

PUBLIC SECTOR TRANSFORMATION PROGRAMME CHANGE MANAGEMENT PLAN

April 2010

ACKNOWLEDGEMENTS

We hereby salute the following persons for the roles they played in the actualization of this Change Management document:

- **MR. WARD MILLS (Public Sector Transformation Unit)**, for his indomitable leadership and unwavering confidence in our ability to deliver;
- **MRS. MARJORIE BROWN JOHNSON (Public Sector Modernization Division (PSMD))**, for her never-ending display of insight and support and her usual light-heartedness;
- **MRS. LEONIE HARRIS (Corporate Management & Development (CMD), PSMD)**, who unstintingly encouraged our efforts and contributed her own expertise to the process;

It is expedient to use this medium to acknowledge the concerted enthusiasm, intellect, synergy, support and hard work evinced by the Human Resource (HR) Managers who have shared and invested their experiences and insights toward the development of this Master Change Management Plan for the Public Sector. This document is immeasurably richer for having the contributions of each of the following HR practitioners:

- **MRS. JUDITH SMITH RICHARDS & TEAM** (Tax Administration Directorate) – **Communication Strategy**
- **MISSES CHERYLL WATSON, NARDIA HAYDEN & DOREEN GROSSETT** (Ministry of Finance & the Public Service) – **Business & Psycho-Social Counselling**
- **MRS. BARBARA CADOGAN** (Ministry of Housing, Water, Transport & Works) – **Separation**
- **MRS. YVONNE GORDON & TEAM** (Office of the Services Commissions) – **Deployment**
- **MRS. CLAUDETTE WALKER** (Ministry of Health), **MRS. AILEEN WOLFE STEPHENS** (Ministry of National Security), **MISS ANN-MARIE SMITH & MRS. ALIA VAZ HEAVEN** (Management Institute for National Development(MIND)) – **Training**
- **MRS. PAMELA LEWIS** (Ministry of Finance & the Public Service) **& TEAM** – **Union Engagement**
- **MRS. HILLARY DELMARR & MISS CANDACE SMIKLE** (Office of the Cabinet) – **Change Management Toolkit, Resistance Management Plan**
- **MRS. HILLARY DELMARR & MISSES CANDACE SMIKLE & VERONICA WHILBY** (Office of the Cabinet) – **Framework for Mergers**

Special thanks to Mrs. Delmarr and Miss Smikle for synchronizing and formatting the various inputs into a structured and organized Master Change Management Plan.

TABLE OF CONTENTS

I.	Executive Summary	4
II.	Change Management Overview	5
III.	Change Management Approach	6
	a. <i>Sizing the Change</i>	6
	b. <i>Assessing the Ministry/Department/Agency</i>	6
	c. <i>Change Management Strategy</i>	9
	d. <i>Proposed Team Structure & Responsibilities</i>	10
	e. <i>Sponsor Roles & Responsibilities</i>	11
	f. <i>Special Tactics</i>	11
	g. <i>Change Programme Risk Assessment</i>	12
	h. <i>Feedback and Corrective Action</i>	12
IV.	Change Management Implementation	13
	• Communications Framework for Public Sector Transformation.....	13
	• Business & Psycho-Social Counselling Framework.....	16
	• Framework for Mergers in the Jamaican Public Sector.....	24
	- <i>Definition of Mergers</i>	25
	- <i>Types of Mergers within the Jamaican Public Sector</i>	26
	- <i>Successes & Challenges of Mergers Past</i>	27
	- <i>The Five Steps to be Employed when embarking on a Public Sector Merger</i>	28
	- <i>Organizational Considerations & the Human Side of Mergers</i>	29
	- <i>A New Future for the Jamaican Public Sector Merger</i>	31
	- <i>A Measurement Framework for the Jamaican Public Sector Merger: A Balanced Scorecard Approach</i>	32
	• Public Sector Training.....	34
	- <i>Strategy for Leadership Development & Change Management Training</i>	36
	- <i>Change Management Survey</i>	44
	• Transition Plan/Mechanism for Deployment under Transformation.....	53
	- <i>Steps to be taken in the Deployment Process</i>	57
	• The Manager's Guide to Managing the Separation Process.....	60
	• Procedures for engaging Trade Unions/Staff Associations.....	74
	- <i>Registry of Unions and Staff Associations</i>	78
	• Resistance Management Plan.....	83
	- <i>Resistance Assessment Template</i>	84
V.	Assessing the Results	85
	- <i>Feedback Analysis</i>	85
	- <i>Post Implementation Review</i>	85
VI.	Schedule of Activities	85
VII.	Budget for Change Management	85

I. EXECUTIVE SUMMARY

Government organizations and business enterprises are constantly subjected to change, and there is no doubt that changes in the context of Government and business can often become very complex. Today, Change Management is a well-known, well-researched, and well-read subject, and most organizations have well-documented Change Management processes and plans.

The Jamaican Public Sector is, by no means, immune from change.

The Honourable Prime Minister has appointed the Public Sector Transformation Unit (PSTU), Cabinet Office, to “lead, monitor, evaluate and facilitate the restructuring of the Public Sector for an efficient, effective and economical Government.” In partial fulfillment of this mandate, the PSTU, through its Human Resource & Industrial Relations Specialist, engaged the Human Resources community to design and develop a Master Change Management Plan for sector-wide implementation.

This document is a compilation of various crucial and significant plans aimed at preparing employees to manage the impact and maximize the benefits of a sector-wide Change programme. A Change Management Toolkit was crafted, delineating the following key plans:

- Communications
- Deployment
- Training
- Business and Psycho-Social Counselling
- Mergers
- Separation
- Union Engagement
- Resistance Management

The Master Change Management Plan will aid in the process of developing a strategic approach to changes in the Public Sector. The principal objective is to minimize disruptions and chaos to the normal business flow of activity. The document will also act as a point of reference in helping to guide employees through the change process. The Plan is multi-disciplinary, touching all salient aspects of the organization. At its core, however, Change Management is primarily a Human Resource Management concern, because implementing new procedures, technologies, and overcoming resistance to change, are fundamentally “people issues”.

Change Management, as an amalgam of the Government-wide restructuring programme, will be conducted on a continuous and regular schedule in order to mitigate the effects of uncertainty, instability, anxiety and disorientation.

II. CHANGE MANAGEMENT OVERVIEW

The Jamaican economy, in response to the global financial meltdown, has identified some immediate imperatives which include increasing Public Sector accountability, improving service delivery, using public resources more effectively, and being more responsive to the Jamaican citizenry. As the Public Sector, we must turn our attention to size, levels of efficiency and effectiveness, as well as the business costs relative to the sector. Shared services arrangements, developing more flexible job structures, streamlining management tiers and improving performance management and HR planning to engineer a leaner and more efficient Public Sector, must become an urgent reality.

It is critically important to highlight the connection between Change Management and business results, as the Public Sector operates within a changing business environment which demands the achievement of objectives, the completion of projects on time and on budget, and the realization of a return on investment. In this environment, public and private sector organizations are beginning to recognize the importance of building the competency of rapidly and successfully managing change. Aligning Change Management with business results will ensure the development of a Change Management Strategy, the coordination of Change Management activities and the actualization of Change Management outcomes and business results.

The creation of the Public Sector Transformation hinges on the objectives to:

- revolutionize the operations of the Public Sector to make it more efficient and cost-effective
- move from average/good performance to sustained excellence
- reduce costs

The objectives of a transformation programme will not likely be met outside of a critical partnership among executive leadership, effective change management and an emphasis on the ‘people side’ of change.

Change is a process which includes:

- **PREPARING FOR CHANGE** – this involves defining the Change Management Strategy, preparing a Change Management Team, and developing a Sponsorship Model
- **MANAGING CHANGE** – looks at the development of Change Management Plans, taking action and implementing plans
- **REINFORCING CHANGE** – this phase addresses the collection and analysis of feedback, diagnosing gaps and managing resistance, implementing corrective actions, and identifying success factors

III. CHANGE MANAGEMENT APPROACH

A) SIZING THE CHANGE

The scope and magnitude of the Transformation Programme will impact Ministries, Departments, Agencies, Statutory Bodies, Parastatals and quasi-Government organizations.

B) ASSESSING THE MINISTRY/DEPARTMENT/AGENCY (MDA)

ORGANIZATIONAL ATTRIBUTES ASSESSMENT

PERCEIVED NEED FOR CHANGE AMONG EMPLOYEES AND MANAGERS

Compelling business need for change is visible – employees are dissatisfied with the current state			Employees do not view change as necessary – employees are satisfied with the current state	
1	2	3	4	5

IMPACT OF PAST CHANGES ON EMPLOYEES

Employees perceive past changes as positive			Employees perceive past changes as negative	
1	2	3	4	5

CHANGE CAPACITY

Very few changes underway			Everything is changing	
1	2	3	4	5

PAST CHANGES

Changes were successful and well-managed			Many failed projects and changes were poorly managed	
1	2	3	4	5

SHARED VISION AND DIRECTION FOR THE ORGANIZATION

Widely shared and unified vision			Many different directions and shifting priorities	
1	2	3	4	5

RESOURCES AND FUNDING AVAILABILITY

Adequate resources and funds are available			Resources and funds are limited	
1	2	3	4	5

ORGANIZATION'S CULTURE AND RESPONSIVENESS TO CHANGE

Open and receptive to new ideas and change			Closed and resistant to new ideas and change	
1	2	3	4	5

ORGANIZATIONAL REINFORCEMENT

Employees are rewarded for risk taking and embracing change			Employees are rewarded for consistency and predictability	
1	2	3	4	5

LEADERSHIP STYLE AND POWER DISTRIBUTION

Centralized			Distributed	
1	2	3	4	5

EXECUTIVES/SENIOR MANAGEMENT CHANGE COMPETENCY

Business leaders demonstrate effective sponsorship on change projects			Business leaders lack sponsor skills and knowledge	
1	2	3	4	5

MIDDLE MANAGEMENT CHANGE COMPETENCY

Managers are highly competent at managing change			Managers lack knowledge and skills for managing change	
1	2	3	4	5

EMPLOYEE CHANGE COMPETENCY

Employees are highly competent at managing change			Employees lack the knowledge and skills for managing change	
1	2	3	4	5

Sum of organizational attributes assessment (out of 60 total):	
--	--

A score of 35 or higher indicates a change resistant organization that will require more change management for the transformation project to be successful.

CHANGE CHARACTERISTICS ASSESSMENT

SCOPE OF CHANGE

Workgroup	Department	Division	MDA
1	2	3	4
			5

NUMBER OF IMPACTED EMPLOYEES

Less than 10				Over 1000
1	2	3	4	5

VARIATION IN GROUPS THAT ARE IMPACTED

All groups impacted the same				Groups experiencing the change differently
1	2	3	4	5

TYPE OF CHANGE

Single aspect, simple change				Many aspects, complex change
1	2	3	4	5

DEGREE OF PROCESS CHANGE

No change				100% change
1	2	3	4	5

DEGREE OF TECHNOLOGY AND SYSTEM CHANGE

No change				100% change
1	2	3	4	5

DEGREE OF JOB ROLE CHANGES

No change				100% change
1	2	3	4	5

DEGREE OF ORGANIZATIONAL RESTRUCTURING

No change				100% change
1	2	3	4	5

AMOUNT OF CHANGE OVERALL

Incremental change				Radical change
1	2	3	4	5

IMPACT ON EMPLOYEE COMPENSATION

No impact on pay or benefits			Large impact on pay or benefits	
1	2	3	4	5

REDUCTION IN TOTAL STAFFING LEVELS

No change expected			Significant change expected	
1	2	3	4	5

TIMEFRAME FOR CHANGE

Very short (<month) or very long (> year)			3-month to 24-month initiative	
1	2	3	4	5

Sum of organizational attributes assessment (out of 60 total):	
--	--

A score of 35 or higher indicates a change resistant organization that will require more change management for the transformation project to be successful.

