

DEPARTMENT OF POLICE AND EMERGENCY MANAGEMENT

CHANGE MANAGEMENT PROGRAM



Change Management Program

Background

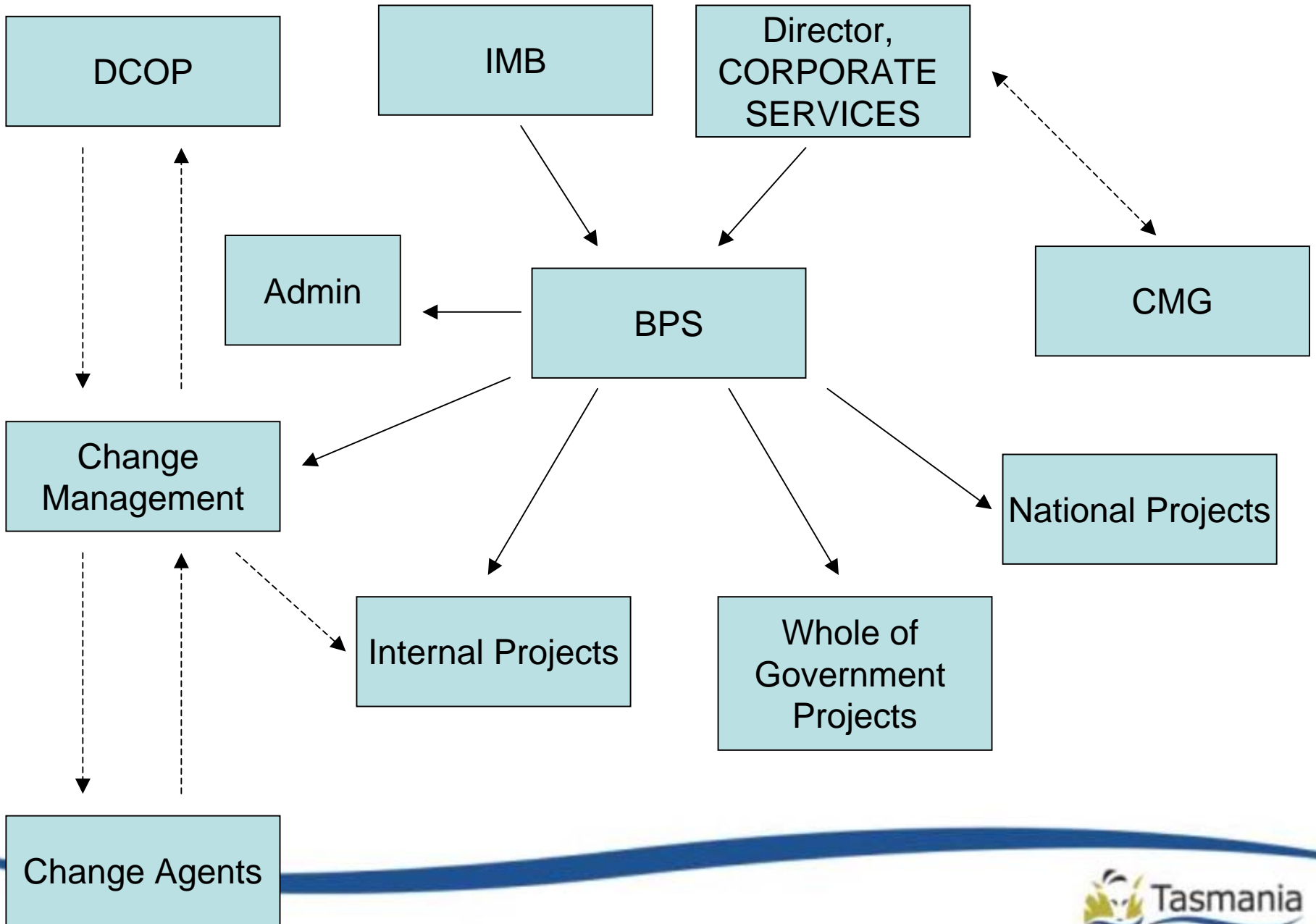
Mid 1990s – Substantial reengineering of departmental processes and systems

Realisation that a more consultative approach was required for future change

Change Management Program

Change Management Program

Identify, manage and implement organisational change through an enhanced communication process.



