Project Management

From Managing Change to Change Making

Printworks Conference Centre, Dublin Castle

26th March 2018

http://www.reformoffice.per.gov.ie/projectmanagersnetwork/
<table>
<thead>
<tr>
<th>Item</th>
<th>Time</th>
<th>Speaker</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome</td>
<td>10.00 – 10.05</td>
<td>Derek Tierney</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PMLAS Chair</td>
</tr>
<tr>
<td>Opening Address</td>
<td>10.05 – 10.20</td>
<td>John McKeon</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Department of Employment Affairs &amp; Social Protection</td>
</tr>
<tr>
<td>Implementing the Civil Service People Strategy 2017-2020</td>
<td>10.20 – 10.50</td>
<td>Louise McGirr</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strategic HR Unit D/Per</td>
</tr>
<tr>
<td>Break</td>
<td>10.50 – 11.10</td>
<td>Networking</td>
</tr>
<tr>
<td>DJ&amp;E Transformation Programme</td>
<td>11.10 – 11.40</td>
<td>Martina Colville</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Programme Manager at Department of Justice &amp; Equality</td>
</tr>
<tr>
<td>Pre-Panel Preparations</td>
<td>11.40 – 11.50</td>
<td>Slido (Q &amp; A)</td>
</tr>
<tr>
<td>Panel Discussion – Reflections &amp; Insights</td>
<td>11.50 – 12.20</td>
<td>(John McGrath DIT) (Moderator), Louise McGirr (Strategic HR D/PER), Martina Colville (PMO DJ&amp;E), Conor Ryan (Head of Enterprise Change AIB)</td>
</tr>
<tr>
<td>Close</td>
<td>12.20 – 12.25</td>
<td>Derek Tierney</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PMLAS</td>
</tr>
</tbody>
</table>
Louise McGirr

Implementing the
Civil Service People Strategy 2017-2020

Printworks Conference Centre, Dublin Castle

26th March 2019

http://www.reformoffice.per.gov.ie/projectmanagersnetwork/
Stop telling me I need to change!

Louise McGirr
26th March 2019
Overview

What is the programme of work

Where have we come from

Where are we trying to get to
Programme of Work…

*People Strategy for the Civil Service*
Why does the People Strategy matter?

<table>
<thead>
<tr>
<th>Some Top Business Issues</th>
<th>HR / People Issue</th>
</tr>
</thead>
<tbody>
<tr>
<td>BREXIT / UNCERTAINTY</td>
<td>Need for specialist skills; multidisciplinary teams; effective management and planning through an uncertain period; change management; agility of work force v rigidity</td>
</tr>
<tr>
<td>Delivery of NDP</td>
<td>Need for skills e.g., project management and change management; attraction and retention; career paths for these skills; leveraging the skills in organisations and across the service</td>
</tr>
</tbody>
</table>
What benefits do we want to achieve?

<table>
<thead>
<tr>
<th>CONSOLIDATED PROGRAMME BENEFITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>➢ Improved culture of accountability for people managers</td>
</tr>
<tr>
<td>➢ Increased capability of the workforce</td>
</tr>
<tr>
<td>➢ Higher levels of engagement across the Civil Service</td>
</tr>
<tr>
<td>➢ Improved performance across the Civil Service</td>
</tr>
</tbody>
</table>
Learning lessons from the past
Learning lessons from the past

Communication + Training ≠ Effective Change Management
Why does Change Management Matter?