c) CHANGE MANAGEMENT STRATEGY

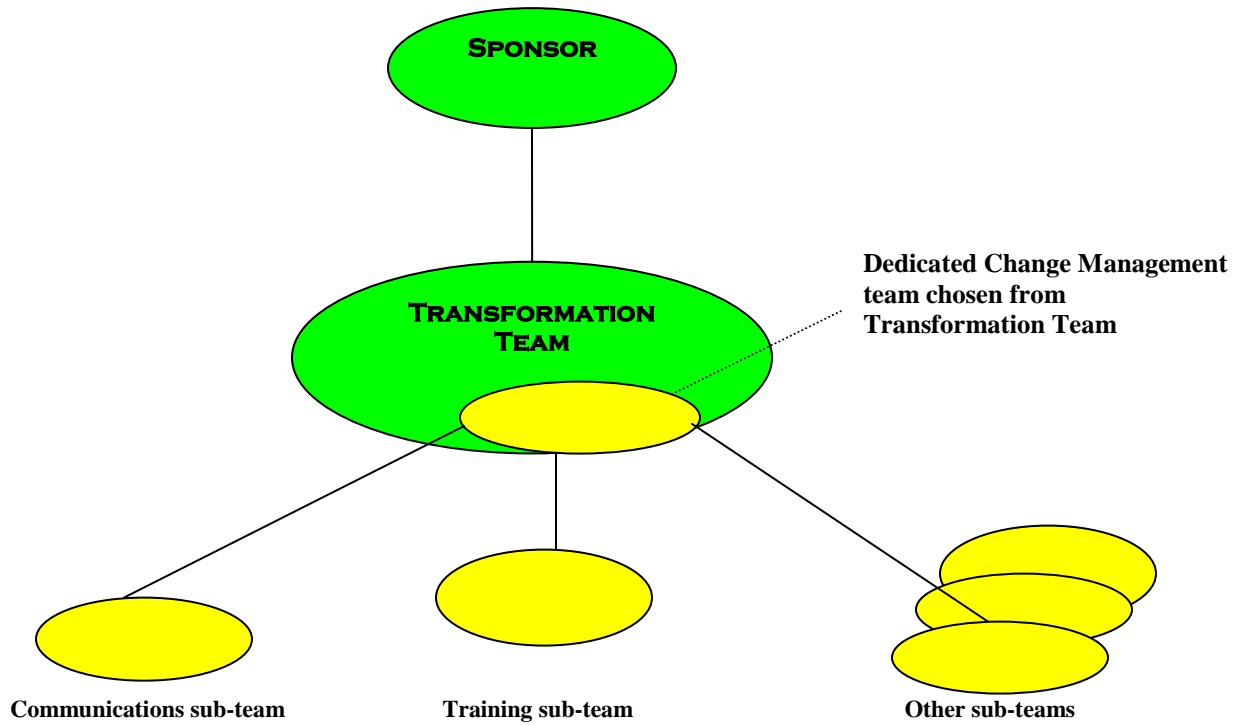
To design, develop and implement the following plans:

- Communication
- Business & Psycho-social Counselling
- Public Sector Mergers
- Training
- Re-deployment
- Separation
- Union Engagement
- Resistance Management
- Coaching

To agree the following Executive/Senior Management decisions:

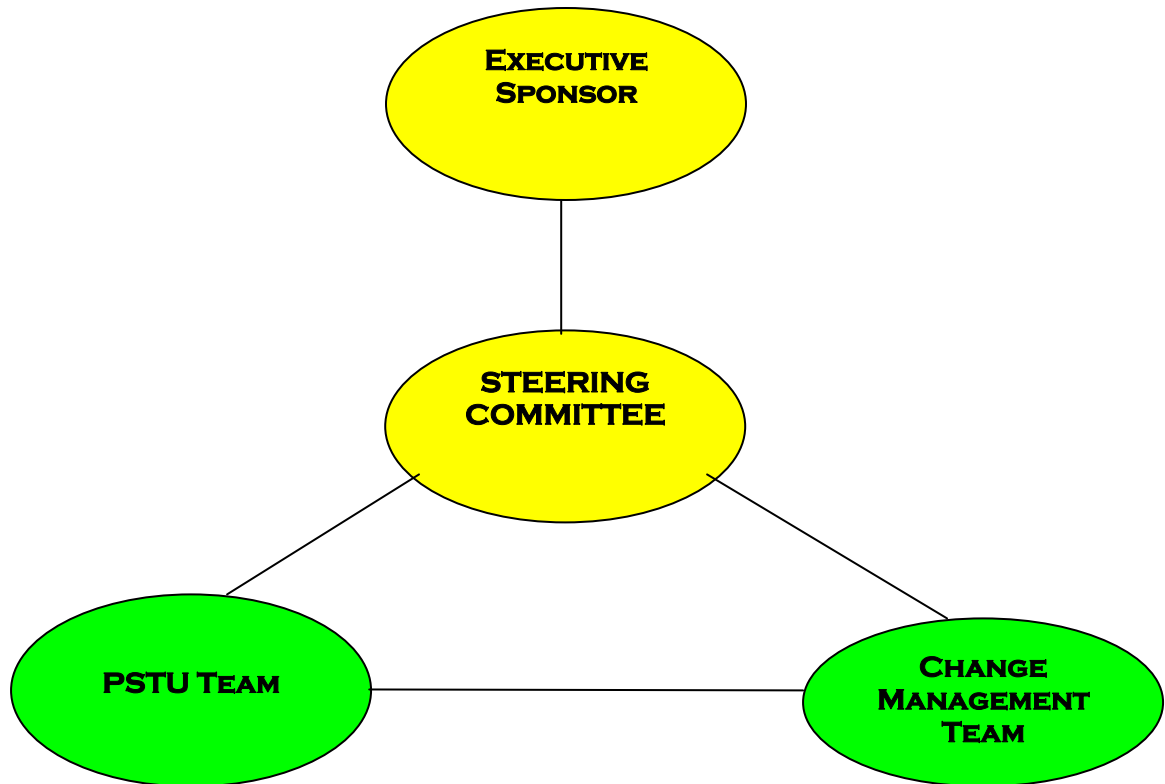
- Team Structure
- Sponsorship
- Special Tactics

D) PROPOSED TEAM STRUCTURE AND RESPONSIBILITIES



It is proposed that this team structure be utilized during the Change Management exercise relative to the transformation programme. A clearly-defined team structure with specific responsibilities and positive team dynamics is essential to the success of the programme.

E) SPONSOR ROLES AND RESPONSIBILITIES



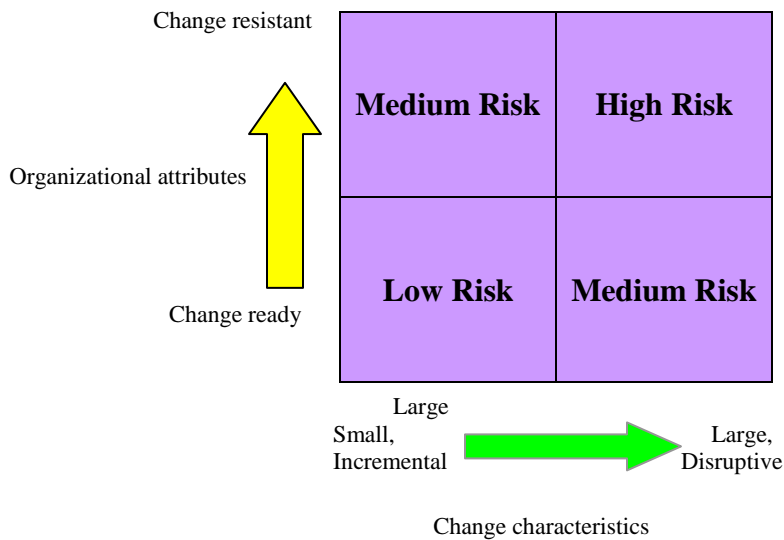
Active and visible sponsorship is the underpinning of any successful change programme. Change Management projects with dynamic, strong and noticeable sponsors are more successful than poorly sponsored programmes.

F) SPECIAL TACTICS

The size and complexity of the change and the organization may require special tactics in the Change Management Strategy. It is prudent to anticipate and document points of resistance, as well as strategies necessary to address these, before the commencement of the programme. Middle managers and supervisors with a history of resistance as well as front-line employees who are likely to demonstrate significant resistance should be identified and wooed in order to secure buy-in and advocacy for the change initiative.

G) CHANGE PROGRAMME RISK ASSESSMENT

The programme risk is a function of the organizational attributes and the change characteristics. If the MDA is change-ready, then it is more likely that the programme will have less risk. Similarly, small and incremental changes will accrue less risk than those which are large and disruptive. The quadrant below indicates the spectrums of change characteristics (x axis) and organizational attributes (y axis).



H) FEEDBACK AND CORRECTIVE ACTION

Managers, supervisors, peers and clients are key sources of feedback. The channels of communicating feedback may be formal or informal, or it may take a proactive or reactive approach. Feedback should be encouraged and given on a sustained basis.

Corrective action plans should be developed with a special focus on creating

- an awareness of the need for change
- a desire to support the change
- knowledge on how to change
- the ability to execute the change
- the necessary reinforcement (recognition & rewards) for embracing the change

IV. CHANGE MANAGEMENT IMPLEMENTATION

COMMUNICATIONS FRAMEWORK FOR PUBLIC SECTOR TRANSFORMATION

1. The Objective of the Transformation needs to be identified and articulated
2. The message/s to be communicated need/s to be developed and must be clear (Message could be documented as a presentation)
3. Stakeholders to be informed identified
4. Communication team identified at various levels (role of each individual defined)
5. Identify transformation ambassadors within MDA

N.B The communication Plan should be an integral part of the process for the success of the transformation.

Individual/Group Responsible	Target Audience	HOW -Vehicle	Time & Frequency	Key Output
Prime Minister and Ministers	All stakeholders	Press Conference, Interviews and Press Briefings and Releases	Immediately (continuously)	To inform stakeholders of the overall policy objectives and benefits. Updates on the progress.
Head of PSTU and team members	Head of MDA Senior Managers	Meetings, Sensitization sessions, Circulars, Bulletins, hotline	Immediately ongoing	All Head of MDA and Senior Managers are sensitized as to the reason for the transformation and the way forward. Also, continuous updates. Facilitate dialogue and feedback from all stakeholder
Heads of MDA	Middle Managers, Supervisors, Staff and External Stakeholder	Meetings, Interviews, Circulars, Memoranda, community meetings, etc	Immediately Ongoing	Other managers and staff are sensitized in the initial stages. Staff is given regular updates (at weekly or whenever is necessary). Other stakeholders are also informed
Senior/Technical Managers	Head of MDA, Senior	Meetings, interviews, Memoranda, Circular, etc	Ongoing	The impact of the transformation on the processes

	Managers, Staff and External			and results conveyed to staff and other stakeholders. Meetings.
	Stakeholders			Participate in seminars, workshops, feedback analysis and community meetings
HR Managers/Officers	Management and Staff	Meetings, Workshops, Training sessions, seminar, HR Publications, Newsletters Suggestion Box, Social Functions	Ongoing	Involved in sensitizations and updates. Coordinate HR Development Programmes to fill gaps from the transformation. Coordinate welfare for social interactions (Appreciation Awards, Birthday, Monthly Lime, Counseling sessions, etc)
Communication Managers	Internal and External Stakeholders	Meetings, Press Briefings/Releases, Bulletins, Promotional Programmes, Brochures, Magazine, Newsletters, intranet, website etc.	Immediately Ongoing	Meetings are attended. Press conferences, interviews and media coverage are arranged and smooth progress ensured. Accuracy of all printed communication is maintained. Promotional programme in electronic media and community meetings are arranged.
Administrator/ Facilities Manager	Internal Stakeholders	Procure hotline, stationery, refreshment, equipment. Provide venue, transportation, etc	As Requested	Hotline is setup to accommodate feedback. The necessary goods, transportation, equipment and facilities are available to support the relevant communication ventures. Input from ancillary staff properly organized.
Accountants	Internal Stakeholders	Meetings, budgeting, disbursing funds	As Requested	Continuous dissemination of information in accounts department. Budget developed and maintained. Timely disbursement of funds to support communication programmes.
Information Communication Technology	Internal/ External Stakeholders	Meetings, Website, Intranet Notice Board, chat-room, etc.	Immediately Ongoing	Meetings are attended and IT staff is continuously apprised of the progress and their role.

				Systems and Programmes developed and implemented to deal with new processes. Provision of intranet, notice board and transformation portal.
Staff Association/Union (Departmental Rep.)	Members	Meetings and dialogue	Immediately Ongoing	Objectives of transformation and process understood and supported. Cooperation, harmony and stability are maintained within the organization
Transformation Ambassador	Staff - Peers, Colleagues	Meetings, seminars, workshop, communication literature, social activities	Immediately Ongoing	Facts and progress of transformation communicated. Rumours minimized and dispelled.
Staff	Other Internal Stakeholders	Suggestion Box, Chat-room, discussions, meetings, etc	Ongoing	Constant feedback provided. Senior Management informed of situation on the ground

BUSINESS & PSYCHO-SOCIAL COUNSELLING FRAMEWORK

COUNSELLING IS:

- A CONFIDENTIAL DIALOGUE
- AN INTERVENTION TO DEAL WITH FEELINGS
- A STRATEGY TO DEVELOP PERSONAL PLANS OF LIFE

COUNSELLING HELPS:

- TO DISSIPATE FEARS AND
- TO DIMINISH ANXIETY, ANGER OR PARALYZING FRUSTRATION...
- IT PROVIDES ELEMENTS FOR MAKING FUNCTIONAL DECISIONS

Counselling is an interpretation that should inspire the staff to make his/ her best decisions. Thus, it is more about guidance and orientation than prescription.

