
Creating and Managing a Big Picture of Change in HSE

Workshop Results

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Context

This workshop was commissioned by Peter Graham and Steve Dennis, as leaders of two important strands of change, and included participants from across the different parts of HSE involved in resourcing and managing change.

The following notes summarise the unanimous findings from the workshop, in terms of:

- the agreed assessment of weaknesses in how HSE manages change today, and
- the necessary steps to achieve coherence and value for money in future resourcing of change programmes and projects.

Weaknesses In How HSE Manages Change Today

- Multitude of change projects – and associated effort;
- Lack of top-down driving and shaping of the totality of change work;
- Some fragmented, uncoordinated and unknown projects;
- No visible or consistent corporate basis for approving and spending resources on change;
- No structure for identifying links, dependencies overlaps between projects etc.
- Mixed standards in the governance of projects;
- Wasted effort in projects started but not finished;
- Limited success in realising project benefits;
- Totality of (significant) effort unknown – staff effort not costed;
- Impossible to communicate what's happening in change and the impacts;
- No evident balance in the commitment of effort on change (e.g. across CASE).

Findings

1. There are two “symmetrical elements” needed in the management of change -
 - Programme delivery management – with the focus on achieving targeted operational outcomes; and
 - Programme change management – with the focus on enablers.
2. The structure of the work on managing change should have, at the top level, the CASE (communicative-adaptive-strategic-effective) structure. At the lower levels, the structure needs to reflect the organisational management of change, and possibly, the impact on programme delivery. We need roadmaps of the main change milestones for each of these lower level components of this change model.

Conclusions

3. Work by the Board to define how the CASE aims translate into necessary actions, will help to set the criteria that will be used to judge the desirability / priority of change programmes and projects. But further work is needed to develop the criteria into a useable form for advising change sponsors and approving change investment.

4. There should be a single Programme Change Board to take responsibility for the corporate management of change within HSE. The Programme Change Board will specifically:
 - hold the big picture of all significant change activity;
 - approve resourcing for significant change projects / programmes;
 - allocate accountabilities for delivering projects and realising benefits;
 - identify gaps that are not being addressed;
 - ensure balance in the delivery of change across the whole organisation; and
 - keep a complete picture of the progress and achievements from change investment.

Conclusions

5. The Programme Change Board will be supported by lower level sub-boards with delegated approval authority, tasked with ensuring the detailed co-ordination of change activity in their area.

6. Need to make information about what change projects are in progress more readily available –
 - What they are aiming to achieve;
 - How they impact HSE; and
 - The resourcing implications.

7. Current ongoing change projects should be further reviewed to assure conformance with any new agreed procedures for managing change.

Conclusions

8. There are existing procedures for managing projects, but in many cases they are not being applied – e.g. initiation, progress monitoring, benefits management etc. The guidelines need to be implemented.

9. There is an urgent broader need to change the management culture in HSE – making managers more accountable for making decision and delivering results – if we are to achieve significant improvements in how change is managed.

10. There is an essential need to inform staff about:
 - The business strategy for HSE and where it is trying to get to;
 - How HSE will achieve its business strategy; and
 - How the changes will impact staff.