Change Management Program

Definitions within DPEM

- Change managers/sponsors
(program sponsors, project managers, managers, supervisors)
- Change agents
(organisational representatives, continual improvement role)

Change Management Program

Roles within the Program

- Sponsor
- Change Management Coordinator
- Change Agents

Change Management Program

Sponsor

- Ultimate accountability and responsibility for the project
- Oversees business management and issues
- Lends support by advocacy at a senior level

Change Management Program

Change Management Coordinator

- Collection, collation and dissemination of accurate and timely information
- Development of Change Management Plans for projects, policies and other initiatives within the Department
- Liaison with internal and external bodies on change management issues impacting on the Department

Change Management Program

Change Management Coordinator

- Ensuring relevant consultation with Change Agents
- Ensuring proper maintenance of the Change Management Program

Change Management Program

Change Agents

- Understanding the vision and mission of the organisation and actively working toward achieving them
- Facilitating change within the organisation by communicating and explaining information to members
- Disseminating information in a timely, accurate and factual manner
- Participating in District and State-wide meetings

Change Management Program

Change Agents

- Conducting feedback sessions within the organisation, when required
- Commitment to the process of change, and to achieving the best possible outcomes as a result of implementing change
- Communicating two-way feedback to either the Coordinator or the Sponsor
- Assisting with presentations in relation to proposed change

Change Management Program

Training for Change Agents

- Key elements of successful change
- Types of change
- Role of Change Agent
- Communication
 - Types
 - Dealing with negative reactions
- Conduct of Feedback sessions

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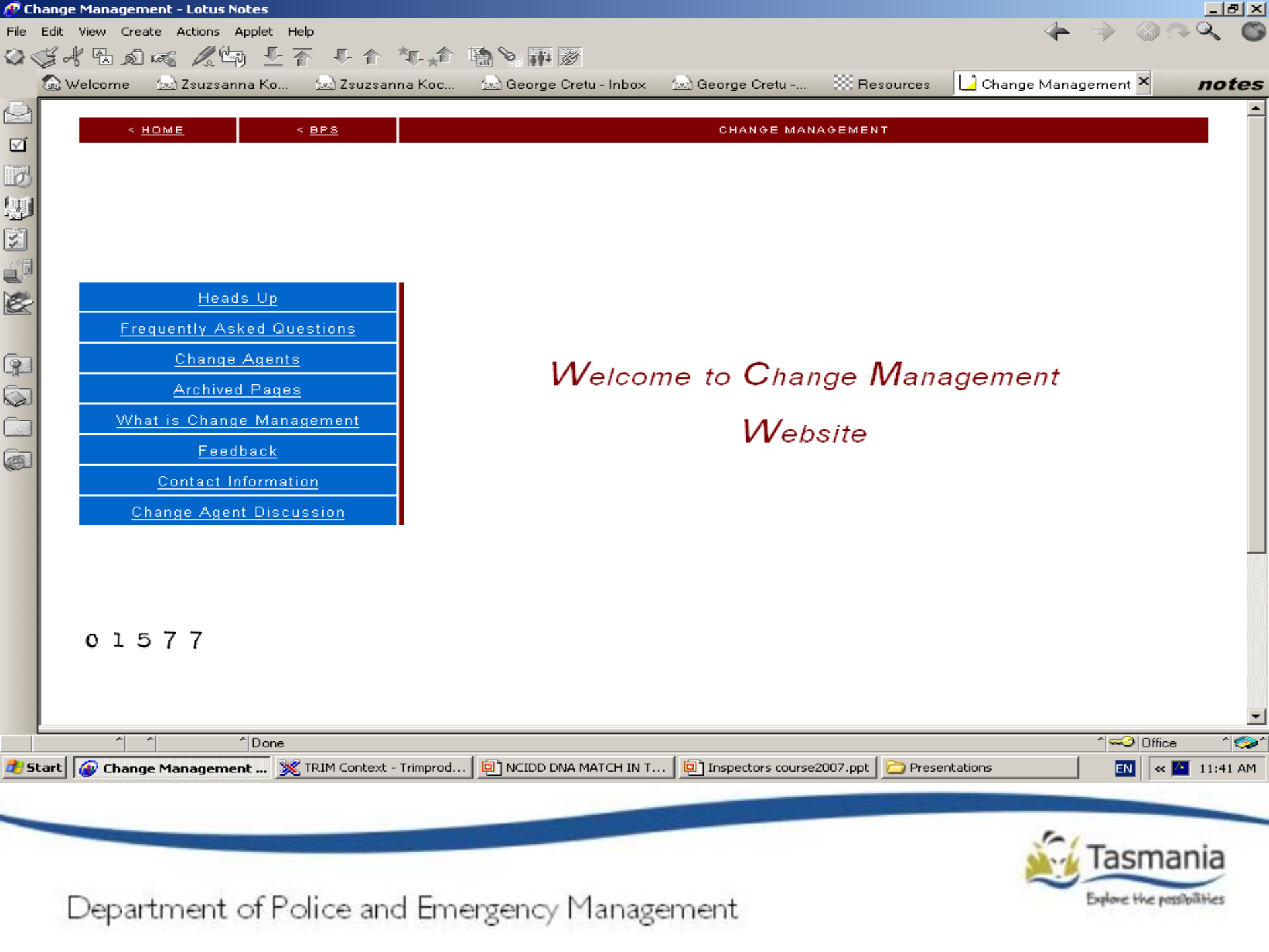
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<p>Frequently Used</p> <ul style="list-style-type: none"> • Phone List • Nominal List • New Additions • Change Management • Charity Trust <i>new</i> 	<p>Corporate Documents</p> <ul style="list-style-type: none"> • Business Plan 07-08 <i>new</i> • the Gazette • Siren • Plans & Guidelines • Policy Documents 	<p>Site Resources</p> <ul style="list-style-type: none"> • Lotus Notes • Resources • Search • Feedback
<p>District Commands</p> <ul style="list-style-type: none"> • Southern District • Northern District • Eastern District • Western District 	<p>Support Commands</p> <ul style="list-style-type: none"> • Corporate Services • Operations Support • Executive Support • State Security Unit • Human Resources • Internal Investigations 	<p>Departmental Units</p> <ul style="list-style-type: none"> • Tasmania Police • Tasmania Fire Service • State Emergency Service • Forensic Science Service Tasmania <i>new</i>