THE BASIC ELEMENTS OF COUNSELLING ARE:

- SYMPATHY AND SUPPORT
- RISK ASSESSMENT AND PLANNING TO REDUCE THESE RISKS
- COMPREHENSIVE PLAN OF LIFE
- REFERRAL

COUNSELLING ALSO INVOLVES DELIVERY OF RELEVANT INFORMATION. THIS HELPS TO ATTAIN:

- NORMALIZATION OF FEELINGS
- UNDERSTANDING OF PRACTICES TO REDUCE RISK AND PREVENT FURTHER PROBLEMS
- UNDERSTANDING OF THE GAMUT OF OPTIONS ONE HAS, WITH THEIR PROS AND CONS

COUNSELLING STRATEGY

In response to the Public Sector Transformation Programme, this is a Counselling Strategy framework to be utilized in Ministries, Department and Agencies. This strategy provides a “best practice” approach for employees to cope with organizational change and seek alternate means of maintaining a reasonable income to continue meeting their obligations. Officers will be taken through a process where experts will assist them to acquire the capabilities to:

- Assess their Current Situation
- Assess the Advantages and Disadvantages Of Financial/Business Alternatives to make informed decisions
- Develop Personal Competencies in achieving Entrepreneurial Goals
- Explore Investment Options and select option(s) most suitable to personal needs;
- Explore avenues for retraining to prepare for new career opportunities;
- Develop coping skills (job insecurity, fear of loss of income and not being able to meet obligations).

It is recommended that a combined approach with other Ministries Departments Agencies (MDAs) be considered when undertaking some of these workshops, forums/ coaching sessions with a view to maximizing benefits and managing costs.

COUNSELLING FRAMEWORK

KEY OUTCOMES	STRATEGY	ACTIONS	RESOURCE PERSONNEL (POC)
HR Practitioners are sensitized on reorganization/restructuring activities	<p>To host General Awareness sessions on how to obtain the relevant information to be competent to advise staff on matters including but not limited to the following :</p> <ul style="list-style-type: none"> • Government guidelines/regulations regarding reorganization leading to separation • Payments to be made to officers by Government if they are retired on the grounds of 	PSTU and/or PSMD to establish a core team to manage the process of setting up and facilitating workshops for HR Practitioners.	<ul style="list-style-type: none"> • Public Service Establishment Division – Benefits Administration Unit- 932-5380 (email- rachel@mof.gov.jm), Human Resource Policy and Development Unit (Scholarships & Bonding) michele@mof.gov.jm 932-5003 Miss Michele Diaz, Pensions Administration Unit – juneta@mof.gov.jm 932- 5647 Mrs. Juneta Lindsay

	<p>reorganization</p> <ul style="list-style-type: none"> • Personal Liabilities (loans, mortgages, rent etc.) (Purpose of sessions is to build capacity of HR practitioners) <p>To guide, and provide info to staff on entitlements and on personal issues)</p>		<p>Thompson</p> <ul style="list-style-type: none"> • Accountant General's Department – 922-8320. • Jamaica Civil Service Thrift Society • GSB Credit Union
Staff sensitized	<p>To arrange confidential sessions and forums to advise/inform staff on issues surrounding but not limited to reorganization/restructuring and its impact on their overall well-being</p>	<p>Each HR Unit will identify a core team to manage the process within their MDAs:-</p> <p>In- house-General forums</p> <ul style="list-style-type: none"> • To meet and discuss with staff, matters surrounding restructuring/reorganization and its impact. Information also to be provided regarding employee entitlements in accordance with Govt. regulations/practices • one on one sessions with staff to assess their individual situation and provide 	<ul style="list-style-type: none"> • Public Service Establishment Division – Benefits Administration Unit- 932-5380 (email- rachel@mof.gov.jm), Human Resource Policy and Development Unit (Bonding) michele@mof.gov.jm 932-5003 Miss Michele Diaz, Pensions Administration Unit – juneta@mof.gov.jm 932- 5647 Mrs. Juneta Lindsay Thompson • Accounts Departments within the MDAs, • Accountant General's Department – 922-8320 • Jamaica Civil Service Thrift Society

		advice on possible options in the event of dislocation;	<ul style="list-style-type: none"> • GSB Credit Union
Financial Wellness	<p>To provide Staff with financial counseling focusing on but not limited to the following :</p> <ul style="list-style-type: none"> - Retirement Planning; - Budgeting; - Managing Debt; - Investment/ Business Options; - Investment/ Business Options; 	<ul style="list-style-type: none"> • In- house – HRMD Units in MDAs to organize counseling workshops with financial planning experts; • HR Units will provide communication to staff via intranet, notice boards, brochures etc. regarding financial planning options and the names of institutions to assist with their individual needs 	<ul style="list-style-type: none"> - Scotia DBJ Investments – Miss Shereen Todd:- 946-7240; - Pan Caribbean Bank –Miss Karen Richards: - 929-5583, krichards@gopan Caribbean.com. - Capital and Credit Financial Group- Miss Jennifer Anderson:- 960-5320; - Jamaica Money Market Brokers- Miss Imani Duncan:-920-5039..imani_duncan@jmmb.com. - NCB Capital Market- Mr. Steve Gooden: - 935-2616 goodenso@jncb.com. - Mayberry Investments Limited Mr. Gary Peart :- 501-5873; - Financially S.M.A.R.T Services –Ms. Cheryl Hanson- Simpson,6 Haining Road, Kingston 5 – 908-0223 (Financial Counseling)
To create	To provide coaching for	- HR Units to	- Jamaica Business

<p>Business Development Road Map</p>	<p>staff in the following areas:</p> <ul style="list-style-type: none"> - Entrepreneurial Skills and Generating Business Ideas - How to start a Business - Proposal Writing - Introduction to Marketing - How to develop a business plan 	<p>facilitate Information Sessions on developing business skills and factors to consider when generating ideas for business options.</p> <ul style="list-style-type: none"> - HR to make available to staff any information that they would require regarding business planning by way of brochures and the sourcing of information on the internet. 	<p>Development Centre (What Type of Business and the Loans available)- Mrs. Althea West Myers:- 928-5161;</p> <ul style="list-style-type: none"> - Small Business Association of Jamaica (How get Started, and Business advice) – Miss Kadine Reynolds:- 978-0168.kadinesbaj@yahoo.com; - Development Bank of Jamaica (Loans available and how to access these loans)-Mrs. Yvonne Williams :- 929-4010; - JN Small Business Loan Limited (Loans available, marketing advice and Business advice)- Miss Donna Irving :- 960-7454; - Companies of Jamaica (How do I register my company) – Miss Janet Burbick:-908-4432 ext 231.
<p>Provision of skills training</p>	<ul style="list-style-type: none"> • To design and develop training programmes in specific areas for example: <ul style="list-style-type: none"> - Financial Management training - Small business development training - Vocational Training 	<ul style="list-style-type: none"> • HRMD Units in MDAs to organize and conduct training programmes using internal and external resource personnel; <p>To provide</p>	<ul style="list-style-type: none"> - JN Small Business Loan Limited (Loans available, marketing advice and Business advice))- Miss Donna Irving :- 960-7454; - Financially S.M.A.R.T Services –Ms. Cheryl Hanson-Simpson,6 Haining Road, Kingston 5

	<ul style="list-style-type: none"> - IT certification - Career Transition Training • To support staff in accessing other employment opportunities <p>(IT Certification-... (eg. Graphics Art, Publisher, Computer Repairs, Web Page design, A+ network. MOU 3 Vocational Skills and capacity Building.</p> <ul style="list-style-type: none"> • Career Transition Training... Resume writing, Interviewing Skills & Techniques, Communication- Public Speaking and written skills, Psychometric testing to establish suitability for career choice) 	<p>information on how to access different avenues for employment.</p>	<p>- 908-0223</p> <ul style="list-style-type: none"> - HEART TRUST NTA - PSED – Human Resource Policy Training and Development Unit- Miss Michele Diaz: -932-5003... michele@mof.gov.jm - Ministry of Labour- Miss Patrice Hilton (for access to Electronic Labour Exchange- Database)
<p>Public Sector Volunteer Counselors re-trained</p>	<p>Training sourced for all volunteer counselors in areas such as :</p> <ul style="list-style-type: none"> - coping with changes - stress management strategies - managing anxiety - managing mental and physical health 	<ul style="list-style-type: none"> • PSED (PSEAP) to communicate with PS's, Heads of Depts. and Entities to ensure that selected volunteer counselors can be released for training; • PSED (PSEAP) to 	<p>PSED –PSEAP:- Mr. Dennis Townsend- 932-5346, dennis.townsend@mof.gov.jm</p> <p>UWI-Dept of Sociology, Psychology and Social Work 927-1660 ;</p> <p>Dispute Resolution Foundation (Mediation)</p> <p>Family Life Ministries</p> <p>Ministers fraternal</p> <p>Dr. Maureen Irons</p>

		organize and facilitate training	Morgan Dr. Semaj Dr. Aaron Dumas Dr. Vierra Dr. Earl Wright
Public Sector Counsellors and other resource counselors sensitized	To sensitize selected counselors on the Transformation process and its implications.	PSTU /PSMD - host a Transformation awareness seminar for all selected counsellors.	PSMD representatives; PSED- PSEAP:- Mr. Dennis Townsend (DFS,PSED)- 932-5346 dennis.townsend@mof.gov.jm Miss Doreen Grossett 932-5000 doreen.grossett@mof.gov.jm
Psychosocial counselling services provided	HR Units within MDAs to ensure that all members of staff are aware of counselling services available	HR Units to identify a core team to manage the process below in consultation with PSED (PSEAP) : - conduct sensitization sessions with staff; - arrange individual counseling referrals; Organized for specific counselors to do one on one sessions at scheduled times at various location	PSED-PSEAP; Volunteer counsellors within MDAs; Family Life Ministries Ministers fraternal Dr. Maureen Irons Morgan

NOTE: Transformation seminar - To sensitize these practitioners on the mandate as well as the roles and functions of the PSTU and how this will impact on Public Sector employees

NEXT STEPS

It is recommended that HR Units:

- Review Corporate, Operational and Training Plans to include Transformation/ Restructuring considerations;
- Adjust **HR Budget** to ensure Budgetary provision is made for transformation programme activities;
- Identify core team to assist with organizing Counselling Activities;

In conclusion, it is to be noted that the promotion of counseling requires that necessary responses be in place to meet public demands. Counselling is a serious intervention that requires skills, sensitivity, empathy, tact and thorough knowledge.

FRAMEWORK FOR MERGERS IN THE JAMAICAN PUBLIC SECTOR

INTRODUCTION

There is a need for change. There is an immediate imperative for the Government of Jamaica (GoJ) to reshape Public Sector organizations in order to increase levels of efficiency and effectiveness, as well as to reduce the cost of the sector, via “restructuring and rationalising”¹ which may “lead to a decision to merge, transfer, abolish, [or] retain... entities”². As the Public Sector exercises the potentially viable option to pursue mergers, the GOJ will significantly benefit from the integration of Public Sector entities. The advantages include improved service delivery; increased range of services, and enhanced utilization of shared resources.

The Public Sector Transformation Unit (PSTU), Cabinet Office, has been appointed by the Honourable Prime Minister to “lead, monitor, evaluate and facilitate the restructuring of the Public Sector for an efficient, effective and economical Government.”³ In the context of rationalization and restructuring, mergers are inherently difficult to manage, and because these are imminent to the Jamaican Public Sector, the GoJ must develop a strategy for the successful implementation of restructuring and mergers.

There exist relevant legislation and statutes which must be taken into account when undertaking public mergers. These regulations serve as critical reference points in the movement of staff from one entity type to another.

This chapter will provide a framework of actions and recommendations to be considered when engaging in future Public Sector mergers.

