

# DEVELOP AND DEPLOY A CULTURE TRANSFORMATION IN CSC<sup>1</sup> - CHANGE MANAGEMENT

*CSC now manages change, caused by reforms, more effectively using its own change management framework. As a result, stakeholders are more empowered, and employees are able to better understand, appreciate and accept CSC's various interventions.*



## BACKGROUND

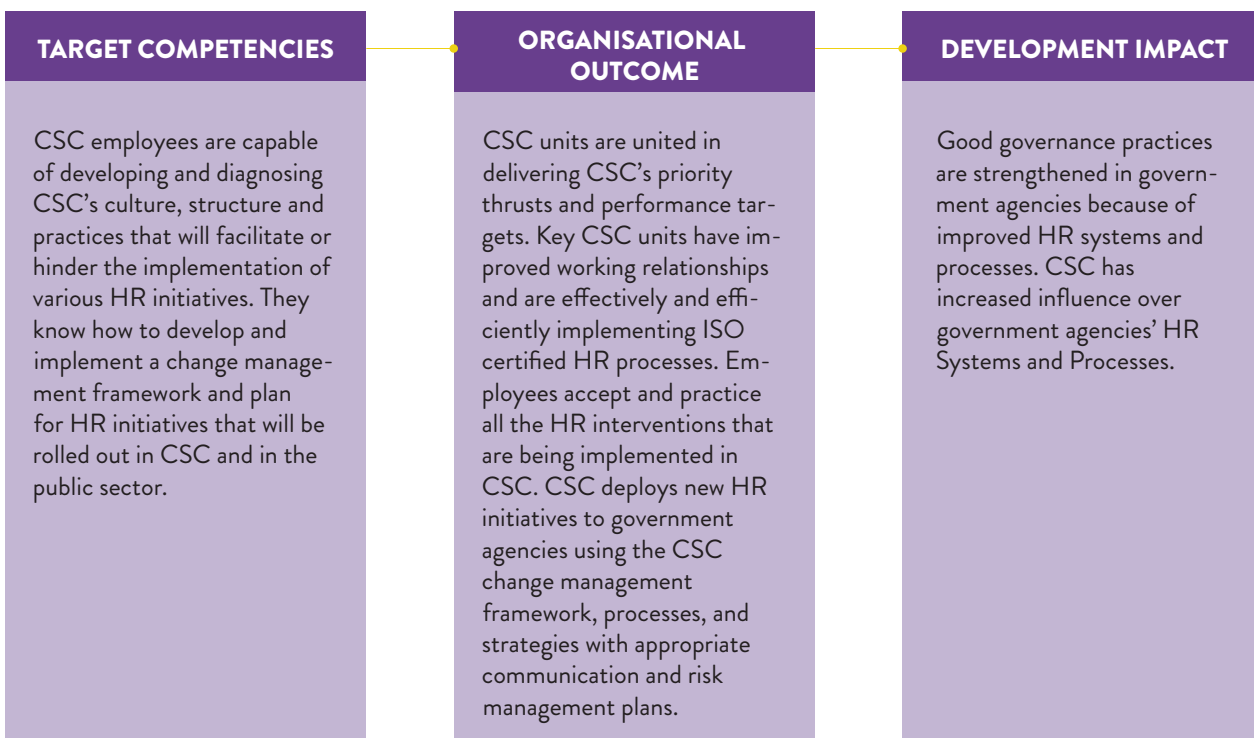
The Civil Service Commission (CSC) has been implementing several Human Resources (HR) interventions in its change journey from being transactional to strategic. These initiatives are crucial in achieving CSC's targets in its Performance Governance Scorecard (PGS) and in realising its vision to be Asia's leading center for excellence in strategic HR and Organisation Development (OD) by 2030. While these reform initiatives are being implemented, however, CSC realised the need to have enabling mechanisms to ensure effective and efficient implementation of these programs and projects. There was also a need to increase interaction and engagement of lower ranking directors in developing new programs and projects. To address these concerns, CSC partnered with PAHRODF in implementing a change management intervention that would improve work relationship among CSC units, increase employee's appreciation, acceptance and use of new programs and systems, and empower leaders to lead change through effective change management and communication strategies. ■

<sup>1</sup> Develop and Deploy a Culture Transformation in CSC - Change Management for the Performance Governance System and other HR Initiatives

