

Shared Service Initiative

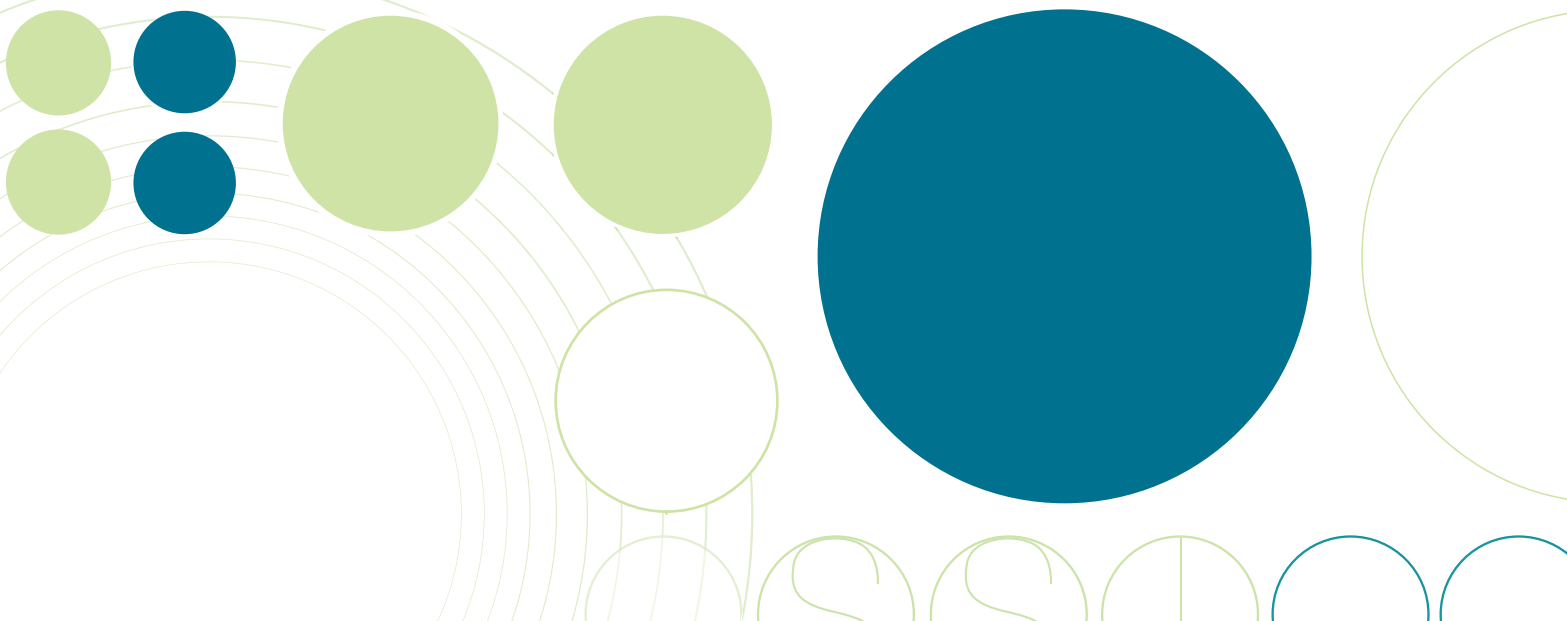
High-quality, cost-effective
corporate services



Shared Service Initiative Change Management Framework

Supporting the Queensland Government's
transition to shared corporate services

Last updated June 2007



Contents

About this document	2
Change management principles	2
Change management within the business cycle	3
Change management strategy process.....	4
Change management framework objectives	5
Checklist for effective change management planning.....	8
Performance measurement and monitoring methods.....	9
Stakeholder categories	10
Key messages	10
References.....	10
Contacts and more information.....	12

About this document

The Shared Service Initiative (SSI) has a vision of delivering high-quality, cost-effective corporate services across the Queensland Government. This will be achieved through leveraging economies of scale and skill, and is underpinned by standardising business processes, consolidating technology, and pooling resources and expertise across Government.

