



University of Southern Queensland

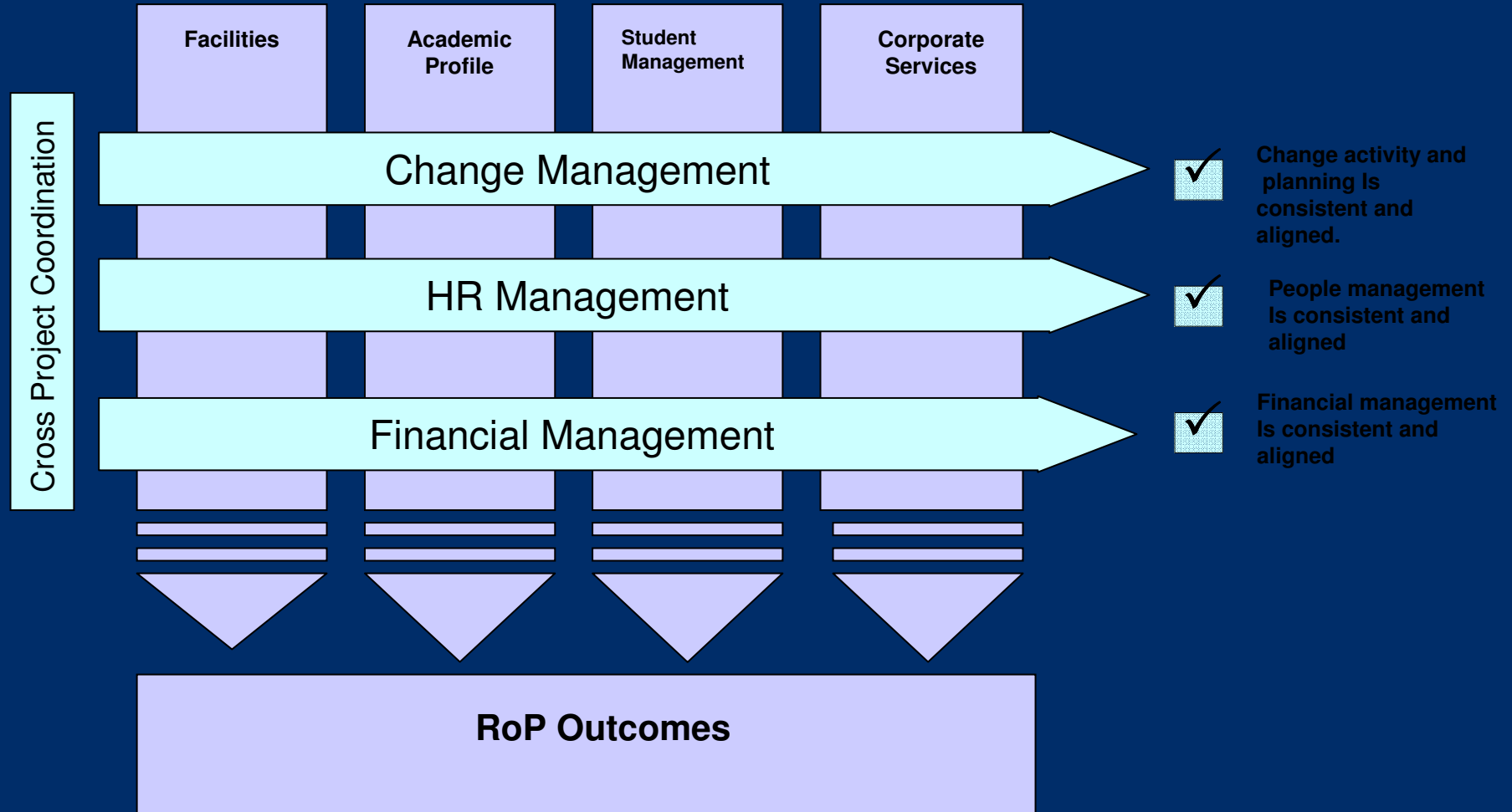
-Realising Our Potential Project (RoP)-
Organisational Change at USQ
Lessons and Learnings

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RoP - Organisational Change at USQ

- 2007 – Vice-Chancellor announced a wide ranging organisational change management project designed to increase capability and organisational capacity
- Four Specific projects
 - Program Portfolio Review and Renewal Project
 - Student Management Project
 - Corporate Services Project
 - Facilities Project
- Potential impact on approximately 850 FTE (current FTE excluding casuals is approx 1250 FTE)

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Project Structure

- Establishment of a Governance Board (VC, Deans, Individual Project Leaders and RoP Project Manager) to oversee Project
- Individual Project Leaders assigned to each Project to oversee all activities associated with the specific Project assisted by Project Officers
- Establishment of a HR Implementation Team (ensuring dedicated HR and Change Management resources to oversee all HR related activities related to the change process)
- Establishment of an RoP Staff Consultative Committee

LEARNING:

- Ensure effective decision making individual or group oversees Projects.
- Ensure that senior employees support the final decision made and are committed to implementation.
- Ensure that appropriate resources are provided to “drive” Projects, and in particular, ensure the HR Department is resourced appropriately to continue BAU as well as Project support.