¹ *Public Sector Transformation Bulletin, page 3, December 17, 2009*

² *Ibid. Page 2*

³ *Ibid.*

DEFINITION OF MERGERS

A fundamental definition of merger is the combination of two organizations/agencies/companies where one is completely absorbed by the other. Usually the “less important entity” loses its identity and becomes part of the more important entity, which retains its identity. A merger usually extinguishes the lesser entity, and the greater entity assumes all the rights, privileges, and liabilities of the lesser. Where two entities lose their separate identities and unite to form a completely new organization, this is usually referred to as consolidation.

Mergers can appear in different forms, based on the relationships between the merging parties. Firstly, in some mergers, one organization acquires another organization that produces the same product, or provides or sells an identical or similar service in the same geographic area or to the same customers, and thereby eliminates competition or unnecessary duplication between the two organizations.

Secondly, the organization that acquires the other makes the same product or provides the same service as the target organization but does so in a different geographic location or has a different customer base.

Thirdly, an organization that produces one product or provides a service, acquires an organization that makes a different product or provides a different service that requires the application of similar inputs or processes/techniques.

In still other instances, the merging parties have no evident relationship.

TYPES OF MERGERS WITHIN THE JAMAICAN PUBLIC SECTOR

1. RE-GROUPING/RE-ALLOCATION OF SUBJECTS

Sometimes, in rearranging the machinery of Government, subjects are taken from one organization and placed in another. The discrete organizational component related to the subjects is transferred to, or redefined in the new location. For example:

- 1.1** Scholarships & Assistance, Public Sector Employee Assistance Programme (PSEAP) and Benefits Administration Units from the Cabinet Office (CO) were merged into the Public Service Establishment Division (PSED), Ministry of Finance and the Public Service (MoFPS) (2008)
- 1.2** The merger of Information from the Ministry of Information, Culture, Youth and Sport with Telecommunication from the Ministry of Mining and Telecommunication, to form the proposed Information and Telecommunication Department, Office of the Prime Minister (OPM) (2009)

2. MERGERS OF WHOLE ORGANIZATIONS

2.1 TWO MINISTRIES

Merger of Ministry of Transport and Works (MTW) and Ministry of Water & Housing (MWH) to form the Ministry of Housing, Water, Transport and Works (MHWTW) (2007)

2.2 TWO AGENCIES

The merger of Agricultural Development Corporation (ADC) with the Agricultural Services Support Project (ASSP) Limited Liability Company to form the proposed Agro Investment Corporation (2009)

2.3 AUTHORITY/COMMISSION /DEPARTMENT

The merger of the Natural Resource Conservation Authority(NRCA), Land Development and Utilization Commission(LDUC) and the Town Planning Department to form the National Environment and Planning Agency (NEPA) (Executive Agency). In the case of redefining the new organization, the following salient variables must be considered:

- i)* Definition of the new /modified entity
- ii)* Vision
- iii)* Mission
- iv)* Strategic Objectives
- v)* Structure
- vi)* Staffing
- vii)* Business Processes

SUCCESSSES AND CHALLENGES OF MERGERS PAST

THE NATIONAL ENVIRONMENT & PLANNING AGENCY (NEPA) – (AUTHORITY/COMMISSION /DEPARTMENT)

Successes:

- Better streamlined functions
- More efficient application process
- Quicker turn-around time

Challenges:

- Legislation governing pre-merger entities remains the same. There is no legislation for NEPA as a body
- Orientation programme was not implemented

MINISTRY OF FINANCE & THE PUBLIC SERVICE – (RE-ALLOCATION OF SUBJECTS)

Success:

- Synergy with client services

Challenges:

- Span of control too wide
- Office layout not conducive to efficient workflow processes
- Problems of limited space for, and proximity of, Documentation Centre
- Senior managers have responsibility but little/no authority
- Payment processes are time-consuming/slow
- Culture of suspicion and mistrust

MINISTRY OF HOUSING, WATER, TRANSPORT & WORKS – (TWO MINISTRIES)

Successes:

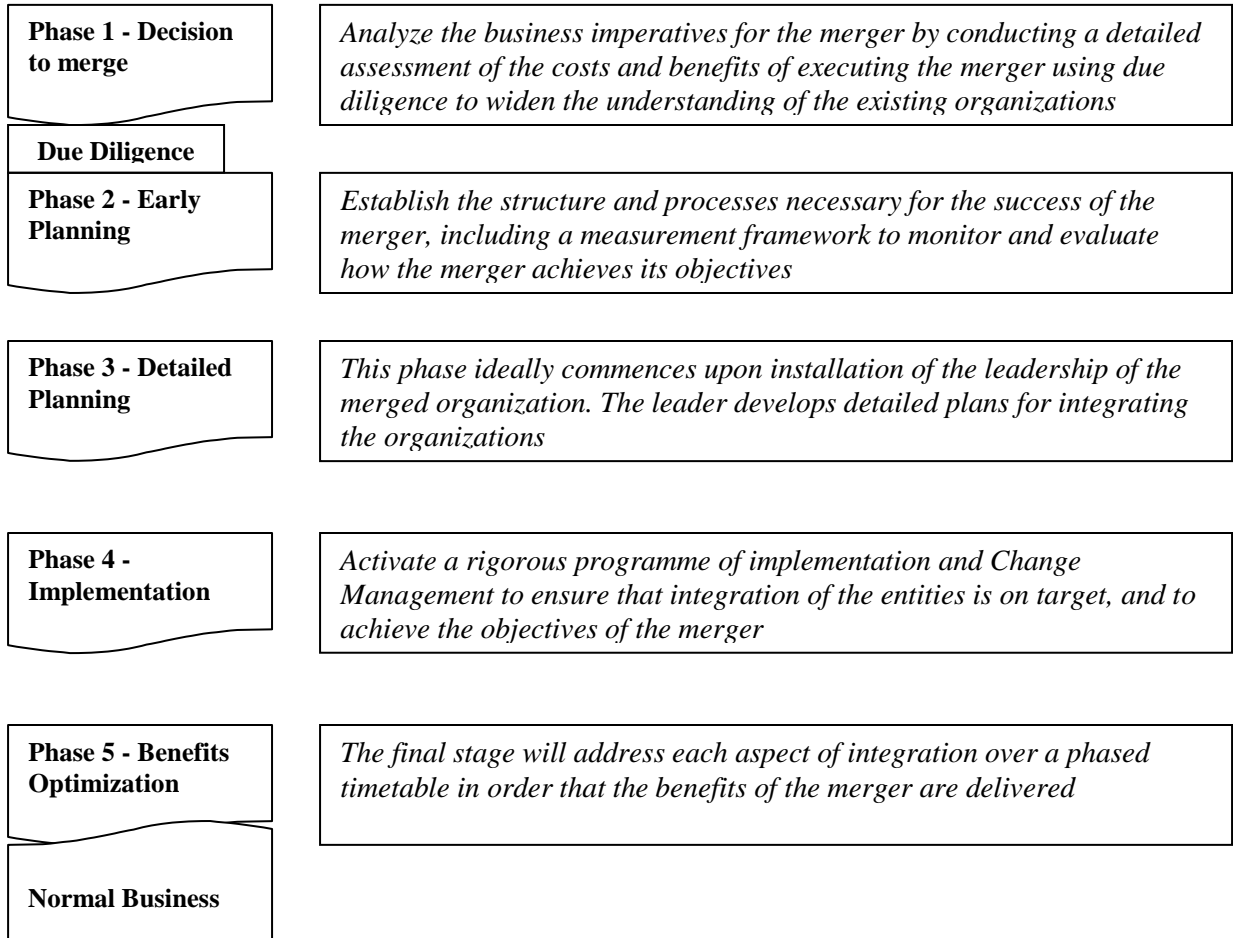
- Cost-effective service delivery
- Improved decision-making and accountability
- Creation of a service culture
- Strong executive support
- Improved service quality
- Standardized work processes
- Improved efficiency
- Synchronized resources and expertise

Challenges:

- Loss of autonomy
- Inadequate face-to-face communication
- Lack of an integrated e-mail system

THE FIVE STEPS TO BE EMPLOYED WHEN EMBARKING ON A PUBLIC SECTOR MERGER

The following modality is not exhaustive, and is designed to emphasize critical areas of focus when considering a merger. The under-mentioned principles can greatly influence or impact the success of a merger. A merger is a continuous process; however, it can be broken down into five (5) phases. These phases frequently overlap, particularly when the legislative process runs parallel to planning the merger.



ORGANIZATIONAL CONSIDERATIONS AND THE HUMAN SIDE OF MERGERS

KEY ISSUES	STRATEGIES TO ADDRESS ISSUES
Organizational Readiness	<ul style="list-style-type: none"> • Conduct Readiness Assessments • Develop mandate, vision/mission, philosophy, policies, programmes, practices and business processes
Cultural Cohesion	<ul style="list-style-type: none"> • Undertake Culture Analysis • Institutionalize cultural cohesion as a strategic asset
Collaborative Leadership	<ul style="list-style-type: none"> • Promote collaboration as a stated value of the organization • Develop a Conflict Management Framework • Educate leaders in basic relationship skills • Identify and secure leadership support for one single, clear vision
Terms & Conditions of Employment	<ul style="list-style-type: none"> • Effect redundancy provisions • Formulate a reward strategy • Promote salary progression based on performance • Provide learning and development opportunities
Qualitative Talent Retention	<ul style="list-style-type: none"> • Design and develop retention policies and programmes • Conduct a Talent Audit • Establish a Performance Recognition & Rewards Programme
Communication with and involving Stakeholders	<ul style="list-style-type: none"> • Conduct Stakeholder Analysis • Develop Communication Strategy • Convene regular and informative consultative fora
HR Policies and Practices	<ul style="list-style-type: none"> • Establish and implement international HR best practices and policies

ORGANIZATIONAL CONSIDERATIONS AND THE HUMAN SIDE OF MERGERS (CONT'D)

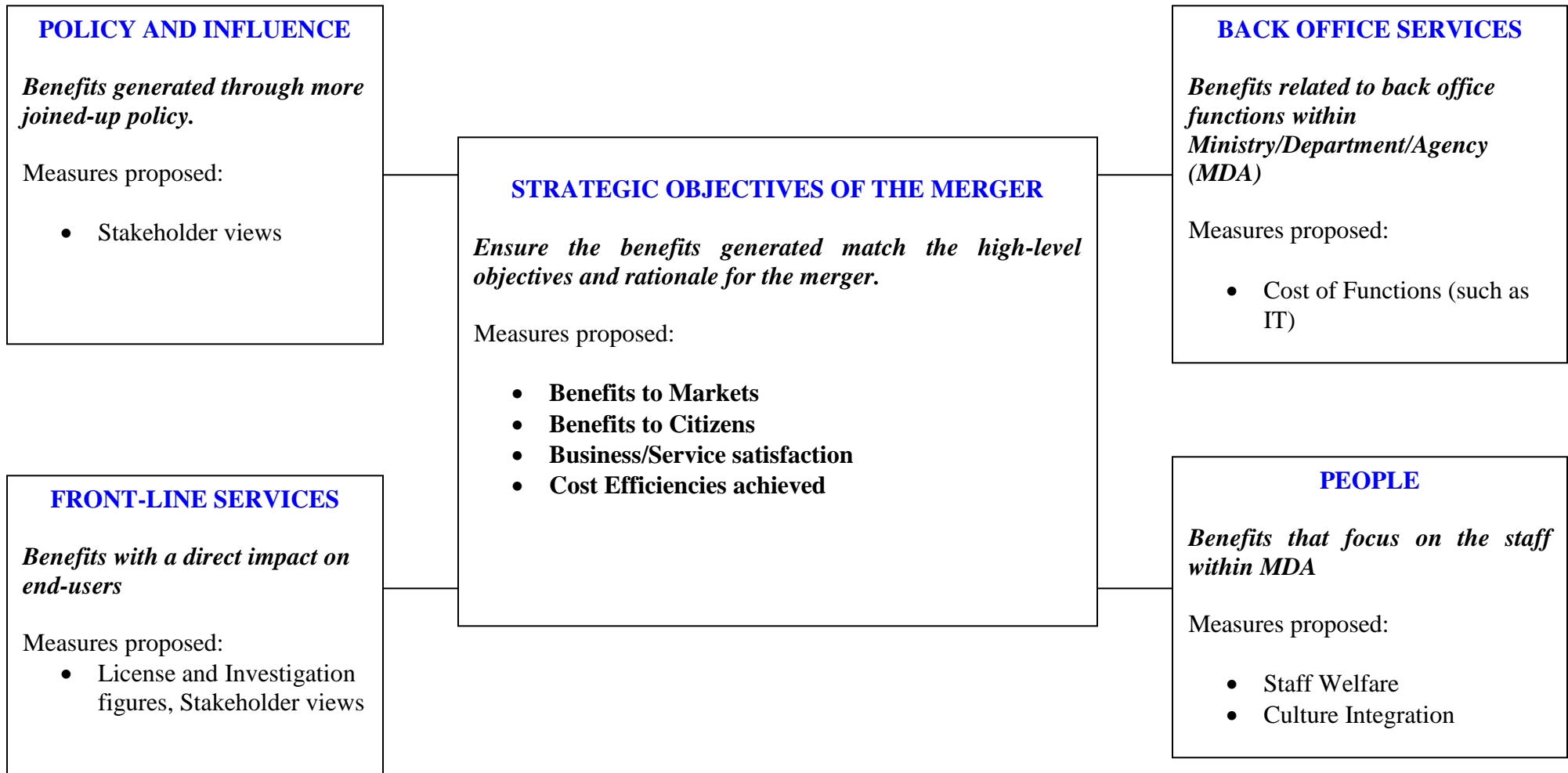
KEY ISSUES	STRATEGIES TO ADDRESS ISSUES
Employability	<ul style="list-style-type: none"> • Provide employees with the requisite knowledge, skills, competencies and attitudes through lifelong learning and educational/academic programmes • Embark on a programme of ongoing training
Employee Morale	<ul style="list-style-type: none"> • Maintain constant, open and honest communication • Provide resources for those who will be displaced • Offer career counselling, résumé services, and contacts with recruiter firms
Retention of Institutional Knowledge	<ul style="list-style-type: none"> • Codify information • Document information • Promote shadowing to extract tacit knowledge from experts • Initiate joint problem-solving between protégé and expert
Criteria for Job Loss (Procedural Justice)	<ul style="list-style-type: none"> • Ensure that the separation process is fair, transparent and recognized as such
Pensions Benefits	<ul style="list-style-type: none"> • Activate necessary processing mechanisms to facilitate timely disbursement of retirement payments
Psychological Contract (between employee and organization)	<ul style="list-style-type: none"> • Treat staff with the utmost dignity and respect by honouring the “unwritten” contract (natural expectations)
Legislation	<ul style="list-style-type: none"> • Observe and apply the relevant laws, statutes, acts and regulations governing the entities involved in the merger

