

ROADMAP FOR MANAGING WORKPLACE CHANGE IN THE PUBLIC SECTOR

STEPS	CHANGE THEORY	CHANGE ACTIVITY	POLICY PRINCIPLES TO SUPPORT CHANGE
Step 1 <i>Urgency</i>	1. Establish a sense of urgency <ul style="list-style-type: none"> Examine market and competitive realities Identify and discuss potential risks or opportunities Create the catalyst for change 	<ul style="list-style-type: none"> Benchmarking against the private sector property market can drive government to explore alternate ways of working. Design concepts that consider workplace of the future concepts could enable gov't to reduce its property portfolio footprint over time. Constant changes to office space as a result of restructuring to Government departments is costly and unsustainable for the longer term. Planning for office space needs to consider alternatives to the current status quo. Change needs to occur if government is to attract and retain good staff. The design of the workplace and flexible working too, are seen as a key attraction point to younger generations coming into the workforce. 	<p>Principle # 1 <i>Actively engaging and managing cultural change</i></p> <ul style="list-style-type: none"> Key message: Implementing new office design and workplace concepts will bring about cultural shift. Sufficient effort is required to assist agencies in proactively managing workplace change. <p>Principle #2 <i>Analysing business activities and work-styles</i></p> <ul style="list-style-type: none"> Key message: Future workplace concepts and how we utilise our office space will change considerably over the next 20 years. We need to position government for the changing workplace. <p>Principle #3 <i>Creating innovative workspaces</i></p> <ul style="list-style-type: none"> Key message: Innovative office environments can increase productivity, produce better service delivery outcomes and improve staff attraction and retention. <p>Principle #4 <i>Driving value for money</i></p> <ul style="list-style-type: none"> Key message: Office accommodation represents one of the highest recurrent costs for Government and the potential for savings is equally high. <p>Principle #5 <i>Embracing new technology</i></p> <ul style="list-style-type: none"> Key message: Technology and the way we use it is set to change dramatically in the next 20 years and will have a profound effect on the concept of "office". <p>Principle #6 <i>Being accountable for performance</i></p> <ul style="list-style-type: none"> Key message: Government office accommodation will be benchmarked against industry to ensure the efficient and effective use of Government office accommodation.
Step 2 <i>Coalition</i>	2. Form a powerful coalition <ul style="list-style-type: none"> Establish a senior leadership team to affect and advocate for the change Develop a comms plan that identifies the change activities 	<ul style="list-style-type: none"> Develop plans and activities to assist with the "on-boarding" of senior executives and decision makers to become advocates for the change. Engage with the most senior leaders to ensure they understand the benefits of workplace change and how to effectively convey these benefits, including how and when the change will be implemented. Raise awareness across government about the benefits of implementing new workplace concepts such as distributed working, agile working and possibly co working. 	
Step 3 <i>Vision</i>	3. Create a Vision <ul style="list-style-type: none"> Create a vision to help direct the change effort Develop strategies for achieving that vision 	<ul style="list-style-type: none"> Collaborate with key players and the senior leadership team to agree the vision, and the rationale for the change behind it. 	
Step 4 <i>Communicate Vision</i>	4. Communicating the Vision <ul style="list-style-type: none"> Using every channel and vehicle of communication possible to communicate the new vision and strategies The guiding coalition teaching new behaviours and leading by example 	<ul style="list-style-type: none"> Develop and undertake a roadshow to raise awareness about the benefits of change. Prepare a communication plan that documents the tactics, timing and various communication channels to gain maximum exposure. Link the vision with other key government initiatives. 	
Step 5 <i>Empowerment</i>	5. Empowering others to act on the Vision <ul style="list-style-type: none"> Removing obstacles to change Changing systems or structures that seriously undermine the vision Encouraging risk taking and non traditional ideas, activities and actions 	<ul style="list-style-type: none"> Identify and remove impediments to moving forward with change program. Senior leaders to support staff trying to implement change, allow innovation to occur, i.e. pilot projects and other ideas that are not the status quo. Ensure the key stakeholder group are aligned and understand the change program and the key messages. Create the environment to enable employees/stakeholders to embrace the change. 	
Step 6 <i>Planning</i>	6. Planning for and creating short term wins <ul style="list-style-type: none"> Planning for visible performance improvement Recognising and rewarding employees involved in these improvements Recognition across government agencies of the change management program and implementation plan 	<ul style="list-style-type: none"> A well thought out change management program (plan) will identify key milestones and opportunities for promoting good news stories at each intersection of the change journey. Plot the opportunities for promotion in advance, identify your target audience and tailor your pitch towards them. 	
Step 7 <i>Consolidation</i>	7. Consolidating improvements and producing still more change <ul style="list-style-type: none"> Using increased credibility to change systems, structures and policies that don't fit the vision Hiring, promoting, and developing employees who can implement the vision Reinvigorating the processes with new projects, themes and change agents 	<ul style="list-style-type: none"> Undertake a review of current procedures, policies and induction processes to see if they align with the proposed change and new ways of working. Polices that don't align or advocate for the change will need to be revised, reinvigorated and communicated across government. 	
Step 8 <i>Institutionalise</i>	8. Institutionalising new approaches <ul style="list-style-type: none"> Creating the connections between new behaviours and corporate successes Developing channels to ensure Leadership development and succession 	<ul style="list-style-type: none"> Continue to promote the benefits of workplace change to employees. Senior leaders to model behaviour that supports change. New approaches to workplace should be viewed as becoming par for the course not just a fad. 	