It is a complex initiative where significant and widespread change to corporate service delivery is needed to realise the benefits of shared service arrangements.

This SSI Change Management Framework is designed as a practical guide for managers, project teams and change management specialists to use in planning, implementing and evaluating changes to support the business objectives of the SSI.

While this framework provides a broad overview of elements of change across the SSI, users should identify and focus on aspects of the framework that are most relevant to their specific situation.

This framework was developed by the Shared Service Initiative Policy and Program Office (SSI PPO) in consultation with other SSI partners including shared service providers (SSPs), CorpTech and Queensland Government agencies. It is consistent with whole-of-Government approaches to change management—see the References section for more information.

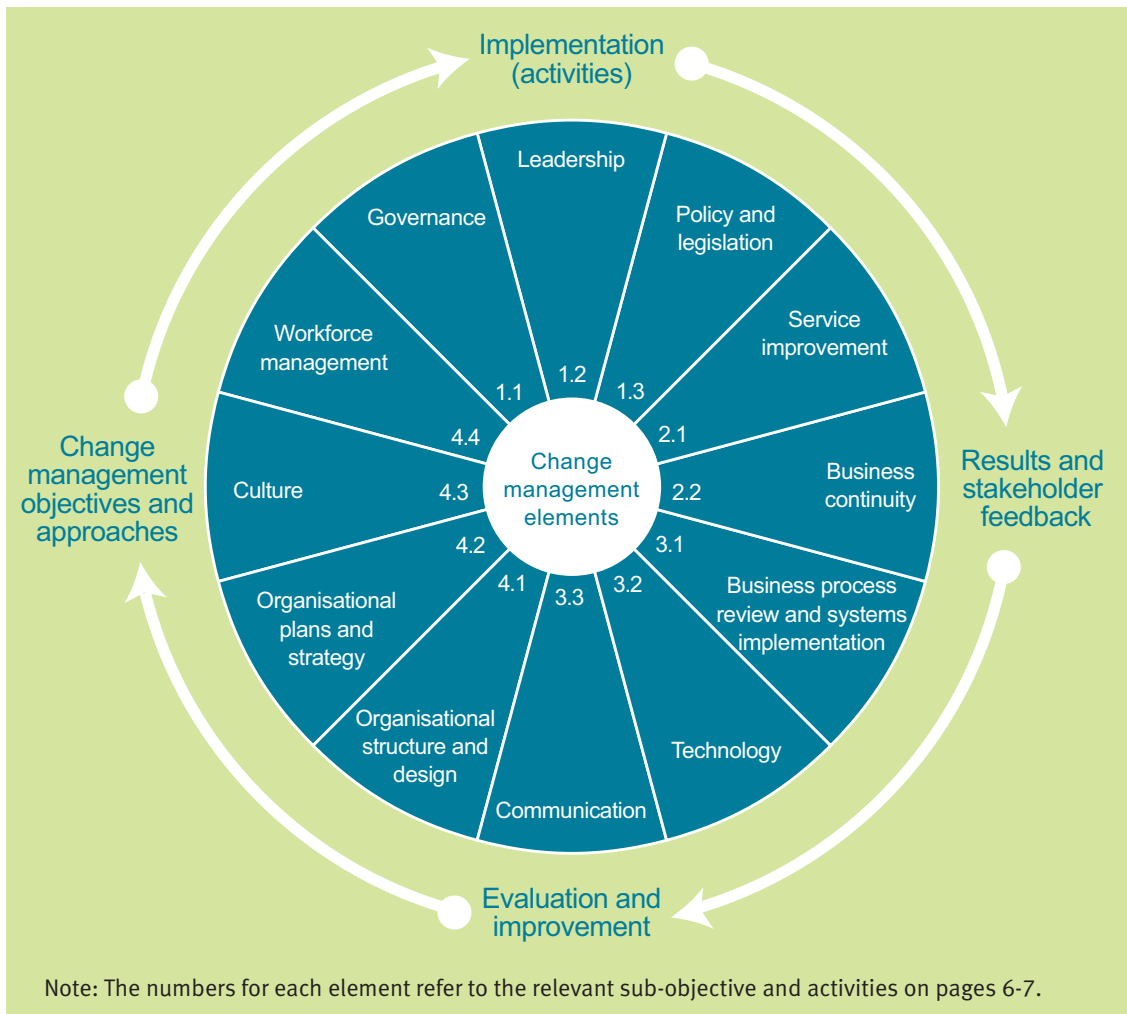
This framework and implementation progress will be reviewed on a quarterly basis. If you have suggestions for future revisions to this framework, please contact SSI PPO.