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Formalised Project Phases

- Phase 1 - Analysis of current state (engagement of external consultants, strategic analysis, current state and market analysis and involved reference and communications groups)
- Phase 2 – Develop future model (development of ‘blueprint’ for future service delivery)
- Phase 3 – Implementation Planning (enable transition from current to future state)
- Phase 4 – Implementation

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Human Resources Process and Procedures

- Significant human resources and industrial relations risks
 - at Phase 2 (potential for 120 positions to be no longer required)
 - What is significant change – how would unions and employees respond ??
 - How much change would trigger the redundancy provisions in CA ??
 - What processes could be put in place to prevent redundancies given cost implications ??

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- Introduction of HR Interim Operational Arrangements
 - No internal advertising unless approved by the Executive Director, HR or external advertising unless approved by the VC or Chief Operating Officer
 - Approval required for all fixed-term appointments
 - Reclassification freeze
- * **LEARNING** – implement natural attrition, workforce planning strategies to reduce workforce numbers prior to embarking on any employer initiated processes

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- **Development of Organisational Change Guiding Principles**
 - Planning, consultation, open and ongoing communication and individual employee respect and support
 - Employee Assistance Program
 - Formalised HR Implementation Activities and Transition Processes

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- Phase 3 – Implementation Planning (Formalised HR Implementation Activities and Transition Processes
<http://www.usq.edu.au/resources/ropflowchart.pdf>)
 - **Phase 1** – Analysis of current state (through the use of a Job Analysis Form analyse current duties with future state) Job Analysis Form focused on broad functions rather than specific duties
 - **Phase 2** - Developing future state (development of future organisational structures and associated position descriptions) ***LEARNING:** have position descriptions developed by internal content experts within an established HR framework and consider workloads and FTE in conjunction with budgets when designing future state.
 - **Phase 3** Transition Process Options (positions identified as substantially unchanged (duties remained unchanged or were of a nature that was functionally the same) or new (duties not reflected) or no longer required

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- **Employee transition options**
 - Identification of three possible scenarios
 - **Position substantially unchanged from old structure to new revised structure**
 - Equal numbers of people and positions – direct transfer at same level or one higher (applied to fixed-term employees with more than 12 months service)
 - More People than positions – initial discussions with the individuals concerned and then an EoI process confined to that pool of people
 - **New positions**
 - Expression of Interest process (confined to displaced individuals or advertised University wide)
 - **Positions no longer required** (redundancy)

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* LESSON – Transition Planning is crucial

- Established 'internal HR' documentation that identified positions and individuals in the current state and future positions and individual transition options for each affected employee. VC made no final decisions on Implementation Plans until all HR transition processes were planned, discussed and confirmed with managers/supervisors and then finalised.
- Ability to identify the numerous transition options and scenarios for staff (ie. direct transition into the new structure, possible more people than positions – EoI process, voluntary severance process, new positions (EoI process confined to particular employees displaced through the process where skills match), forced redundancies etc)

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- ***LESSON** – work with and provide senior managers with as much information as possible to assist with the change management and transition process (notification scripts, transition process flowcharts, transition process options)
- Transition planning documentation was also provided to internal HR employees to prepare all correspondence

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Other Major Lessons and Learnings

- **COMMUNICATION AND CONSULTATION**

- * **LEARNING** – Ensure an effective communication strategy is developed prior to undertaking any substantial change including developing communication with staff, unions and the media. Communicate, communicate, communicate but realise that individuals perceive and hear things differently.

- * **LEARNING** – Ensure that employee consultation processes are robust and provide a number of opportunities to participate in and be consulted with in relation to proposed changes (Implementation Plan template developed)

- No industrial disputation throughout 18 month process*

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- ***LESSON** – Establish a Change Readiness Framework prior to commencing project to identify risks, strategies and issues and identify if change can form part of BAU or is a specific change management activity required.
- ***LESSON** - Develop risk management strategies and audit processes to ensure risks are identified early and addressed and undertake a continuous review process
- ***LEARNING** - Engage the services of an external agency to provide support and career guidance to staff whose positions are identified as no longer required
- ***LEARNING** – Consider when and how external consultants are utilised
- ***LEARNING** - Ensure Change Management sessions are facilitated throughout the process

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- Health Check Survey (introduced in December 2008)
 - Areas of Strength (HR Transition processes moved quickly to settle staff into roles)
 - HR Transition processes went well
 - HR Transition processes around the filling of vacancies was not going well (resourcing and timeframe issues)
 - Concerns around workload, staff morale and process changes

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- Implementation
 - Project Implementation Framework developed to determine outcomes required of Projects – team, documentation, strategies for communication, professional development, reporting, staff consultation and engagement, monitoring staff transition, risk management, timeframe closure
 - ***LEARNING** – Ensure that all stakeholders at senior levels are aligned to approved implementation strategy
 - ***LESSON** – Implementation becomes business as usual with agreed targets/outcomes for each area

QUESTIONS ????????