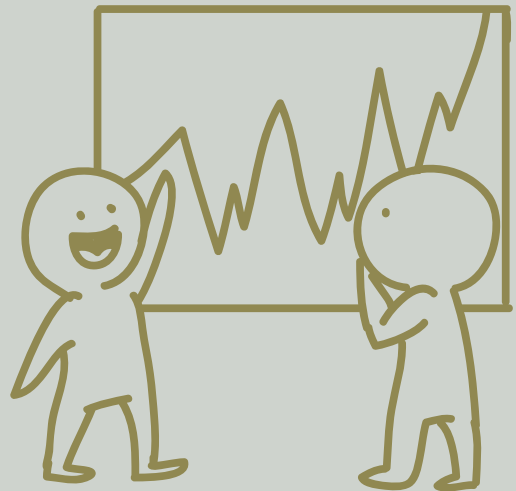
- **Documentation of new processes and practices** – Captures new systems and policies that are critical to the sustainability of the initiative.
- **Re-Entry Action Plan Workshop** – Ensures that the learning gained from the intervention is significantly applied in their respective workplaces/communities. It facilitates discussions and agreements between the participants and supervisors and/or support organization/s on what has been learned and how they these will be applied at work. It promotes commitment building from both the employees and the supervisors/ support organization/s to address the identified development concern of their organizations/workplace.
- **Sustainability Action Plan (SAP) Workshop** – Facilitates the institutionalization of the outputs and gains of the Intervention. SAP capitalizes on the competencies acquired by the Organization's trained counterpart team, the Outputs produced during the HR/OD Intervention, and the outputs of the REAPs. It also bridges the gains of the various Re-Entry Action Plans. The Sustainable Action Plan can then be adopted into the team's regular management processes, and becoming the framework for ongoing sustainability improvements. The development and implementation of the SAP is the responsibility of the process owner/s where the improvement of the capacity is located.
- **Inclusion of individual and group roles and responsibilities in the Performance Management System specifically in their Individual Performance Commitment Report (IPCR) and the Office Performance Commitment Report (OPCR)**
- **Milestone Celebration** – Aims to recognize and reward initiatives that the organization wants to reinforce and support programs that are identified as critical to the organization





WHAT WORKS FOR THIS PHASE?

- **Envision** and define what success to you is
- **Ensure** you measure the current state of the organisation so you can identify improvement.
- **Get sign-offs** on the measurements and key performance indicators before you begin with the project. This will be your tracking system to know the progress of your change effort.
- **Track metrics weekly** on a well-publicized summary chart, often referred as the Dashboard



**“Individual
commitment to a
group effort - that is
what makes a team
work, a company
work, a society work, a
civilization work.”**

-Vince Lombardi



SAMPLE TEMPLATES



SAMPLE TEMPLATE A

Change Management Plan Template

I. Introduction

Situate the change initiative through a backgrounder and its link to the strategic goals of the organization and other change initiatives:

- Vision, Mission, Values
- Organizational Objectives
- Strategies
- Description of how the Change Initiative supports the strategies and contributes to achievement of Vision, Mission, values and objectives.

II. Project Sponsor

Identify the person that will lead the change project and will be responsible for its implementation and completions.

III. Project Outcomes

Enumerate what the change project will achieve if it is effectively implemented.

This project shall:



CHANGE MANAGEMENT GUIDEBOOK

1. Model and introduce a Culture Transformation (Change Management) Process that CSC can use to facilitate the implementation of its HR Initiatives internally and externally.
2. Develop the Change Management Competencies that will enable CSC to manage change by itself effectively
3. Embed desirable change management practices into the CSC structure, systems and culture.

IV. Change Objectives

Enumerate what the change itself will achieve in terms of new behaviors, structures, systems, processes and practices. Specify the changes that will happen in terms of “before” (from) and “after” (to) scenarios.

Transformation of culture in CSC:

FROM:	TO:
1. Mostly transactional mindsets and practices	1. More developmental and strategic mindsets and practices
2. One-way, hierarchical communication	2. Two-way, consultative communication
3. Silo mindset	3. Collaborative and cross-functional
4. Resistant and critical	4. Engaged
5. Lack of systematic feedback on change initiatives	5. Continuous improvements on change initiatives



V. Change Drivers and Constraints

DRIVERS	CONSTRAINTS
<ol style="list-style-type: none"> 1. The need to achieve the CSC Vision and Mission. 2. The need to create a difference and an impact on the bureaucracy as its central HR. 3. The need to lessen workload and decrease work-related stress by performing work more effectively and efficiently 	<ol style="list-style-type: none"> 1. Lack of the needed competencies and tools to perform tasks essential to the implementation of the HR Initiatives and to the change process in general (e.g. analysis and diagnosis; selecting, designing and developing interventions; etc.) 2. Multiple tasks resulting in time constraints; lack of time to meet and perform tasks/assignments 3. Volume of transactional workload thwarting strategic focus; Need for paradigm shift with respect to core (transactional) and strategic tasks. 4. The lack of systems and structures that will facilitate coordination and collaboration and enable working in an integrated manner.