A NEW FUTURE FOR THE JAMAICAN PUBLIC SECTOR MERGER

ACTIONS	RECOMMENDATIONS
<ul style="list-style-type: none"> • Establish an overall rationale for the merger 	Government or relevant Ministry/Department/Agency (MDA) responsible for the decision to merge should outline the high-level rationale for the merger
<ul style="list-style-type: none"> • Develop aims and objectives of the merger 	Objectives must be defined in order to analyze and compare the merged entity with its predecessor. Measure and monitor progress of merger against set objectives
<ul style="list-style-type: none"> • Determine the full extent of the merger costs 	Base the decision to merge on a balanced judgment, measuring the projected benefits against the costs of carrying out the merger
<ul style="list-style-type: none"> • Identify success factors and challenges associated with mergers 	Key success factors and challenges spanning the planning and implementation stages should be actively considered when creating mergers
<ul style="list-style-type: none"> • Execute due diligence 	Undertake due diligence exercise as early as possible, by gathering critical financial, legal, operational and staffing information about the entities to be merged. This will allow for the identification of issues or risks related to the merger
<ul style="list-style-type: none"> • Establish and maintain regular Communication 	Ongoing communication with staff and stakeholders, reinforcing the merger rationale, is critical to the success of the merger
<ul style="list-style-type: none"> • Develop Risk Mitigation Strategy 	Strategic Plan to integrate Finance and Information Technology (IT) must be formulated, as problems in these areas are inherent in almost all mergers
<ul style="list-style-type: none"> • Place early focus on Remuneration Strategy 	Pensions and other benefits should be clearly communicated to all relevant parties
<ul style="list-style-type: none"> • Establish a Culture Integration programme 	Integrate the cultures of the merged entities and monitor progress through surveys
<ul style="list-style-type: none"> • Monitor progress regularly 	Reviews should include processes, structure, staffing, and management and leadership style
<ul style="list-style-type: none"> • Manage the Change 	Deliver strong, committed, patient and engaged leadership before, during and after the merger
<ul style="list-style-type: none"> • Focus on human resources issues 	Employ a competency-based recruitment process as well as a job-matching programme. Staff roles, responsibilities and skills should also be given priority attention in the new organization
<ul style="list-style-type: none"> • Appoint experienced financial leadership 	Establish a Finance Strategy for the merger process, including the transition period, in order to oversee, not just Finance, but Information Technology (IT) and Facilities Management
<ul style="list-style-type: none"> • Develop Transition Programme 	Formulate a strategy to assist employees in making the psychological and mental adjustments to the new paradigm
<ul style="list-style-type: none"> • Institutionalize <i>Managing for Results</i> (MfR) concept 	Utilize strategic planning, benchmarking, performance indicators and targets, as well as feedback mechanisms in managing for results. Develop infrastructure to monitor successes and failures of performance

A MEASUREMENT FRAMEWORK FOR THE JAMAICAN PUBLIC SECTOR MERGER

A BALANCED SCORECARD APPROACH



The **Balanced Scorecard** methodology is an integrated Performance Measurement framework which covers the internal business processes as well as external outcomes. An evaluation as to whether the performance of the merger is essentially positive or negative can be achieved by assessing the overall balance of results from the scorecard paradigm.

The most important component of the Balanced Scorecard is the central category which forms the nucleus of the framework, and which assesses whether the strategic objectives of the merger have been achieved. Although there may be limitations with some of the measures proposed, the approach is expected to meet the strategic objectives enunciated.

The Jamaican Public Sector stands to benefit from utilizing the Balanced Scorecard model in tracking and evaluating the progress of future mergers.

**PUBLIC SECTOR TRAINING
FOR INCREASED ACCOUNTABILITY, IMPROVED SERVICE DELIVERY AND MORE EFFECTIVE USE OF RESOURCES**

Types of Intervention	Activities	Objectives	Outcomes	Timelines	Resource Persons / Institutions	Responsible Persons	Status	Cost
Sensitization of staff in all Ministries, Departments & Agencies (MDAs)	<ul style="list-style-type: none"> a. Develop survey instrument b. Stakeholder Consultations 	<ul style="list-style-type: none"> a. To determine staff readiness for change b. To garner support /buy-in for the change initiative 	<ul style="list-style-type: none"> a. Knowledge of staff readiness for change. b. Support and partnership 			<ul style="list-style-type: none"> a. Leadership and Change Management Training Sub-committee (LCMT) b. PSTU 	Instrument drafted	
Leadership Training for Managers	<ul style="list-style-type: none"> a. Identify target groups b. Design specific intervention(s) c. Identify Facilitators, other Resource Persons and Training Institutions d. Administer interventions e. Evaluation of interventions 	For increased accountability and ability to communicate the change	Greater managerial autonomy and accountability for all Resources i.e. HR, technology, Finance, Material		HEART/NTA MIND	LCMT Sub-committee and Resource training personnel		
Change Management Training <ul style="list-style-type: none"> a. Leaders b. Staff 	<ul style="list-style-type: none"> a. Develop training plans b. Develop training in coping mechanisms c. Make referrals for support as required. 	<ul style="list-style-type: none"> a. To train leaders and staff for transition b. To assist leaders and staff in managing change c. Provide support services 	<ul style="list-style-type: none"> a. Training Plan developed and executed b. Coping strategies developed c. Support provided 		HEART/NTA MIND	LCMT Sub-committee		
Assessment/Evaluation	Design, develop and administer instrument	To determine the effectiveness of the leadership and change management interventions for staff	Response to increased accountability, improved service delivery and effective use of resources.		PSTU	LCMT		

Types of Intervention	Activities	Objectives	Outcomes	Timelines	Resource Persons / Institutions	Responsible Persons	Status	Cost
Monitoring & Maintenance	Identify/appoint monitoring team	To provide guidance and support to realize the outcome	Sustained support and effectiveness		Monitoring Team	Monitoring Team		



GOVERNMENT OF JAMAICA



Proposed Strategy for Leadership Development and Change Management Training to Support the Public Sector Transformation Programme



**Management Institute for
National Development**
Training for Public Service Excellence

MIND Kingston

235A Old Hope Road, Kingston, Jamaica W.I
Phone: 876 927-1761 | Fax: 876 977-4311
Email: customerservice@mind.edu.jm

MIND Mandeville

5 Perth Road, Mandeville, Manchester, Jamaica W.I
Phone: 876 962-0428/2183 | Fax: 876 962-1008
Email: customerservicemmlc@mind.edu.jm
website: www.mind.edu.jm

1.0 INTRODUCTION

The local public sector has been in a continuous mode of transformation for a sustained period of time. This transformation has had varied forms and has at different points been fueled by a diverse set of converging factors including the contending global environment.

In September 2009, the Prime Minister of Jamaica, the Honourable Bruce Golding, shared the need for a new and urgent approach to the transformation of the sector fueled largely by the untenable poor state of the country's economy which was exacerbated by the global financial meltdown. Consequently, a new transformation thrust was to be designed to accomplish a number of objectives:

- To create a leaner and more efficient sector.
- To drastically minimize the cost of the sector on the public purse.
- To position the sector to lead Jamaica out of the economic vortex in which it finds itself.
- To lead the transformation of the social and cultural ethos of the nation towards building Jamaica as *“the place of choice to live, work, raise families and do business”*.

In light of the foregoing, the transformation of the public sector will need to be meaningful, fundamental, deliberate and, comprehensive, engendering the engagement of the citizenry at large as well as specific sets of stakeholders within and outside of the public sector. The magnitude and the seminal quality of the required transformation will necessitate leadership that is caring, courageous, visionary, prepared and has at the heart of its mandate the unremitting interest of a nation and of a people.

The campaign for change and the implementation of change will need to be strategically and carefully crafted to ensure the success and outcomes that are owned by all stakeholders, that are sustainable and that place Jamaica on a clear path to social and economic wellbeing.

Effective leadership of change and in particular the people dimension of change requires effective treatment of a number of critical elements. These include but are not limited to:

- The creation of a vision for change
- Communication of the change agenda
- Anchoring the change in the institutional or organizational culture
- The composition and readiness of the change team

2.0 THE MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT (MIND)

The Management Institute for National Development (MIND) is the Government of Jamaica's *pre-eminent and preferred public service leadership development and management training institute in Jamaica, serving the Caribbean*. The role of MIND is crucial to the transformation of the public service in Jamaica and the Caribbean region, as the institution *provides the public service with quality leadership and management training, supporting services and outreach that will enable the sector to sustain a culture of enterprise, efficiency and responsiveness to the public*.

MIND offers an exclusive focus on programmes, supporting services and outreach that are strategically developed to respond effectively to enhancing the professionalism and performance quality of public service professionals towards transforming the public sector into one *“which puts the public’s interest first, and in which valued and respected professionals deliver high quality services efficiently and effectively.”*

MIND and its predecessor organizations have been providing training for over 30 years and is registered with the University Council of Jamaica (UCJ) as a tertiary level institution. MIND’s training programmes/courses are offered at the Certificate, Diploma, Associate of Science Degree and Post Graduate Diploma levels. Over 135 programmed courses are scheduled to run throughout the year, in a customized format through *Your Place or MIND, The Caribbean MIND*, and via the Internet through *MIND Online*. MIND's training encompasses all areas of human resource development with an emphasis on *management and leadership*.

MIND encourages collaborations and partnerships with local, regional and international learning organizations and donor agencies, to strengthen its capacity to provide a coordinated and integrated approach to deliver first class management and leadership development training to public service professionals. *MIND Consultancy* also responds to the call from public sector organizations, to provide a dynamic range of professional expertise and service.

The Management Institute for National Development (MIND) is committed to providing the knowledge base required for globally competent and ethical public service professionals to advance the fulfillment of their organization’s mandate, in the interest of creating and sustaining national and regional growth and development and evolve into becoming world-class exemplars of good governance in the global community.

3.0 LEADERSHIP DEVELOPMENT AND CHANGE MANAGEMENT FRAMEWORK

The following framework outlines the elements of MIND’s proposed programme to enable successful leadership of change in support of the public sector transformation initiative.