- How much of your project is dependent on human behaviour changing?
- What is the residual value of your project if behaviour does not change?
- How do you respond to being told to change what/how you do things by external forces?
Where are we trying to get to …

Prosci PCT Assessment

Project Health

Complete assessment

20
L/S

21
PM

18
CM
A systematic process for managing change

<table>
<thead>
<tr>
<th>A</th>
<th>Awareness of the need for change</th>
</tr>
</thead>
<tbody>
<tr>
<td>D</td>
<td>Desire to support the change</td>
</tr>
<tr>
<td>K</td>
<td>Knowledge of how to change</td>
</tr>
<tr>
<td>A</td>
<td>Ability to demonstrate skills &amp; behaviors</td>
</tr>
<tr>
<td>R</td>
<td>Reinforcement to make the change stick</td>
</tr>
</tbody>
</table>
**Project Management vs Change Management**

**Focus:**
- **Technical side** of moving from current state to future state

**Process:**
- Initiation
- Planning
- Executing
- Monitoring/controlling
- Closing

**Tools:**
- Statement of work
- Project charter
- Business case
- Work breakdown structure
- Budget estimations
- Resource allocation
- Schedule
- Tracking

**Organizational:**
- Preparing for change
- Managing change
- Reinforcing change

**Individual:**
- ADKAR

- **Change management**

**Focus:**
- **People side** of moving from current state to future state

**Process:**
- Preparing for change
- Managing change
- Reinforcing change

**Tools:**
- Individual change model
- Readiness assessment
- Communication plans
- Sponsorship roadmaps
- Coaching plans
- Training plans
- Support Strategies
- Reinforcement

Current state | Transition state | Future state
Integrating Change Management and Project Management

**PHASE 1: PREPARING FOR CHANGE**

- Define your change management strategy
- Prepare your change management team
- Develop your sponsorship model

**PHASE 2: MANAGING CHANGE**

- Develop change management plans
- Take action and implement plans

**PHASE 3: REINFORCING CHANGE®**

- Collect and analyze feedback
- Diagnose gaps and manage resistance
- Implement corrective action
Key Change Management Levers & Project Management tools

- Communication plan
- Sponsorship roadmap
- Coaching plan
- Training plan
- Resistance management plan
Integrating Project Management & Change Management

Solution is designed, developed and delivered effectively (Technical side)

Solution is embraced, adopted and utilized effectively (People side)

= Success

Project management and change management have a joint value proposition oriented toward business results.
How are we supporting a new way of working?

- **Clear Governance Structure:**
  - Executive and Change sponsors
  - Programme Board

- **Programme and Change Office:**
  - Develop Programme Roadmap to stage and phase projects
  - Training for Sponsors and Core Team in CM & PM
  - Set up Structures - offering support and guidance to PMs
  - Agreement to and driving consistent approach/methodology/tools
  - Developing Project Charters across all live Projects – collaboration benefits derived
  - Supporting the development of WBS and using these to test realism around project schedules

- **Reporting and Accountability**
  - Developing common reporting tool – QUAD
  - Considering most efficient reporting cycle
Martina Colville
D J&E Transformation Programme

Printworks Conference Centre, Dublin Castle

26th March 2019

http://www.reformoffice.per.gov.ie/projectmanagersnetwork/
“The cards are in the air, but we’re shaping where they land”

Martina Colville
Transformation Programme Manager
Department of Justice & Equality
Transformation Programme

Overview
**OUR TRANSFORMATION JOURNEY - BACKGROUND**

2014

- The **Toland report** identifies the need for structural change and provides recommendations.

2018

- The **ERG** recommends that the Department adopt a functional model.
- **Aidan O'Driscoll** is appointed as the new Secretary General.
- Transformation Programme **is established**.
- Transformation Programme team deployed and **Mobilisation complete**.
- Design and **Change underway**.

**Where we are**

**Where we are going**

- **Transformation Programme Complete**, teams established and working effectively and staff are moving towards fully integrated cross functional working, the journey will continue post October 2019.

**Where we are**

**Where we are going**
Each Pillar will be re-aligned into Functional areas by September 2019
Evolution of Department Functional Model

Secretary General
Aidan O’Driscoll

Civil Justice & Equality
Oonagh Buckley

Corporate Affairs
Doncha O’Sullivan

Criminal Justice
Oonagh McPhillips

Policy

Legislation

Governance

Operations

Service Delivery

Transparency

Policy

Legislation

Governance

Operations

Service Delivery
The world in which we operate
The current organisational structure presents a number of challenges that limit our capabilities in responding to the complex and rapidly changing environment.