Change management principles

Change must be managed holistically to ensure efforts are integrated and the change achieves real and enduring benefits. To support the objectives of the Shared Service Initiative, SSI partners agree on the following guiding principles for change:

- identify and involve key stakeholders in decisionmaking, planning, implementation and evaluation
- establish a clear vision for the change endpoint, in consultation with key stakeholders
- clearly define roles, responsibilities and accountabilities
- link and integrate key elements of change
- manage risks and address barriers to change
- provide leadership at all levels for the change process
- communicate in an open, honest, clear and timely way
- allow for flexibility in approaches to suit different stakeholder need
- resource, support and manage the change
- support staff through training and development when their roles change
- learn from previous and on-going experiences, build capability for change and celebrate achievements
- ensure business continues during the period of transition.

Change management within the business cycle



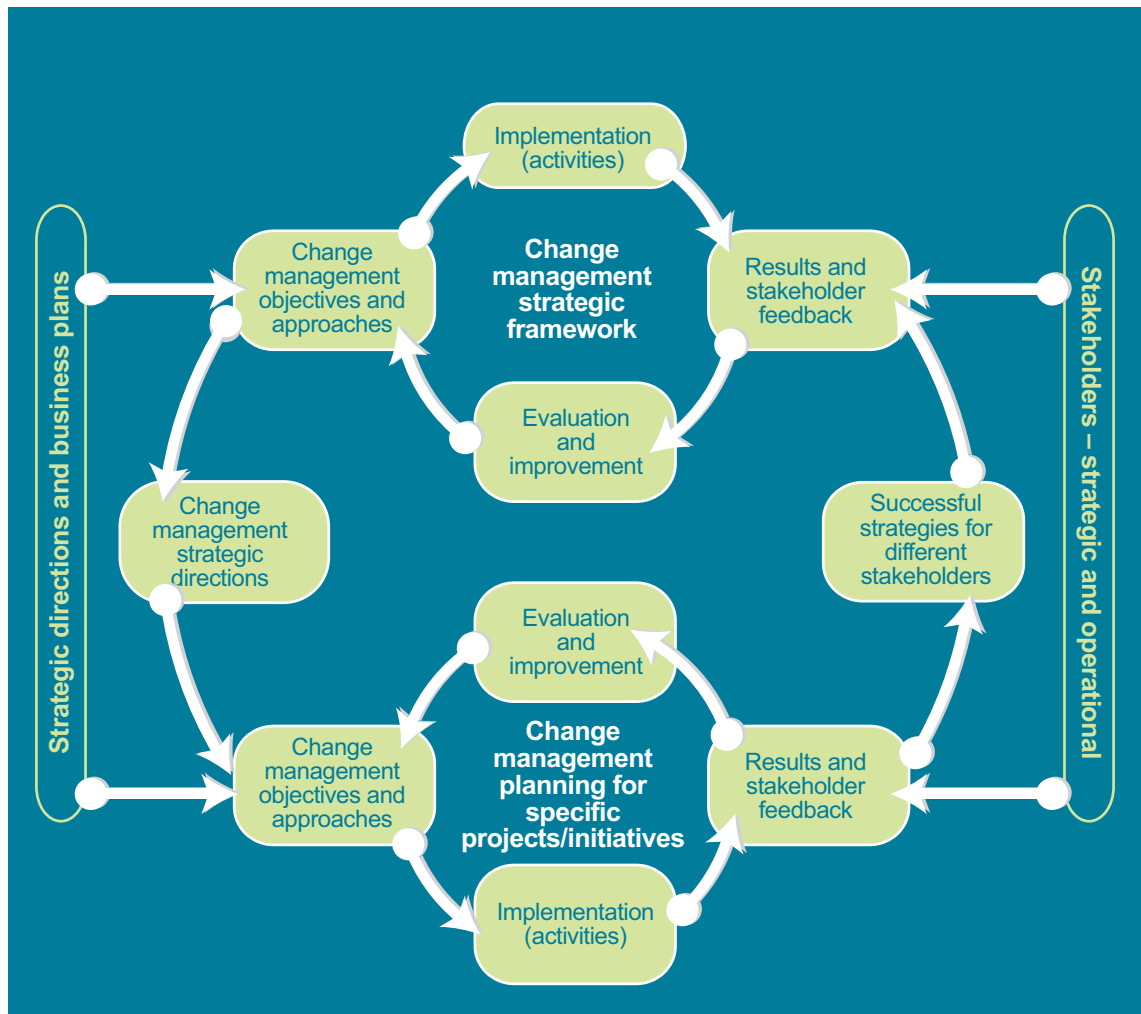
The SSI involves significant reform at whole-of-Government level to establish shared service providers, standard processes and systems that will help achieve the vision of high-quality cost-effective corporate services. To do this, change management objectives and strategies must be embedded within the business cycle of shared service providers and agencies.