3.1 The Framework

Learning Outcomes	Learning Content	Learning Objectives	Duration
Module 1: Leadership Development			
<ul style="list-style-type: none"> ▪ A culture of strategic leadership entrenched within the public sector ▪ Work teams inspired and energized to high levels of productivity. 	<ul style="list-style-type: none"> ▪ Setting strategic direction ▪ Creating effective relationships and organizational climate for strategic leadership ▪ Analyzing strategic issues and creating alignment in organizational practices. ▪ Making strategy a learning process for individuals, teams, and the organization. ▪ Horizons in Emotional Intelligence ▪ The Dynamics of Transformational Leadership ▪ Attaining High Levels of Leadership Consciousness ▪ Deepening Dialogue with Skeptical and/or Indifferent Groups 	<ul style="list-style-type: none"> ▪ Learn ways to build and sustain strategic leadership capacity in the team and in the organization. ▪ Determine how to enhance the learning processes necessary for effective strategy making and strategy implementation within the organization. ▪ Increase appreciation of the impact of organizational context, culture and systems on strategic leadership. ▪ Take the perspective of being a strategic leader versus a tactical manager. ▪ Align his/her level of leadership consciousness to create and maintain a positive impact on the organization’s culture. ▪ Promote conditions of synergy in the work environment using principles of emotional intelligence. ▪ Deepen dialogue with skeptical and diverse groups using principles of Transactional Analysis. 	<ul style="list-style-type: none"> ▪ 3 days

Learning Outcomes	Learning Content	Learning Objectives	Duration
Module 2: Change Management			
<ul style="list-style-type: none"> ▪ Awareness built and urgency for change created 	<ul style="list-style-type: none"> ▪ Assessing readiness for change ▪ Promoting awareness of the need for change ▪ Motivating employees to embrace change ▪ Establishing the context for transformation within the public sector 	<ul style="list-style-type: none"> ▪ Develop a personal sense of urgency for change ▪ Create an environment that engenders honest, convincing and ongoing dialogue with employees to have them start thinking about the need for change in the public sector. 	<ul style="list-style-type: none"> ▪ 1 day
<ul style="list-style-type: none"> ▪ Change successfully managed and led 	<ul style="list-style-type: none"> ▪ Understanding your role as change agent ▪ Setting the strategic direction ▪ Defining the change management strategy ▪ Preparing the change management team ▪ Developing change management plans 	<ul style="list-style-type: none"> ▪ Form a coalition or team of influential persons based on job title, social status, expertise, and political influence to continue to build the urgency and momentum around the need for change. ▪ Design effective frameworks for managing change. 	<ul style="list-style-type: none"> ▪ 1 day
<ul style="list-style-type: none"> ▪ Change successfully implemented 	<ul style="list-style-type: none"> ▪ Implementing the change, step by step. 	<ul style="list-style-type: none"> ▪ Help employees to envision the path to a successful change process ▪ Identify goals, objectives, tasks, deliverables, roles and responsibilities to implement change. 	<ul style="list-style-type: none"> ▪ 1 day
<ul style="list-style-type: none"> ▪ Change reinforced through employee support 	<ul style="list-style-type: none"> ▪ Supporting employees to make the transition required by the change 	<ul style="list-style-type: none"> ▪ Collect and analyze feedback from employees. ▪ Diagnose gaps or identify obstacles that could impede change (e.g. skills and competencies needed for the change). ▪ Implement corrective actions to close gaps, remove obstacles or minimize resistance to change. 	<ul style="list-style-type: none"> ▪ 1 day

Learning Outcomes	Learning Content	Learning Objectives	Duration
Module 2: Change Management <i>continued</i>			
<ul style="list-style-type: none"> Change built and anchored in the organization's culture 	<ul style="list-style-type: none"> Providing an opportunity to build on what went right and identify what can be improved. Adapting to the organization's culture to support change. Adapting to the organization's systems to anchor change through knowledge management and succession planning. 	<ul style="list-style-type: none"> Bring in new change agents and leaders to ensure succession. Make continuous efforts to ensure that the change is seen in every aspect of the organization. Include the change ideals and values when hiring and training new staff. Facilitate the archiving and retrieving of information that is relevant to the effects of the change. 	<ul style="list-style-type: none"> 1 day

3.2 *Expected Learning Outcomes*

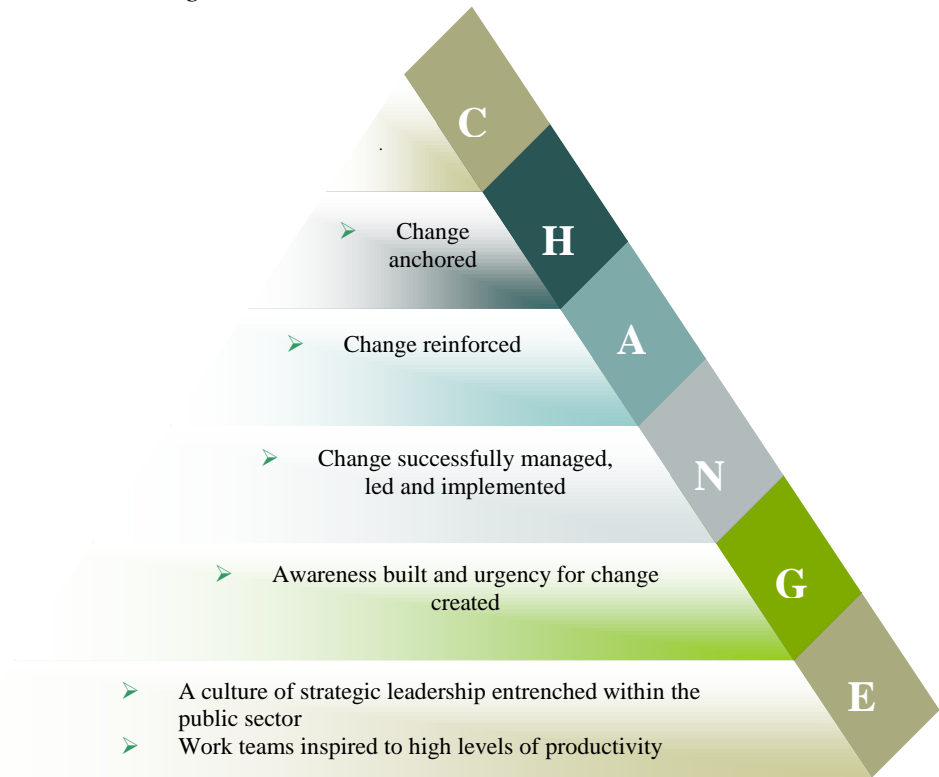


Diagram 1: *The Change Progression*

4.0 TARGET GROUPS

This intervention is specifically designed for:

- Team Leaders in the Public Sector Transformation Unit and Committee Heads
- CEOs, Permanent Secretaries and Directors Generals of Ministries, Departments and Agencies
- **Directors and Managers of Ministries, Departments and Agencies**

5.0 LEARNING APPROACH AND METHODOLOGY

The learning facilitation approach for this intervention will be experiential and interactive with emphasis on adult learning and competency-based methodologies. The purpose of this intervention will not only focus on passing on information and transferring skills to leaders of the process , but will be designed as a mobilisation tool to:

- Instill confidence and enthusiasm for creating change
- Enhance the participants' ability in making their own realistic assessments of limits, constraints and opportunities

Training delivery will therefore incorporate a combination of methods, including:

- Discussions and Current Reality Dialogues
- Brainstorming
- Lesson Drawing
- Simulation Exercises
- Case Studies/Stories
- Individual and Group Activities (e.g. the use of the Victory Circle or Guided Imagery in developing a Vision)
- Plenary on key issues



6.0 ASSESSMENT AND CERTIFICATION

Course assessment will take the form of in-course exercises. A Certificate of Achievement will be issued to participants who successfully complete the assessment exercises and have attended a minimum of 80% of the sessions.

7.0 TRANSFERABILITY AND SUSTAINABILITY

A representative core of leaders within the system will be exposed to our outlined training intervention. Following this, a select group will be identified for a train the trainer programme to enable them to deliver and sustain training throughout the sector.

8.0 FINANCIAL IMPLICATIONS

Once a final programme has been agreed, MIND will determine the financial implications for the full development and delivery of the proposed intervention.

**PUBLIC SECTOR TRANSFORMATION
CHANGE MANAGEMENT SURVEY**

The purpose of this survey is to determine your preparedness for the transformation of the public sector. The results from the survey will assist in easing the transformation process.

If you choose not to take part in this survey it will *not* affect your position in the organization.

DO NOT GIVE YOUR NAME
Your answers will be treated in confidence.

SECTION A: The following section requires some personal information. Please tick the appropriate box or write your answers in the space provided.

1. Age: 18-25 yrs <input type="checkbox"/> 26-33 yrs <input type="checkbox"/> 34-41 yrs <input type="checkbox"/> 42-49 yrs <input type="checkbox"/> 50-58 yrs <input type="checkbox"/> 59-65 yrs <input type="checkbox"/> 66 & over <input type="checkbox"/>
2. Gender: Male <input type="checkbox"/> Female <input type="checkbox"/>
3. Marital Status: Married <input type="checkbox"/> Single <input type="checkbox"/> Divorced <input type="checkbox"/> Common-Law <input type="checkbox"/> Widowed <input type="checkbox"/>
4. What is your highest level of education? Ph.D. <input type="checkbox"/> Master's Degree <input type="checkbox"/> Bachelor Degree <input type="checkbox"/> Diploma <input type="checkbox"/> Certificate <input type="checkbox"/> CXC <input type="checkbox"/> Other, specify _____
5a. What is your current post? _____
5b. How long have you served in this post? _____

5c. If this is not the only job you have held, how long have you served as a civil servant within the public sector?

0-12 months 1-5 years 5-10 years 10-15 years
 15-20 years Over 20 years

5d. What is your employment status?

Permanent/ Appointed Secondment Contract Temporary
 Other, specify _____

6. What is your annual income from the position held in the organisation?

Over \$ 2 million \$1-1.9 million \$500,000- 900,000 Under \$500, 000

SECTION B: This section is focused on how the organization deals with change. Please tell us your level of agreement with each of the statements below.

	1	2	3	4	5	6
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Don't Know
7. This organization has a clear focus and sense of direction for the future.						
8. Changes are made in a way that is consistent with the organization's mission.						
9. The leadership team is knowledgeable and current about strategic issues.						
10. A change at this organization is carefully considered and well-planned before implementation.						

11. The leadership team is open to different ideas and opinions.						
12. Employees are actively involved in planning and implementing change.						
13. The rationale for change is effectively communicated to employees.						

Please tell us your level of agreement with each of the following statements :	1	2	3	4	5	6
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Don't Know
14. Change at this organization is driven by facts and information, rather than speculation or opinion.						
15. Employees receive adequate training to keep up with changes in the organization.						
16. Adequate resources are provided to accommodate new processes or standards.						
17. The organization monitors and evaluates the impact of changes that are made.						
18. Problems arising from change are systematically identified and resolved.						
19. This organization consistently						

follows-through with plans and decision.						
20. This organization is perceived as innovative/progressive.						
21. This organization celebrates its success in achieving positive change.						
22. Given the current marketplace/environment, the pace and scope of change at this organization are appropriate.						

SECTION C: This section provides you with the opportunity to tell us how the changes were communicated and their potential impact:

23. Do you think there will be major changes in your organization as part of the transformation of the public sector?

Yes No Don't Know

24. What kind of impact do you think the changes in the organization will have on your life?

Very Strong Strong Weak Very Weak Not Sure

25. Do you feel as if your future is uncertain?

Yes, definitely Most Times Sometimes Not at all

26. Do you think the changes in your organization will put your job in jeopardy?

Yes No Not Sure

27. On a scale of 1-10, with 1 being the lowest, rate your level of readiness to accept new directions, mandates, and ways of conducting business?

1 2 3 4 5 6 7 8 9 10

28. Do you see yourself playing a role in the new organization?

Yes, definitely Most Times Sometimes Not at all

29. Do you think the changes will allow you to do a better job?

Yes No Don't Know

30. What workplace options in the process of transformation would you most welcome?

Remain in Same Position

Share Position/Function

Transfer

Merger

Pay cut

Redundancy

None

Not Sure

31. What workplace option in the process of transformation would you least welcome?

Remain in Same Position

Share Position/Functions

Transfer

Merger

Pay cut

Redundancy

None

Not Sure

32. Did management effectively communicate the mission for transforming your organization?

Very Effective Effective Ineffective Very Ineffective

33. Do you think the changes are necessary in order for the organization to become more cost-effective, efficient, and productive?