# INTERVENTION OVERVIEW

Develop and Deploy a Culture Transformation in CSC - Change Management for the Performance Governance System and other HR Initiatives was implemented to build competencies of CSC leaders on strategic HR management and in partnering and networking so they could lead change. It meant to develop a change management plan for CSC's internal HR initiatives – competency-based recruitment system, Strategic Performance Management System, and scorecards – and a change process communication plan. The intervention was also meant to train change management teams at the central and regional offices on OD and change management; develop their knowledge, skills and attitude in transforming CSC; and train them on process documentation, monitoring and evaluation, and reporting for continuous improvements, marketing, advocacy, social media and communication, organisation design and strategic HR. ■

## COMMITTED RESULTS



## IMPLEMENTATION PROGRESS

CSC's culture of transformation is now emerging. CSC created an executive committee (ExeCom) to coordinate its different offices and improve relationship among units. This improved communication within CSC's top management and ushered in a culture of collaboration and cooperation among directors and between directors and the Commission. CSC also created cross-functional change management teams (CMTs). These CMTs regularly conducts joint orientation and feedback sessions with internal staff and external part-

ners to improve implementation of new initiatives and empower stakeholders. As a result, employees are beginning to better understand, appreciate and accept its Performance Governance Scorecard strategy maps, organisation performance commitment report and individual performance commitment report. CSC also developed its own change management framework called the 4Cs: Committing to Change, Capacitating for Change, Contributing and Collaborating for Change, and Celebrating and Continuing Change. CMTs and process owners now developed change management plans of HR initiatives using the 4Cs framework. ■

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## ASSESSMENT



### Relevance

The intervention is relevant. It responded to the result of the organisational assessment in 2011 which highlighted the need to capacitate CSC to accept and sustain change. It is supported by the Commission and shepherded by Chair Duque. The intervention came at a critical time when, with many interventions leading change simultaneously, CSC needed to learn how to manage change better.



### Effectiveness

The intervention led to improvements in the way CSC operates. The executive committee, which used to rarely meet, now meets regularly. It even meets in different CSC offices to increase visibility of their leadership. Top management is also now employing different approaches to increase productivity of their meetings (six thinking hats approach). HR concepts and terminologies are now part of CSC lingo. Improvements are being felt in CSC that employees have bought into other HR interventions as well. Change management teams were formed and are implementing their REAPs. The effect of the integrated framework is also evident.



### Impact

The intervention is exhibiting early signs of impact. It prepared CSC employees to embrace change as the organisation gears up to pursue its vision of being Asia's center of excellence in HR and OD by 2030.



### Sustainability

The building blocks approach used by the Facility to implement the intervention ensures sustainability of results. While not necessarily impossible, removing or replacing the instituted changes would therefore be difficult even with a change of leadership in CSC.

*“People now get to interact more...they help each other... there are no more silos”*



Commissioner  
**Robert Martinez**  
CSC

## FACTS AND FIGURES

### INVESTMENT

 **AUD275,000**

### NUMBER OF CORE PARTICIPANTS

 **36**

Duration

January 2013 - August 2013

# of REAPs

REAP per HR Initiative =  
5 Process Owners  
REAP for the Regional Change  
Management Teams

Produced Output

Change Management Guidebook  
Change Management Storybook  
Participatory Action  
Research Report

## EMERGING LESSONS AND GOOD PRACTICES

- 1 Communication of key messages using appropriate communication channels for intended audiences is important to ensure that employees and leaders of organisations receive key messages clearly.
- 2 Having flexible implementation designs makes organisation development interventions effective and relevant.
- 3 Initiatives done through regional CMTs (considering that they are the face of the Commission to other agencies) play a more critical role in the success of change management efforts.

## RECOMMENDATIONS

- 1** CMTs should be given more active role in implementation to ensure collaboration with other teams.
- 2** Change management effort should be more pronounced for Regional CMTs. More change management interventions should be implemented for regional directors as they are CSC's front-liners to the bureaucracy.
- 3** To institutionalise change, CSC should conduct follow-through initiatives such as coaching and mentoring programs, especially for the process owners of the change efforts relevant to the roadmap in achieving the vision and mission of the commission.
- 4** CSC's monitoring and evaluation unit should be strengthened to better measure the effectiveness of the interventions vis-à-vis the critical Change Roadmap of the agency.
- 5** CSC should mainstream change management intervention outcomes. New initiatives must go through an organisational assessment, DICE<sup>1</sup> assessment and 4E's<sup>2</sup> assessment to establish effort that will be required by the process owners.

<sup>1</sup> DICE refers to Duration, Integrity, Commitment and Effort

<sup>2</sup> 4E's refer to Envision, Enable, Empower and Energize