Elements of change that should be considered are listed within the business planning and improvement cycle above. The implications of these elements for change management objectives and activities are detailed in the SSI change management objectives section (pages 5-7).

The improvement cycle is critical due to the dynamic nature of change. Change activities should be continually assessed through results and stakeholder feedback. This information is used to evaluate and improve change activities, and reassess objectives and approaches. Strong relationships with key stakeholders are needed to identify and address unforeseen and emerging issues. The SSI Communication Framework provides more detail about developing positive relationships with stakeholders to strengthen business outcomes.



Change management strategy process



The SSI Change Management Framework provides strategic directions and approaches that guide operational change management planning for the SSI, and for specific SSI projects and business units.

Operational change management planning is highly tailored to different stakeholders' specific needs and interests and specific organisational contexts.

Successful change management methods and information about stakeholders' needs can then inform regular revisions of the SSI Change Management Framework.

This provides a process for knowledge management, innovation and continuous improvement of SSI change management.

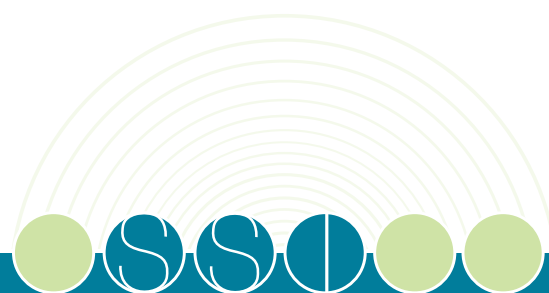
Change management framework objectives

The diagram on the following pages shows SSI change management goals and objectives and relates them to SSI business objectives. It also shows how change management activities can achieve the linked sub-objectives above them. By achieving these sub-objectives, collectively they will achieve the linked objectives, and in turn the overall goal. Coordination responsibilities, and supporting expertise for change managers, are also shown below the groups of activities.

The change management objectives are derived from aspects of change considered relevant for the SSI. They are designed for use as a starting point for change management plans for projects, or for change management within SSI partner organisations. SSI managers, project leaders and change management specialists should consider how they might contribute to achieving the change management objectives for the initiative. Depending on the type of project, project teams can select the relevant sections of the framework and amend the objectives and activities as needed to make them specific to the project. Change management plans should be shared with other SSI projects and change managers who would need to be aware of particular activities, or help in implementing them.

Many of the principles and processes for change that underpin these objectives and activities are just as relevant for large-scale change across the SSI as for small-scale changes within an organisation. Consequently many of the activities have relevance at a range of scales. For example, the leadership activities under Sub-objective 1.2 are relevant to whole-of-Government change and to change within a workgroup. Business process review (BPR) activities under Sub-objective 3.1 have been conducted on a large scale for whole-of-Government finance and human resource systems and processes, but more simplified BPR processes could also be used to analyse and improve a customer service activity, such as a help desk service, in a shared service provider.