VI. Stakeholders

Who plays the key roles in leading and supporting change? Who will be directly affected by the change? Who will benefit or lose from the change? How ready are they for the change?



CHANGE MANAGEMENT GUIDEBOOK





STAKEHOLDERS	RESPONSE TO CHANGE	NEED FOR CHANGE
Commission	Positive and Advocate	<ul style="list-style-type: none"> Will facilitate achievement of CSC Vision and Mission
Process Owners	Mostly Positive with some Anxiety	<ul style="list-style-type: none"> Will facilitate implementation of HR Initiatives Need for competencies and tools to properly implement HR Initiatives
Directors	Mostly Positive with some Anxiety	<ul style="list-style-type: none"> Will facilitate achievement of Office Goals Alignment of Office Goals to CSC Vision, Mission Capability to implement change properly
Rank-and-File	Positive to Negative	<ul style="list-style-type: none"> Pride in organization Recognition for Performance, Difficulties, Extra work
Partner Agencies	Neutral to Negative	<ul style="list-style-type: none"> Need to comply with requirements Difficulties; Extra work

VII. Implementation Matrix

How should the necessary changes in behaviors, structures and technologies be made? What needs to be done to prepare individuals and organizations for change implementation? When should these interventions be implemented and for whom? How will we know the interventions are effective?







CHANGE MANAGEMENT GUIDEBOOK

	INTERVENTIONS 	WHO 	WHEN 	PERFORMANCE MEASURES 
COMMITTING TO CHANGE	Top Mgt Orientation on Leading Change	Commission		Approval of Change Mgt Framework
	Mobilization Workshop	Process Owners		Facilitators trained Commitment to implement Change
	Participatory Action Research (PAR) Workshop	All Officers and Employees		Data on current status gathered Commitment to support change
	Milestone Celebration	Commission and Process Owners		Activities reviewed
CAPACITATING FOR CHANGE	Coaching on Organization Diagnosis	ExeCom/Change Mgt Team (CMT) Members		Data gathered from PAR Workshop analyzed
	Change Mgt Plan preparation	ExeCom/Change Mgt Team (CMT) Members		Change Mgt Plan approved
	Communication Plan preparation	ExeCom/Change Mgt Team (CMT) Members		Communication Plan approved
	M&E Framework preparation	ExeCom/Change Mgt Team (CMT) Members		M&E Framework approved
	Workshops	ExeCom/Change Mgt Team (CMT) Members		Competencies and capabilities are developed



CHANGE MANAGEMENT GUIDEBOOK

	INTERVENTIONS 	WHO 	WHEN 	PERFORMANCE MEASURES 
CONTINUING AND COLLABORATING	Joint Orientation on HR Initiatives	All officers and employees		All officers and employees can explain HR Initiatives
	Workshops	Concerned officers and employees		Competencies and capabilities are developed
	Coaching	ExeCom/Change Mgt Team (CMT) Members		Competencies and capabilities are developed
CELEBRATING AND CONTINUING	Project Review	ExeCom/Change Mgt Team (CMT) Members		What went well/what can be improved are identified
	Documentation (Policies, Guidebook and Storybook)	ExeCom/Change Mgt Team (CMT) Members		Policies, Guidebook and Storybook are approved
	REAP and SAP	ExeCom/Change Mgt Team (CMT) Members		REAP and SAP approved

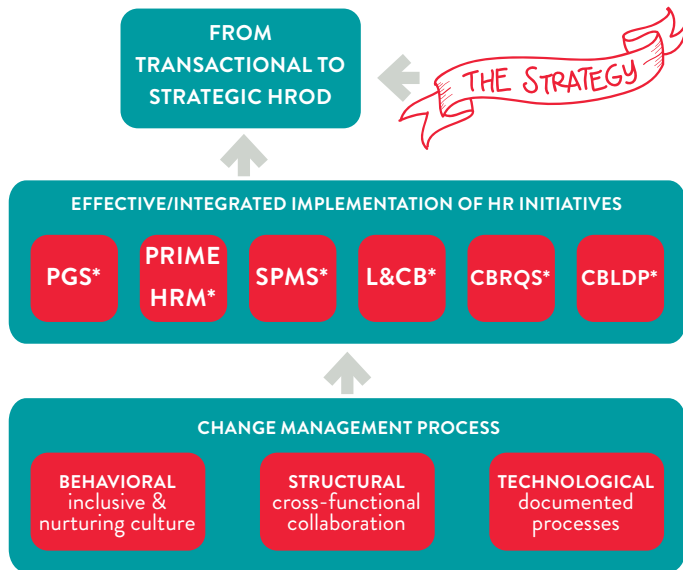


Truly, the change management process was a self-discovery for the organisation and its people. “I am a work in progress” says an Operational Change Management Team member. The Learning Service Provider coach finds this as a powerful realization for anyone desiring to be a change agent: We shape the journey, even as the journey shapes us.