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Change Management Program

Projects

- Co-coordinator position is within the Business Projects Section.
- Assist in identifying key change agents and other stakeholders to include in consultations/training etc.
- Provide mechanism for consultation and implementation feedback
- Change coordinator/agents to assist with communication plans

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Organisational Training – re change initiatives

- Requires a focus on behaviour/attitudes as well as content knowledge
- Effective learning requires engaging at an individual level, and working with personal experiences, beliefs and personal intrinsic motivators
- Resistors – are they out in the open or working behind the scenes?

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Facilitative Feedback Process

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- Structure – how the infrastructure of the policy is organised, including resources
- Process – the systems, information flows and technology that supports the management of the policy
- Targets – what the policy is aiming to achieve
- Measures – what indicators are used to determine success or otherwise of the policy; and
- People – the attitudes, culture and human resource elements needed to effectively implement the policy

Change Management Program

Themes will emerge which can be synthesized into sub-headings, eg

- People – human Resources, training, management.
- Policy - content, structure, education, definitions.

Change Management Program

Important success factors for organisational change management

- Commitment level of sponsors
- Magnitude of disruption to participants
- Skills and competencies of the change agents
- Predisposition of culture to accept change

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Communication

Information is targeted so as to provide employees right information at the right time, encouraging both input and feedback and monitoring the emotional response to what they have heard.

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Speaking to individual as well as organisation

Engagement at individual level is vital (How does this affect me? What is expected of me?)

Need to deal with people's varying experiences and concerns, this provides foundation for team responses etc.

Change Management Program

“Managing Change means managing the conversation between the people leading the change effort and those who are expected to implement the new strategies, managing the organisational context in which change can occur, and managing the emotional connections that are essential for any transformation.”

Source: Duck, J.D. ‘Managing Change: The Art of Balancing’ Harvard Business Review, Nov-Dec, 1993.

Presenter

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