The change management activities within this framework integrate with other SSI PPO frameworks including the SSI Communication Framework and Workforce Management Framework. Refer to these frameworks for more detail about activities, objectives and principles related to these specific functions.



SSI change management framework objectives

Key to acronyms

BPR – Business process review
 CRM – Customer relationship management
 DEIR – Department of Employment and Industrial Relations
 HR – Human resources
 IT – Information technology

IM – Information management
 OPSC – Office of the Public Service Commissioner
 SSI – Shared Service Initiative
 SSI PPO – Shared Service Initiative Policy and Program Office
 SSP – Shared service provider

Goal
 Change achieves real and enduring benefits



Links to Shared Service Initiative business objectives balanced scorecard

Benefits	Benefits are realised that meet stakeholder requirements and savings are available to assist Government priorities. The sector model for corporate service delivery is self sustaining.
Customers	Corporate services are reliable and responsive to client needs and accountabilities. Quality services are designed and delivered collaboratively.
Improvement	Cost effective, standardised business processes & systems are innovative & improvement focused. Corporate service performance is routinely measured and compared.
Capability	People are skilled and motivated to deliver quality corporate services. Corporate service providers have the necessary infrastructure & resources to meet service demand. Corporate service delivery is effectively managed.



Checklist for effective change management planning

Change management elements can be integrated into project plans, or a separate change management plan can support the project plan. Effective change management plans include the following elements.

Content

- ☑ **Business objectives** that the change management plan supports – These are the relevant objectives from SSI Implementation Plan or objectives for your business group or project.
- ☑ **Change management objectives** – These show how change management helps achieve, or adds value to, your business objectives. Use the objectives in this framework as a starting point and amend them where needed to make them specific to your project. Also consider what performance measures are appropriate for your plan—how you will know if your objectives have been achieved.
- ☑ **Change environment** – For the benefit of people involved in implementing aspects of the change, summarise the relevant issues, trends, risks, organisational culture, stakeholder needs and current change processes affecting them and an assessment of the change capability of the organisation. These factors help determine methods, activities and resources needed.
- ☑ **Stakeholders and clients** – List the clients to whom you are delivering services and other stakeholders that can influence your activities and strategic directions.
- ☑ **Key messages** that you wish to communicate to particular stakeholders and clients.
- ☑ **A schedule of activities** with responsibilities, resources and timeframes set out as an action plan and/or Gantt chart. These should be developed in consultation with those with responsibilities for implementing the activities. The schedule of activities can be set out to correspond with the major project phases, and should include monitoring and evaluation.

Processes

- ☑ The plan supports business objectives and is based on an analysis of client/stakeholder needs.
- ☑ A copy of the plan is provided to:
 - all people with ‘responsibilities’ listed in the action plan, and they have an opportunity for feedback on the activities
 - relevant managers and project governance groups, for approval.
- ☑ The success of the plan and its activities are evaluated to inform future change management efforts.

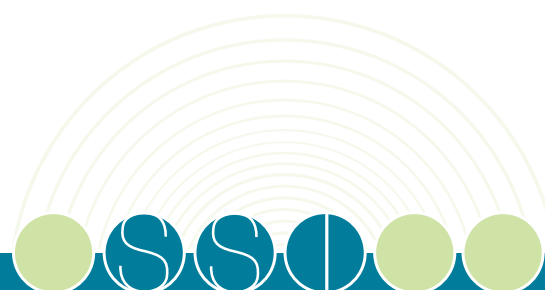
Advice and feedback on SSI change management plans is available from SSI PPO and Shared Service Solutions in CorpTech.