SAMPLE EVALUATION

Results Based Matrix



The Results-Based Matrix above illustrates how the Change Management Framework introduced in a project of the organisation. The vision is critical considering that the organisation is the central HR of the bureaucracy. As such, it can create a significant impact on the way government agencies provide public services. To achieve this, the organisation recognizes the need to shift from their traditional transactional approach to a strategic HR through the implementation of various HR Initiatives. The Change Management Framework serves to facilitate the integrated implementation of the HR Initiatives through deliberate and systematic change interventions that consist of behavioral, structural, and technological interventions.

* refer to to the Glossary for the HR Initiatives



SAMPLE TEMPLATE B

Communication Plan Template

I. Introduction

How will communication support the Change Management Process? What should communication achieve? Inform people to create awareness? Enable decision making and commitment? Motivate action?

II. Stakeholders

From the Stakeholders identified in the Change Management Plan, who can help facilitate change? How? Who can hinder change? Why? Who are expected to influence and support change? Who are expected to directly implement change?

STAKEHOLDERS	STANCE: (Facilitate/Hinder)	ROLE: (Influence/Support/ Implement)
Commission		
Process Owners		
Directors		
Rank-and-File		
Partner Agencies		



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III. Key Messages

*What key messages will effectively inform, enable decision making and/or motivate action?
What will enable stakeholders to shift their stance to facilitating change and effectively perform their respective roles in influencing, supporting and implementing change?*

STAKEHOLDERS	KEY MESSAGES
Commission	
Process Owners	
Directors	
Rank-and-File	
Partner Agencies	

IV. Communication Medium

What media will best deliver the key messages to its targeted audience (stakeholder)? When, how often, how and by whom should the key messages be delivered?

Face-to-face: Dialogues, Meetings, FGDs, Assemblies, Road Shows

Correspondences: Letters, Correspondence, Circulars, Memos, Orders

Collaterals: Flyers, Brochures, Posters, Cards, Guidebooks, Manuals

Tri-media: Papers, Magazines, Newsletters, Radio, TV

Electronic Media: Email, Website, Social Media, Texts Messaging

Learning Interventions: Orientations, Workshops



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KEY MESSAGE	AUDIENCE (Stakeholder)	MEDIA	LOCATION	WHEN (Or how often)	RESPONSIBLE PERSON



SAMPLE TEMPLATE C

Monitoring and Evaluation (M&E) Framework

OUTCOMES	PLANNED INTERVENTIONS	MEASURES OF SUCCESS		BY WHEN	RESPONSIBLE PERSON
		TARGET	ACTUAL		

- Outcomes:** To what outcome(s) will be the change project contribute?
- Planned Interventions:** based on the Change Management Plan, what interventions have been planned to achieve the outcome(s) that the project is expected to contribute to?
- Measures for Success:** What indicator(s) will demonstrate that the interventions are successful? What are the targeted measures?
- By When:** When are the interventions expected to be completed? When or how often should the indicators be measured?
- Responsible Person:** Who is responsible for seeing to it that the interventions are started and completed as scheduled in the Change Management Plan? The same person should monitor the measures that will indicate the success of the implemented intervention.



GLOSSARY OF TERMS



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CHANGE - something that presses us out of our comfort zone.

CHANGE AGENTS - someone who alters human capability or organisational systems to achieve a higher degree of output or self actualization.

CHANGE MANAGEMENT is a deliberate and structured approach to transitioning individuals, teams, and organisations from a current state to a desired future state

CHANGE MANAGEMENT FRAMEWORK - a guide for leaders and change agents to develop a change management plan and a communication plan to introduce and institutionalize change.

CBRQS - Competency Based Recruitment and Qualification Standards

CBLDP - Competence-Based Learning and Development Program

CROSS-FUNCTIONAL TEAM - is a group of people with different functional expertise working toward a common goal.[1] It may include people from finance, marketing, operations, and human resources departments. Typically, it includes employees from all levels of an organisation. Members may also come from outside an organisation (in particular, from suppliers, key customers, or consultants).

FOCUS GROUP DISCUSSIONS (FGD) is a structured group interview of typically 7 to 10 participants who meet specific demographic classifications. The purpose of focus groups is to gain information and insight into how the target market or audience will react to the topic of discussion.