Very Necessary Necessary Unnecessary Very Unnecessary

Don't Know

34. Have you voiced your support for the changes in your organization?

Yes No

SECTION D: In this section please tell us how satisfied you are with the process of transformation. The level of satisfaction ranges from very satisfied to very dissatisfied.

How satisfied are you with:	1	2	3	4	5	6
	Very Dis-satisfied	Dis-satisfied	Neither Satisfied nor Dis-satisfied	Satisfied	Very Satisfied	Don't Know
35. The ways in which the changes were communicated to you?						
36. The discussion and negotiation on the transformation process?						
37. Your inclusion in the dialogue on change and the various solutions?						
38. The established mediums for expressing your ideas and opinions on the transformation process?						

SECTION E: This section provides you with the opportunity to tell us about your preparedness.

39. Have you ever been laid off from an organization?

Yes No

40. Do you know a friend or family member who has been laid off in the past twelve (12) months?

Yes No

41. Over the past twelve (12) months, which of the following have you done in an attempt to increase the chances of keeping your job? Please tick all that apply.

Work longer hours

Take fewer vacation days

Challenge the boss less often

Get more job training or education

Accept smaller benefits

Accept a lower wage

None of the above

42. How many training courses have you taken within the past twelve (12) months? If zero, please move to question 46.

Zero 1-2 3-4 Over 4

43. What type(s) of training have you undertaken in the past twelve (12) years? Please tick all that apply.

Leadership

Management

Technical/ Computer Skills

Non-technical

44. If training was undertaken, who paid for the course (s)? Please tick all that apply.

My employer Another Organization

Myself

45. Has your training within the past twelve (12) months adequately prepared you for the challenges that may come with the transformation of the public sector?

Yes, definitely Yes No Not sure

46. On a scale of 1 to 4, with 1 being the lowest, please rate the types of training in respect of preparing you for the challenges that may come?

Leadership

Management

Technical/ Computer Skills

Non-technical

47. Has the organization sufficiently provided training options in keeping with its mission for change?

Yes, definitely Yes No Not sure

48. In the past twelve (12) months, did the organization offer training that you did not take?

Yes No

49. If yes, what was the main reason for not undertaking the training?

Too busy with my duties

Course not suitable (I already have the skills, etc.)

Course too difficult

Health reasons

Family responsibility

Too old, too late in career

Was not approved by Supervisor/ Manager

Other, specify _____

50. Do you have any other source of income?

Yes No

51. Have you been seeking employment outside of the organization?

Yes No

52. How else can the organization better prepare its staff for the changes that are to come?

THE END

TRANSITION PLAN/MECHANISM FOR DEPLOYMENT UNDER TRANSFORMATION

The restructuring of the Public Sector will significantly affect the lives of employees whether or not they remain in the Service.

This document will examine the process involved in the deployment of staff and the separation of others where deployment is not possible or successful at the completion of the exercise.

The Staff Orders for the Public Service 2004 defines deployment as an “*assignment from one position to another that is equivalent in level, emoluments and benefits*” [S.O. 1.9.3(i)]. However, in light of the mandate given for this exercise to be a comprehensive transformation of the Public Sector, the term 'deployment' will not be limited to the provisions of the Staff Orders but will include assignments at different levels within the Central Government Service as well as movements across the wider Public Service such as Statutory Bodies, Government Agencies and other Public Bodies.

PURPOSE

The objective of this plan is to provide guidelines to ensure that persons are deployed in a manner that is fair and transparent to meet the operational requirements of the Public Service.

SEPARATION TERMS

In public entities different terms are used for separation due to reorganisation/restructuring namely; redundancy, retirement or termination of service.

- *Retirement*

Permanent staff in the central government who are separated are retired based on abolition of posts/reorganisation and a pension is paid.

- *Termination of Service*

In similar circumstances, the services of temporary staff are terminated and a gratuity paid for staff employed for two (2) years and over.

- *Redundancy*

This is a form of separation that occurs in some government agencies and Statutory/Public Bodies and persons are paid in keeping with the terms and conditions of the Employment (Termination & Redundancy Payments) Act 1974.

GUIDING PRINCIPLES

In approaching the transition exercise, the process should be governed by:

Fairness
Respect
Accountability (FRAME IT)
Merit
Equity
Integrity and
Transparency

STRATEGIC EXECUTIVE COMMITTEE

There should be a strategic committee within each entity chaired by the Permanent Secretary/Head of Department/ Chief Executive Officer which will make the decisions as to which posts are slated for abolition.

PARAMETERS

1. LAWS/LEGISLATION

In addressing this exercise there must be cognizance of the diversity of the Public Sector and the various legislation/laws that exist which create restrictions in the seamless movement of staff among the entities as terms and conditions of employment differ. These legislation and laws include the following:

Central Government and Parish Councils

- The Jamaica (Constitution) Order in Council, 1962
- The Public Service Regulations, 1961
- The Police Service Regulations, 1961
- The Judicial Service Regulations, 1961

- The Municipal Service Commission Act
- The Parish Councils (Unified Service) Act

Regional Authorities/Executive Agencies /Public and Statutory Bodies

- Regional Health Authorities Act
- Executive Agencies Act
- Acts that govern other Public Bodies

Retirement/Compensation Benefits

- Pensions Act
- Pensions (Parochial Officers) Act
- Constabulary Act
- Judiciary Act

Redundancy/ Compensation Benefits

- Employment (Termination & Redundancy Payments) Act, 1974
- Regulations governing other pension schemes

2. PENSIONS

There are several issues regarding the deployment of persons across the public service and implications for the pension rights of staff depending on whether the pension scheme is non-contributory or contributory:

a) Transfer Provision

- Acts Governing Statutory/Public Bodies would have to be examined regarding the possibility of civil servants being transferred to those organisations while maintaining their pension rights within Central Government.
- While on transfer a sum equivalent to 25% of the salary payable to civil servants must be paid to the Accountant General's Department in order for their pension rights in Central Government to be maintained. Therefore, Statutory/Public Bodies would have to agree to allocate within their budget twenty-five percent (25%) of the person's salary. This amount must not be taken directly from the individual's emoluments.

b) Secondment

- The pension rights of Officers on secondment from the wider Public Service to Central Government must be maintained in accordance with their respective pension agreements/provisions. Therefore the Ministry of Finance and the Public Service should be consulted in this regard.
- Pension contributions as stated in (a) and (b) do not apply when the organisation to which the person is being seconded is fully funded by the government.

3. DELEGATED ENTITIES

- a) Where there is Delegation of Functions under the Public Service Regulations (1961) a schedule of the posts slated for abolition and the officers affected must be submitted to the Office of the Services Commissions, prior to any action being taken.

4. SPECIAL CASES TO BE CONSIDERED

Special consideration should be given in the following cases:

- persons with disabilities,
- both spouses to be retired simultaneously
- persons on study leave
- persons on secondment
- persons on interdiction

Where persons are willing to accept appointments at lower positions, the acceptance should be made in writing.

The OSC should be consulted for guidance in the administration of these special cases.

STEPS TO BE TAKEN IN THE DEPLOYMENT PROCESS

Steps in the Process	Guidelines	Organizations/Persons Responsible
<p>Step 1</p> <p>Sensitise Staff Re: Transformation Process</p>	<p>Advise staff :</p> <ul style="list-style-type: none"> • To prepare resumes, and • To give agreement in writing for their data to be placed on the Electronic Labour Exchange (ELE) 	<p>Ministry/Department/ Agency</p> <p>Public /Statutory Bodies</p>
<p>Step 2</p> <p>Update General Staff List</p>	<p>Clearly outline –</p> <ul style="list-style-type: none"> • Details of the post i.e. Post Number, Classification, Post Title • Details of the officer i.e. Full name, Date of Birth • Details of employment i.e. Date of Temporary employment, First Appointment, Present Appointment • Academic qualifications • Substantive Holders • Persons assigned to the posts • Acting Appointments/ Assignments 	<p>Ministry/Department/ Agency (MDA)</p> <p>Office of the Services Commissions (OSC)</p> <p>Public /Statutory Bodies</p>
	-	

<p><u>Step 3</u></p> <p>a. Review the old structure against the new structure and identify the posts that are not retained on the new structure</p> <p>b. Re-sensitization of staff regarding the new structure</p>	<p>Individual/Face to face General Meetings Department/Division/ Unit</p>	<p>Ministry/Department/ Agency</p> <p>Public /Statutory Bodies</p>
<p><u>Step 4</u></p> <p>Identify persons whose posts are slated for abolition</p>	<p>Outline -</p> <ul style="list-style-type: none"> • Names of Officers • Qualifications • Special skills <p>Appraisal results (PMAS where applicable)</p>	<p>Ministry/Department/ Agency</p> <p>Public /Statutory Bodies</p>
<p><u>Step 5</u></p> <p>Examine the possibility of placement of those persons whose posts are slated for abolition.</p>	<p>Match skills to positions readily available</p> <p>Provide justifications/reasons for all recommendations especially those being assigned to different positions i.e. group/grade</p>	<p>Ministry/Department/ Agency</p> <p>Public /Statutory Bodies</p>
<p><u>Step 6</u></p> <p>Submit documentation to OSC for action</p>	<p>a. Schedules of</p> <ul style="list-style-type: none"> • proposed placements • officers displaced • all the vacancies <p>b. Performance appraisals for officers displaced</p>	<p>Ministry/Department/ Agency</p> <p>Public /Statutory Bodies</p>

Steps in the Process	Guidelines	Organizations/Persons Responsible
<p><u>Step 7</u></p> <p>Continued sensitization of staff members</p>	<p>Updates, Newsletters, Circulars</p>	<p>Ministry/Department/ Agency</p> <p>Public /Statutory Bodies</p>
<p><u>Step 8</u></p> <p>Place data on Electronic Labour Exchange (ELE)</p>	<p>Ministry of Labour Guidelines</p>	<p>Ministry/Department/ Agency</p> <p>Ministry of Labour and Social Security</p> <p>Public /Statutory Bodies</p>
<p><u>Step 9</u></p> <p>a. Deployment of staff within Central Government</p> <p>b. Deployment of staff within Public/Statutory Bodies</p>	<p>-</p> <p>-</p>	<p>Office of the Services Commissions</p> <p>Heads of Department/CEOs</p>
<p><u>Step 10</u></p> <p>Separation of staff not placed in the deployment exercise: retirement/ termination</p>	<p>Public Service Regulations, Pensions Act and other guidelines</p>	<p>Office of the Services Commissions</p> <p>Delegated Ministries Agencies</p>

THE MANAGER'S GUIDE TO MANAGING THE SEPARATION PROCESS

POLICY

The Ministry/Department will ensure that all employees are made aware of, and have a full understanding of the reason/s for any decision made in relation to separation of staff.

Where the Ministry is faced with an excess of employees in a particular area as a result of a merger or another operational reason, a process of full and open communication shall be implemented.

The Ministry/Department will investigate all alternatives to separation, including redeployment before any final decision is made.

In any separation the Ministry/Department will ensure that all entitlements are met and employees are treated fairly, equitably and with dignity during the process.

Announcements and Meetings with Employees

“Get the truth to people before the rumours take over. Tell them what happened, what’s happening, and what will be done”.

An affected employee

A) COMMUNICATIONS STRATEGY

How important is a Communications Strategy?

It’s Essential!

Effective communication is the key to the successful implementation of a work force reduction. The only thing worse than bad news is uncertainty. Experts advise organizations to prepare a corporate Communications Strategy before any announcements are made.

A good Communications strategy should take into consideration various activities or ways to communicate the information on a workforce adjustment situation. You should therefore determine:

- Which type of communication strategy you will use
- What you are going to tell your employees
- How you are going to tell them.

You should also consider the advantages of informing all employees at the same time to ensure that corporate messages delivered at each step of the separation process are consistent, timely and accurate. Often a variety of delivery methods are used in combination, such as face-to-face meetings, print material (newsletters, bulletins, brochures), electronic bulletin boards.

Your Communications and Human Resources (HR) Managers will assist you in the preparation of a Communications strategy.

What are some of the principles I should keep in mind?

The following principles should increase the likelihood of a successful communications strategy:

- Listen to employees and provide them with ample opportunities to ask questions.
- Inform employees early and as often as possible.
- In collaboration with HR keep the Jamaica Civil Service Association's (JCSA) Union representatives informed.

Why listen to employees?

Good communication is a two-way street. It is not just about giving information – it is also about maintaining supportive human relationships and, above all, listening.

You may want to use a range of formal and informal opportunities to solicit employee concerns – e.g. corridor conversations, lunchtime sessions, Friday lymes, e-mail messages suggestions box. This will demonstrate your concern and accessibility, and may also produce some creative ideas for managing change.