**OUR CHALLENGE**

**COMPLEX:** Structures and accountabilities are complex and fractured

**RIGID:** Structures lack flexibility

**GENERALISM:** Loosely defined roles and broad range of responsibilities

**VARIABLE PACE:** Variable pace of delivery

**NON STANDARD:** Non Standardised Process
<table>
<thead>
<tr>
<th>Traditional Systems</th>
<th>Features</th>
<th>Complex Systems</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have metaphors</td>
<td>Order</td>
<td>Metaphor</td>
</tr>
<tr>
<td>Are controlling and predictable</td>
<td>Culture</td>
<td>Are living organisms</td>
</tr>
<tr>
<td>Are rigid, self-preserving</td>
<td>People</td>
<td>Are unpredictable</td>
</tr>
<tr>
<td>Control behaviour</td>
<td>Style</td>
<td>Are adaptable, flexible, creative</td>
</tr>
<tr>
<td>Find comfort in control</td>
<td>Development</td>
<td>Tap creativity, continuously learn</td>
</tr>
<tr>
<td>Reorganise parts</td>
<td>Power</td>
<td>Embrace complexity, share knowledge</td>
</tr>
<tr>
<td>Held by a few</td>
<td></td>
<td>Improved experience for the citizen</td>
</tr>
</tbody>
</table>

Held by many
Understanding ‘New Power’

**Old Power**
- Power Through Hierarchy
- Mission and Vision
- Making Sense Through Rational Argument
- Leadership-Driven (Top Down) Innovation
- Tried and Tested, Based on Experience
- Transactions

**New Power**
- Power Through Connection
- Shared Vision and Purpose
- Making Sense Through Emotional Connection
- Viral (Grass-Roots Driven) Creativity
- ‘Open’ Approaches, Sharing Ideas and Data, Co-Creating Change
- Relationships
Countering a VUCA world

Vision
Countering volatility, enabling the organisation to **maintain direction**

Uncertainty
Understanding reducing uncertainty by being **well connected**, listening to views from across all levels of the organisation and from the external world

Clarity
Showing the ability to make sense of complexity and **offering clear direction**

Agility
**Responding quickly** and in a **balanced way** to situations as the ambiguities unfold
Our Vision

The Transformation Programme envisages placing the Department at the forefront of the Irish civil service.

We are putting in place new structures, work processes and skills to meet the challenges and opportunities of the 21st century. This will enable us to achieve our vision of a safe, fair and inclusive Ireland.

The world in which we operate is “volatile, uncertain, complex and ambiguous” and we recognise the reality of these challenges for our people and organisation. The Transformation Programme aims to create a Department that is agile, evidence based and open, while remaining loyal to traditional civil service values of integrity, impartiality and professionalism.
COUNTERING A VUCA WORLD

Current Challenges

- Structures and accountabilities are complex and fractured
- Rigid structures
- Loosely defined roles and broad range of responsibilities
- Variable pace of delivery
- Non-standardised end-to-end processes

Functional Ways of Working

- Structured into functional areas of expertise
- Accountability and responsibility at all levels
- Skills and roles matched more effectively
- Increased agility and flexibility
- Standardised ways of working

Benefits

- Process: Process Efficiency through reduced complexity and hand offs
- Critical Mass: Establishing Critical Mass through streaming
- Roles: Clear Roles and Responsibilities
- Standardisation: Moving to a Single Way of Working
- Governance: Governance defined and implemented
- Capability: Building Skills and Expertise
- CoE: Establishing Functional Centres of Excellence
- Decisions: Informed decision making
- Agility: Delivered through critical mass and streaming
- Cross Functional: Ways of Working defined through RACI and Process
HOW WE WILL DELIVER THE FUNCTIONAL MODEL