Performance measurement and monitoring methods

Evaluation methods for change management activities include the following:

Change management performance measure	Examples of performance measure components	Means of verification
Benefits Stakeholders have confidence in the leadership and governance of the change process	<ul style="list-style-type: none"> • stakeholder satisfaction with governance arrangements • stakeholder satisfaction with communication about directions • stakeholder understanding of initiative benefits • benefits realised as stated in business case 	<ul style="list-style-type: none"> • client and customer survey • executive interviews, stakeholder interviews, focus groups, forums and workshops • business targets achieved
Customers Customers perceive improvement in service delivery	<ul style="list-style-type: none"> • customer satisfaction with service delivery • service delivery performance targets achieved 	<ul style="list-style-type: none"> • client and customer survey • hard copy feedback forms and online feedback mechanisms • interviews, focus groups, forums and workshops • service delivery improvement measures such as timeliness and quality
Improvement Stakeholders have trust and confidence that the new processes will deliver the desired change outcomes	<ul style="list-style-type: none"> • stakeholder satisfaction with consultation processes or business process review • stakeholder satisfaction with ability of the system to meet business needs • stakeholder resistance to change 	<ul style="list-style-type: none"> • staff survey • client and customer survey and feedback • stakeholder interviews, focus groups, forums and workshops • user acceptance testing • level of staff resistance to change and industrial unrest
Capability Staff are clear about their role, can capably perform it, and know how their work contributes to change outcomes.	<ul style="list-style-type: none"> • staff satisfaction • staff understanding of their role in achieving organisational goals • staff capability to perform roles 	<ul style="list-style-type: none"> • staff survey • staff interviews, focus groups, forums and workshops • change readiness surveys and capability assessment • user acceptance testing • individual performance planning

Information provided through these monitoring and evaluation processes will be used to improve operational change activities and future versions of this strategic framework, as outlined in the change management strategy process section (page 4).



Stakeholder categories

Relevant stakeholders from the categories below should be considered in change management planning for SSI projects. This list provides examples, and information about other stakeholders is available from <https://intranet.shareservices.qld.gov.au>

Stakeholder category	Examples of sub-categories
Executive government	Cabinet Budget Review Committee, Queensland Audit Office, Ministers
SSI governance groups and subcommittees	Shared Service CEO Governing Board, SSI Executive Leadership Committee, SSP Governing Boards for Corporate and Professional Services and the Queensland Health SSP, Shared Service Initiative Policy and Program Office
SSI project teams and networks	Human Resources Project team, Finance Project team, SSI Communication Network, Regional Service Delivery Working Group
Central agencies	Department of the Premier and Cabinet (and Office of the Public Service Commissioner), Treasury, Department of Employment and Industrial Relations
CorpTech	Shared Service Solutions, Service Management
Shared service providers	Executive Directors, staff
Agencies	Host agencies, other agencies, CEOs, Heads of Corporate Services, Directors of Human Resources and Finance, key contacts for SSI projects, corporate services staff, other staff
Unions	Queensland Public Sector Union, Australian Services Union
Industry	ICT industry, suppliers to Government

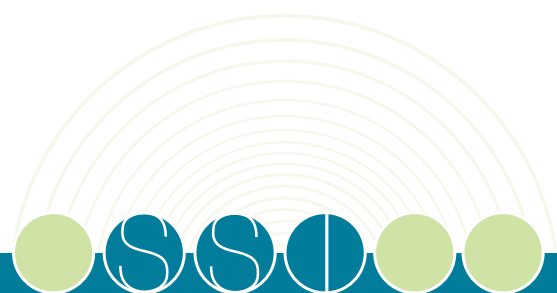
Key messages

The SSI Communication Framework outlines key messages that can be used when communicating with staff and stakeholders about SSI change initiatives. These key messages are related to SSI balanced scorecard areas of benefits, customers, improvement and capability. The Communication Framework can be obtained from SSI PPO or the SSI GovNet site listed on the back cover.

References

Texts and other literature describing change management approaches and tools are readily available and this document does not attempt to list them. Further reading will help you to identify models that are relevant to your organisation.

Strategies and tools for workforce management and managing change in the Queensland public sector are available at: www.psier.qld.gov.au/publications



Further information

Shared Service Initiative Policy and
Program Office

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SSI GovNet site
(for Queensland Government employees):
<http://intranet.sharedservices.qld.gov.au>

SSI internet site:
<http://www.sharedservices.qld.gov.au>