HARD SIDE OF CHANGE – consists of the time it takes to complete a change initiative, the level of commitment of both management and employees, number and competence of people and teams required to execute it, and effort needed to be exerted. The correlation between the outcomes of change programs (success vs. failure) and these four hard factors, also called the DICE Framework are proven to be highly consistent. The DICE framework is a simple formula for calculating how well a company is implementing, or will be able to implement, its change initiatives.

HUMAN RESOURCE - refers to both the “people” in the organisation who contributes to the achievement of its objectives and to the “function” that manages the people to enable them to efficiently and effectively contribute to the achievement of the organisation’s objectives. It refers to the people, their qualifications, competencies, talents and potentials. As a function, HR pertains to the management, development and engagement of the people towards the excellent and ethical achievement of the vision of the organisation.



HUMAN RESOURCE DEVELOPMENT (HRD) is the strategic framework (assessing, building, and sustaining capacities) that enhance the value (performance and contribution) of the people by bridging competency gaps, maximizing existing capacities and discovering and cultivating potentials through appropriate interventions.

HR DEVELOPMENT as differentiated from HR Management focuses on the enhancement of the employees' worth and their capabilities to contribute to the accomplishment of the organisation's objectives. Enhancement of capabilities may take the form of addressing the short term need to improve performance on the current role/job or the long term need to prepare for broader roles and higher responsibilities.

HUMAN RESOURCE MANAGEMENT (HRM) - is the application of principles, systems and processes that facilitates the engagement (optimal acquisition, utilisation and maintenance) of people towards organisational integrity, efficiency and excellence.

L&CB - Leadership and Coaching Brand



ORGANISATION CLIMATE SURVEY (OCS) - is the process of quantifying the “culture” of an organisation. It precedes the notion of organisational culture. It is a set of properties of the work environment, perceived directly or indirectly by the employees, that is assumed to be a major force in influencing employee behavior.

ORGANISATION DEVELOPMENT (OD) is a collaborative process used to strategically manage transformative changes toward enhancing Government Agencies’ relevance and responsiveness to their mandates. This is facilitated through organisational diagnosis and behavioral, structural and technological interventions.

It is a deliberate and concerted effort to implement dramatic changes affecting several levels and units in the organisation. It is a collaborative process among the various members of an organisation. OD will not be effective if implemented unilaterally by management or a sector. Resistance from other sectors will naturally occur unless there is a collective understanding and agreement to deliberately create changes in the organisation that will respond to the needs of the different members or sectors to become more effective and efficient.



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OPEN SPACE TECHNOLOGY (OST) - is an approach to facilitating simultaneous discussions, including ways for hosting meetings, conferences, corporate-style retreats, symposiums, and community summit events, focused on an over-arching theme with specific agenda coming from the floor.

PGS - Performance Governance Scorecard

PRIME HRM - Program to Institutionalize Meritocracy and Excellence in HRM

RE-ENTRY ACTION PLANS - is a proactive process that facilitates discussions and agreements between the participants and supervisors and/or support organisation/s on what has been learned and how they these will be applied at work.

SOFT SIDE OF CHANGE – considers how do we get the right team, how do we understand the team members personal motivations, how do we create a good team working environment and how we resolve conflict

SPMS - Strategic Performance Management System



STRATEGY - is the thrust and direction adopted by an organisation over the long-term, which maximizes the advantage of the organisation through the configuration of its resources to meet the needs of markets and to fulfil stakeholder expectations within a challenging environment

STRATEGIC HRM - systematically managed by combination of process optimisation and continuous improvement; HR helps to drive agency business decisions on people, data and insight; HR strategy is part of the agency strategy

SUSTAINABILITY ACTION PLANS (SAP) - is a mechanism to facilitate the institutionalization of the outcomes and gains of the HR/OD Intervention. SAP capitalizes on the competencies acquired by the Partner Organisation's trained counterpart team, the Outputs produced during the HR/OD Intervention, and the outputs of the REAPs. It also bridges the gains of the various Re-Entry Action Plans. The Sustainable Action Plan can then be adopted into the team's regular management processes, and become the framework for ongoing sustainability improvements. The development and implementation of the SAP is the responsibility of the process owner/s where the improvement of the capacity is located.

SYSTEMS AND PROCESSES are the flow and interrelationship of tasks and activities that produce products and services. Some examples of HR systems and processes are: Human Resource Information System; HR Planning; Recruitment, Selection and Placement; Records Management; Payroll; Benefits Administration; Learning Management; Performance Management

WORLD CAFÉ – is a simple, effective and flexible format for facilitating large group



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discussions which is most effective for 15 to 50 participants with 30 as ideal size. It simulates a Café setting to provide a non-threatening environment that encourages creative and free-wheeling discussion.

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