Defining the way *The Department Operates*

- Function Structure, RACI and Descriptions
- Process Model
- Core End to End Processes
- Governance Frameworks
- Agency Relationship Mapping
- Organisation KPI’s
- Change Impact Assessment
- Technology Target State and Recommendations

Defining the way our *People Operate*

- Business Processes
- Management Processes
- Cross Functional Scenarios
- Organisation Structure
- KPI’s
- Team RACI and Descriptions
- Role Descriptions
- Learning and Development Curriculum

Structured into functional areas of expertise
Accountability and responsibility at all levels
Skills and roles matched more effectively
Increased agility and flexibility
Standardised ways of working
## Transformation Design Principles

<table>
<thead>
<tr>
<th>1</th>
<th>Structures, people and systems are aligned to the Department’s culture and strategic objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>All aspects of the new structure and functional model enable the effective functioning of Government, the Minister, Ministers of State and the Department’s services to the public</td>
</tr>
<tr>
<td>3</td>
<td>At every level individuals understand their roles and relationships, and the model enables collaborative and cross-functional working</td>
</tr>
<tr>
<td>4</td>
<td>Decision points and individual accountabilities are identified, avoiding overlap and duplication of effort</td>
</tr>
<tr>
<td>5</td>
<td>Processes and workflows are well defined with clear approval routes, integrating existing good practice</td>
</tr>
<tr>
<td>6</td>
<td>The functional model can support the Department’s response to future challenges and crises that may arise and enables that response to be quick and effective</td>
</tr>
</tbody>
</table>
Transformation Programme Governance Structure

Transformation Programme Board (Monthly)
- Programme Governance and Oversight

Transformation Management Board (Weekly)
- Business Decisions and Design Approval

Senior Management Team (Monthly)
- Expert Business Advisory Group on Planning, Design and Implementation

Transformation Programme Team
- Plan, design and implement a new operating model for the Department that works and is effective
Transformation Programme Work streams

**Design**
- Four sub-teams working in parallel
- Create transition principles
- Design functional units, teams and processes in the new model
- Workload distribution and team sizing

**Programme Governance**
- Plan, manage and control the programme
- Manage scope, schedule, budget, risk and issues
- Integrate project work streams

**Change & Communications**
- Prepare organisation for change and communicate regularly
- Assess change impact at multiple levels
- Provide support pre & post-transition

**Learning & Development**
- Identify any Learning and Development (L&D) needs
- Source, design and develop bespoke L&D initiatives
- Support individuals and groups through the Programme
Programme Timeline

- Mobilisation
- High Level Design
- Detailed Design
- Change Management and L&D
- Transition to Operating Model
- Post Transition Support
- Close
## Programme Timeline

<table>
<thead>
<tr>
<th>Jan 19</th>
<th>Feb 19</th>
<th>Mar 19</th>
<th>Apr 19</th>
<th>May 19</th>
<th>Jun 19</th>
<th>Jul 19</th>
<th>Aug 19</th>
<th>Sep 19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mobilisation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- New team members on-boarded</td>
<td>- Templates developed</td>
<td>- Detailed design plan developed</td>
<td>- Transformation Roadshow events</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>High Level Design</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Complete current state assessment</td>
<td>- Validate target operating model and requirements</td>
<td>- Define design principles and priorities</td>
<td>- Develop high level organisation structure options</td>
<td>- Agree transition strategy and timelines</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Detailed Design</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Complete detailed team and role design</td>
<td>- Perform organisational design capability mapping</td>
<td>- Conduct business readiness assessment</td>
<td>- Perform change impact analysis</td>
<td>- Develop implementation plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Programme Timeline

Change Management and L&D
- Develop stakeholder approach and plan
- Develop change communications plan
- Conduct targeted stakeholder activities
- Design change communications
- Business readiness checklist
- Go-live implementation plan

Transition to Operating Model
- Deploy the new organisation design
- New team structures in place
- L&D support provided throughout transition
- Team events to embed new ways of working

Post Transition Support
- Ongoing L&D initiatives in place to enable personal and organisational development
- Continue to embed and develop a culture where we can all contribute and add value
What has been accomplished to date

- Appointment of Secretary General
- Second ERG Report published
- Appointment of Transformation Programme Manager
- Establishment of the TP Team and Programme Board
- Workshops with Management Board and Senior Management Team
- Communications Listening Sessions with staff
- EY appointed as Programme implementation partners
- Consultation with other organisations who have gone through similar transformations
- Branding and Communications approach finalised
- Transformation Hub go-live
- INIS Senior Management forum
- 8 High Level Design Workshops held with PO’s
- SMT Session (Overview of High Level Design and Implementation options)

- Working session with Civil Law Reform group
- EY team mobilised
- Programme plan developed
- Re-alignment of the Department under three pillars (Civil Justice & Equality, Criminal Justice, and Corporate) effective from 1st January
- Third ERG report published

- Completion of the High Level Design phase
- Update meeting for the Justice Sector (Offices & Agencies)
- SMT Collaboration Hub to review outputs of HLD

- First ERG report published – June
- Town Hall Meeting with all staff (Led by acting Secretary General Oonagh McPhillips) - July
- Appointments of Deputy Secretary General
- SMT Workshop exploring the Operations Unit
- Communications Listening Sessions with staff
- INIS Senior Management forum
- 8 High Level Design Workshops held with PO’s
- SMT Collaboration Hub to review outputs of HLD

Jul-Aug 2018
- First ERG report published – June
- Town Hall Meeting with all staff (Led by acting Secretary General Oonagh McPhillips) - July

Sep-Oct 2018
- Appointments of Deputy Secretary General
- SMT Workshop exploring the Operations Unit
- Communications Listening Sessions with staff

Nov 2018
- Workshops with Management Board and Senior Management Team
- Communications Listening Sessions with staff
- EY appointed as Programme implementation partners
- Consultation with other organisations who have gone through similar transformations
- Branding and Communications approach finalised

Dec 2018
- Transformation Hub go-live
- INIS Senior Management forum
- 8 High Level Design Workshops held with PO’s
- SMT Session (Overview of High Level Design and Implementation options)

Jan 2019
- Working session with Civil Law Reform group
- EY team mobilised
- Programme plan developed
- Re-alignment of the Department under three pillars (Civil Justice & Equality, Criminal Justice, and Corporate) effective from 1st January
- Third ERG report published

Feb 2019
- Completion of the High Level Design phase
- Update meeting for the Justice Sector (Offices & Agencies)
- SMT Collaboration Hub to review outputs of HLD

Mar 2019
- Completion of the High Level Design phase
- Update meeting for the Justice Sector (Offices & Agencies)
- SMT Collaboration Hub to review outputs of HLD
PROGRAMME STREAMS WORKING IN PARALLEL

**Design Team**

1. Team Descriptions
2. Team RACI
3. Cross Functional Scenarios
4. Insight Scenarios
5. Internal Governance
6. Role Descriptions
7. Management Processes
8. Business Processes (L3)
9. Develop team and role sizing

**Phase 1 – Policy, Legislation, Transparency, Gov.**

**Phase 2 – Service Delivery, Operations, Corporate**

Ongoing Design Workshops

**Design Workshops**

- Capturing how the changes will impact people across the department
- Communication requirements
- Training requirements
- ICT and system access requirements
- Facilities requirements
- HR requirements
- Finance requirements

**Change Team**

**Preparation the Department for Day 1 Implementation**

- Training Development and Scheduling
- Training Delivery
- Communications and Engagement
- Liaising with HR, ICT, Facilities and Finance

**Department Design Nominees**

**Business Readiness Steering Group**

**Detailed Design review and sign off**

1. Co-location of Teams
2. Detailed Org Design
3. (Team & Role Level)
4. Mapping of External Bodies and Agencies (INTERFACES)
CHANGE PRINCIPLES

1. **Strong leadership advocating change**: mobilised strong leadership who visibly support and advocate the changes

2. **Embedded New Ways of Working**: a focus on role modelling our DOJE Culture charter both internally and externally

3. **Recognisable, Relevant, Timely Communications/Engagement**: relevant and frequent communications - tailored to each stakeholder group where possible

4. **Realistic implementation approach**: strive to keep our approach pragmatic and realistic, and one that is achievable on Day 1

5. **Suitable learning approach**: in line with Principle #4, ensure we have an achievable plan in place to deliver robust Day 1 training and to help support the longer term DOJE learning curriculum and plan (see L&D strategy)

6. **Measure Effectiveness of Change**: Use data and metrics to enable informed decision-making around the progress of our change activities

7. **Clear implementation vision**: a clear change vision, with a robust, urgent, rationale for the change

8. **Implementation impacts**: a clear understanding of the change impacts, and the ability to use these to shape change activities appropriately to meet the needs of the impacted groups
CHANGE STREAM OUTPUTS - IMPACT ASSESSMENTS

- Change Impact Assessment -
  - High Level Change Impact Assessment
    - Consolidated view of key functional level impacts
  - Detailed Change Impact Assessments
    - Process / role level impacts for PLM, Planning and Master Data

- Change Management Activity -
  - Communications
    - Enables creation and delivery of targeted communications, highlighting, how the changes from the programme will affect them
  - Stakeholder Management
    - Enables focus on the stakeholder groups to help ensure people are able, willing and engaged to adopt the change
  - Training
    - Enables delivery of targeted training activities based on new skills, knowledge and behavioural requirements

- Outcomes -
  - New ways of working understood
  - A reduced productivity dip
  - Clear communication of benefits
  - Risks to adoption anticipated and mitigated
  - New skills and knowledge developed within the business
  - Business is willing and able to adopt changes
As a result of the Change Impact Assessments we will identify a number of change impacts across a variety of categories. As part of the process we will also ensure that we identify the most appropriate way to manage the changes, for example, technology and process changes that will require training.

Once collated and validated with the business, these impacts will be addressed by the programme in co-operation with the business via a series of business readiness forums.

Together, we will work with them to devise an appropriate action plan to ensure the our readiness activities are focused on ensuring the DOJ and it’s employees are ready and effective in their new roles and teams from Day 1.
**Make it relevant to the audience**
We will develop communications content to tailor and cascade to the Department of Justice and Equality teams.

**Simple, concise and consistent**
Our communications will be easy to grasp and will deliver the message succinctly and honestly.

**Be caring**
Remember some people manage change better than others – we need to support everyone through the transformation.

**Innovation**
We will use a strategic approach to how we plan, develop and execute innovative communications.

**Ways of Working**
We will ensure we role model current values and new ways of working through openness and communications.

**Overall Approach**
Flexible & Adaptable

**Personal opinions/assumptions**
Making assumptions and sharing personal opinions can cause confusion. The communications teams will work to ground all communications in data and will work with wider programme team to ensure clarity on progress.

**Leverage existing channels**
We will streamline the use of the existing communication channels to deliver messages, e.g. Emails, Sharepoint, DJE portal.

**Be honest**
If something is unknown, be honest and say we don’t know – yet!

**Continuous Improvement**
We will gather feedback through different channels to improve communications, drive involvement and commitment and to get people enthused about the transformation.

**Leaders**
Leaders exist at all levels of the Department - we will ensure we actively work with leaders to drive engagement with the programme.
Stakeholder Engagement – Ready, Willing and Able to adopt
Bringing the change to life – Winning Hearts and Minds
Learning & Development Principles

To provide L&D at an appropriate time
To ensure that L&D is relevant, interesting and engaging
To develop content that is consistent in style and delivery
To focus on current objectives while understanding future requirements

To build on the training and development work that has been done to date in the Department and plan for the future
To enable staff to understand and perform to a high standard in all aspects of their job
To connect L&D with the culture and values of the Department
To support a culture of development and enhancement
Shifting the dial on L&D

Research demonstrates when organisations empower autonomous motivation it’s workforce yields greater creativity, problem solving and performance. This is a fundamental principle we are striving to build into our development interventions

**Phase 1**
Understanding their Perspective
- Create dedicated opportunities for both the functional groups and individuals across the functions to share and understand their perspectives

**Phase 2**
Options Analysis
- Create opportunities to engage the functional teams in the decision making process on development interventions

**Phase 3**
Exploration
- Provide the opportunity to explore different options and considered how this would support new ways of working.

**Phase 4**
Self Initiation
- Ensure that all interventions allow learners to self initiate

**Phase 5**
Ongoing Engagement
- Ensure the provision of meaningful rationale and communication at every step along the way agreeing individual and group KPI’s

Research demonstrates when organisations empower autonomous motivation it’s workforce yields greater creativity, problem solving and performance. This is a fundamental principle we are striving to build into our development interventions.
MEASURING EFFECTIVENESS OF OUR CHANGE PROGRAMME - METRICS

**Stakeholder Management**
Streamline data collection and enable visual, dynamic reporting to easily identify gaps in stakeholder identification and engagement.

**Business Readiness Scorecard**
We will use Business Readiness Scorecards/Checklists to provide the ability to track and measure readiness progress along with sample business criteria.

**Communications**
Capture planned and complete communications and display progress and results by audience, channel, message, using a dashboard view at least on a monthly basis.

**Change Impact Assessment**
Help manage impacts anytime and anywhere in a dynamic programme environment.

**Metrics, Reporting and Tracking**

---

The diagram illustrates the integration of various metrics for measuring the effectiveness of a change programme. Each component (Stakeholder Management, Communications, Business Readiness Scorecard, Change Impact Assessment) is connected to the central theme of measuring effectiveness through metrics, reporting, and tracking.
MEASURING EFFECTIVENESS OF OUR CHANGE PROGRAMME – CULTURE

Underpinned by ongoing Comms & Stakeholder Engagement Activity
Questions
Go raibh maith agaibh

Email: mmcolville@Justice.ie
Brigitta O’Doherty OPS 202

Action 10 Update

Printworks Conference Centre, Dublin Castle

26th March 2019

http://www.reformoffice.per.gov.ie/projectmanagersnetwork/
ACTION 10 TEAM

- Scoping Paper developed
- 8 initiatives identified
- 3 initiatives prioritised and their key outputs are:
  - Initiative 4 - Variety of case studies chosen to demonstrate all subject matter (ICT, Policy, Engineering & Strategy) from the CS & PS
  - Initiative 6 – Alignment of Action 10 with CS Action 17 PMLAS – governance, budget & conferences
  - Initiative 7 – Analysis of handbooks completed, create reference guide, develop portal (ICT) for sharing and collaboration on PM
INITIATIVE 4 CASE STUDIES: CATALOGUE AND REFERENCE GUIDE BEING PREPARED, FIRST ITERATION Q2 2019
SEEKING MORE CASE STUDIES – PLEASE CONTACT THE JOINT.TEAM@DEFENCE.IE

INITIATIVE 6: FORMAL TRANSITION OF ACTION 10 INTO THE 3RD PMN CONFERENCE IN SEPTEMBER 2019 TO BECOME THE JOINT PSPMN

INITIATIVE 7 HANDBOOK: DRAFT BEING PREPARED WITH LINKS TO RELEVANT CASE STUDIES, EXPECTED COMPLETION Q2 2019
Action 10: Embed Programme and Project Management
Derek Tierney PMLAS

Closing

Printworks Conference Centre, Dublin Castle

26th March 2019

http://www.reformoffice.per.gov.ie/projectmanagersnetwork/
PMN 2019 “Save the Date”

- 21st May
- 03rd September
- 10th December