Why communicate early and frequently?

You are encouraged to communicate often in an open and honest manner with your employees. This may help to avoid:

- Unpleasant situations arising out of anger, fear and frustration
- Rumours
- Significant drops in motivation and productivity, general unrest and perhaps increased absenteeism.

As a rule:

- Do not assume that your staff has the same information as you do, nor the same context for understanding that information. Replace rumours and misinformation with facts, and be as specific as possible.
- Let people know what they can expect and, if possible, when. Give it to them straight; most prefer not to be kept in the dark and can handle it. If you level with your employees, your credibility will also be ensured.
- Provide progress reports on a regular basis. Even if you have little or no information to pass on, keep people posted – this is meaningful to them.
- Use information sessions or functional group meetings to inform staff of administrative and action plans for the separation exercise.

How do I keep the Unions in the picture?

It is very important that you keep the lines of communications open with the Staff Association and Union representatives throughout the process. They may be helpful in communicating concerns of employees and useful suggestions. As well, the Staff Association and Union representatives appreciate being kept informed early in the process, in order to provide advice to their membership.

Keep in mind that:

- Prior to any announcements on organizational change to staff, the Staff Association and Union representatives should be consulted. The Human Resources Directorate will act as the primary intermediary in this respect.

B) SEPARATION PROCESS

A separation must be substantively fair. This means that the following must be taken into account: -

- employee's length of service
- range of skills and experience
- nature of his/her duties
- performance
- consideration to situations where wife and husband are employed in the service - determined effort must be made to prevent displacement of both parties

Employees to be separated shall be determined by the following:-

- voluntary
- last on, first off basis, taking into account the need to maintain efficient operations where the reduction have to be made.
- retirement on the grounds of abolition of Post/Re-organization
- non-renewal or early termination of Fixed Term Contract

HR will formulate an objective process of selection of positions to be abolished. This will be without regard to the incumbents, except in the case of retention of specialist skills, knowledge and competencies.

Every effort will be made to identify opportunities in other areas of the Ministry or **redeployment** in the wider Civil Service commensurate with skills and experience of the employees who are being considered for separation. Employees will be given the opportunity and adequate time to consider the alternatives and to respond accordingly.

It is the conditions of employment within the Ministry that will be used for the **transfer/secondment** of an employee to another Ministry/Organization/Entity. Transfer/secondment of this nature will not be prejudice to the terms and conditions of the employee. (*Staff Order No. 1.9.1. and 1.9.4*)

If an alternative position is not acceptable to the employee then there will be separation.

Paperwork

When it has been deemed that all alternatives to separation have been explored, the Human Resource Unit will do the following: -

- Advise Post Operations Committee of the proposed separation.
- Seek approval from the relevant authorities for permanent officers to be retired on the grounds of re-organization/abolition of post. (*Staff Orders No. 14.7.1 and 14.7.2.*)
- Calculate the vacation leave eligibility and submit to MoFPS for verification.
- Prepare Period of Service Record for permanent employees to be forwarded to the Ministry of Finance and the Public Service for the calculation of retirement benefits.
- Prepare list of temporary employees with two (2) years service and over to be forwarded to MoFPS for terminal benefits to be calculated. (**Government Employees – Compassionate Gratuities Resolution Act**)
- Prepare and submit re-deployment list along with resumes to be forwarded to the Office of the Services Commissions.
- Prepare list of the posts to be abolish and forward to the MoFPS (Establishment Division).
- Prepare letters outlining the reasons for separation and their entitlements.
- All documentation must be on the employee's personal file.

Separation Payments

- Permanent officers will proceed on vacation leave and pension benefits paid at the end of this leave.

- Payroll will be advised to prepare cheques for temporary employees (that is, notice pay, vacation leave paid and terminal benefit).

C) COUNSELLING /SUPPORT SERVICES

The Human Resource Department will help determine when Counselling/Support Services should be engaged. As a guide, there are three (3) important aspects of such services: -

- a) Assisting the Ministry to plan and accomplish the separation of an individual or group of employees.
- b) Working with the individual(s) who are separated to help them come to terms with the termination and to develop the skills and knowledge to assist them secure a suitable position.
- c) Support for those staff who will remain in the Ministry. While access to the counselling service is primarily for the person who is being separated, it should also be available to others, for example.
 - the individual delivering the separation message may require access to counselling as well as briefing/training on how to deliver the message;
 - where there are large numbers separated, it may be helpful for all staff to have access to counselling during the restructuring, decision-making and implementation process; and
 - for those remaining, following the exit of those as part of the rebuilding process.

Elements of Counselling/Support may include:

- personal counselling for the employee
- Entitlements
- Financial advice
- Resume writing and job search skills
- Networking skills and their role in the job search

D) ANNOUNCEMENTS AND MEETINGS WITH EMPLOYEES

When do I notify affected employees?

It is important to be mindful about the importance of work in people's lives and appreciate that separation will be significantly traumatic to employees. The nature of separation means that there should be considerable sensitivity in the way they are handled. Confidentiality is crucial. It is important to avoid gossip about impending separations as this can encourage negative actions.

Employees who are identified for separation are entitled to be notified in writing. This may be done as soon as decisions are made and it gives affected employees a greater advantage and opportunity to seek out employment opening before they are officially separated.

How is the initial announcement made?

There is no single right way to handle the initial announcement. Some organizations choose to have a group announcement followed by individual interviews between the manager and affected employee. Others do the reverse, with individual interviews with affected employees just before a general announcement, as the preferred approach.

In either case, the most senior manager should make a group announcement possible.

What are the key steps for a group announcement or conducting interviews?

In preparing for a group announcement session or for conducting interviews the following should be considered:

1. HAVE ALL THE FACTS

The first important step is adequate factual preparation. Consult and or/include other specialist (i.e. Human Resource Specialist) to help provide employees with accurate and detailed information. Remember that as the employee's first point of contact, you should be prepared to provide basic facts, including a summary and rationale for the separation decision and the support services and resources available in the Ministry.

If a group announcement is made, all employees in the Unit(s) concerned affected or not, should be invited to attend. Keep in mind that this announcement should not become an open forum for debate. In the case where managers decide to inform affected employees after the group announcement, mention that individual interviews will follow with their supervisor and /or HR Manager to discuss their immediate situation. These interviews should take place as soon as possible in order to avoid undue stress and anxiety.

2. SELECT THE APPROPRIATE MANAGER

Notifying employees is a management function. Therefore, the most senior manager should talk to the group. The HR Manager and other managers should also be present at the meeting.

While the manager delegated with staffing authority must sign the written notification of affected employees, it is recommended that:

- Someone familiar with the employee give the notification in person
- The notice be delivered by a manager one organizational level above the employee and that the manager be excluded from the same union as the employee.
- In cases where an order of merit is established the manager responsible for the decision should be the one who notified the employee.
- When someone gives the notice other than the immediate supervisor, the notice meeting should be followed up as quickly as possible with further discussion between the employee and his/her immediate supervisor.

In some cases, the employee may wish to have a witness present at the meeting. Such requests should normally be allowed.

3. SELECT A SUITABLE LOCATION

Choosing where to deliver the news is as important as knowing what to say and how to say it. It is a reflection of the manager's sensitivity to the employee's feelings.

The location selected should provide completed privacy. Some managers prefer to do such interviews away from the workplace, in an enclosed office (for individual interviews), or in a neutral area (e.g. a conference room), so that employees may arrive and leave without being observed by co-workers.

4. DETERMINE APPROPRIATE TIMING

The information should be communicated as soon as a firm decision has been made regarding the specific positions to be eliminated and the individuals who “affected”.

It is suggested that the best time to deliver such news is late in the day, so the employee(s) may leave work early, if necessary. This will reduce their feelings of discomfort in having to face co-workers after hearing the news, and allow them time to deal with the shock. Informing them early in the week will also allow the employee(s) time to start planning, meet with a Human Resource Manager, and avoid a weekend of worrying without access to more information or support mechanisms.

5. PLAN WHAT TO SAY AND BE CONSISTENT

Writing down what you intend to say at the meeting will ensure that the information is consistent with all employees (especially in the case of the individual interviews). Your meeting or interview should address at least these components:

- Support and reassure your employees that every effort will be made to find alternative employment for those who are affected.
- Help your employees consider alternative options
- Ensure affected employees are linked with a HR Manager.

In the case of individual interviews:

- Make sure you have essential information about every employee you will be meeting (i.e. review of employee files, personal knowledge).
- Don’t engage in “small talk”. Get straight to the point and communicate the decision in the first few minutes of the meeting.
- Restrict the meeting to 15 minutes – saying too little is preferable to saying too much.

- Be empathetic but in control. Be prepared to listen, and allow the employee to vent emotion.
- Do not get defensive, argue or threaten, personalize anger, or debate the finality of the decision. Don't deviate from the script.
- Prepare for a range of reactions to the separation message, for example, anger, shock, denial or silence.
- Ensure that the person has heard and understood the message.

6. KNOW HOW TO SAY IT

Since employees are usually aware of the purpose of the announcement or the interview, you should get to the point quickly and directly. A long and vague introduction serves little purpose and may alienate them. The following are pointers to help you communicate effectively:

- Be direct without being blunt or brutal
- Communicate clearly and candidly
- Support your announcement with facts
- Start by telling employees that a decision has been made which has resulted in separating of staff.
- Limit the discussion (remember that you cannot change the situation).
- Tell them that affected employees will receive counselling and support
- Be sensitive and listen to employee's feelings, but, if necessary, redirect the discussion towards a more constructive one.
- Explain the available support services (e.g. Employee Assistance Program assigned to them, assistance in finding employment)

Avoid:

- Arguing or justifying the Ministry's or Agency's decision.
- Getting involved in an in-depth dialogue at this time
- Words like "terminate" and "fire", instead, explain it in other words (e.g. "the position function will no longer exist").

7. PREPARE FOR QUESTIONS

You should try to anticipate questions and respond to them. Typical questions might be:

- Why me?
- Was it my performance?
- Is there another position for me?
- How will prospective employers view this? What will you say to them?
- How did you decide which positions are affected and which ones are not?
- How long have you known about this?
- What about the other employees? What will you say to them?
- How do I tell my family?
- Does my union know?

8. ANTICIPATE REACTIONS AND EMOTIONAL RESPONSES

Dealing with employees who may lose or have just lost their jobs is uncomfortable for everyone. Before scheduling your meetings, carefully prepare yourself. Think about what type of reactions you might expect and where you can get specialized support, if necessary.

Although, in the past, few of these meetings have reached crisis proportions, some employees may have extenuating personal circumstances, which may not be aware of, and which could increase the stress or shock level on hearing such news.

Some of the most common reactions include:

- ❖ Anticipation (thought it was coming)
- ❖ Backlash (it's the fault of others)
- ❖ Disbelief (cannot be happening to me)
- ❖ Escape (urge to leave immediately)
- ❖ Euphoria (agreeable, but no realistic)
- ❖ Violence (verbal or physical)
- ❖ Sabotage (to protect one's own territory)

Some common emotions include:

- ❖ Anger
- ❖ Despair
- ❖ Depression
- ❖ Fear
- ❖ Sadness
- ❖ Self-pity
- ❖ Shame
- ❖ Relief

Handling emotional situation is never easy, but a few general tips are suggested:

- Do not become personally involved. Remain objective and in control of your feelings.
- Do not become defensive or begin to argue.
- Encourage the person to talk. Listen and try to understand
- Do not make promises or apologies. Do not build false hopes.
- Show empathy (e.g. for a shocked person, “This must be hard for you”).
- Be aware of early acceptance and conclusion of the interview.
- Continue the interview until the person is talking coherently and is reasonably clam about the situation.
- Have emergency support available or know where it is – e.g. in case of a medical emergency (e.g. heart condition); where you expect the employee may react violently (security nearby).

If you felt that the employee may require some immediate assistance to deal with this situation, you may wish to acquaint him/her with the Employee Assistant Programme (EAP).

Allow the employee to ventilate, but keep in mind the critically important next step - providing some element of structure and reassurance to the employee by briefly describing the nature and extent of support available.

9. CLOSE THE INTERVIEW

The employee should be given the notification letter and thanked for his/her services and commitment to the Ministry. You should follow up to ensure that the employee reads the letter and understands its contents.

It is the responsibility of the Manager to ensure that all property belonging to the Government has been returned before the employee receives final payment.

Assure the employee that the Ministry and the Agency are committed to doing all they can to help the affected employee respond to the consequences of this news and to finding another job. A number of Ministerial and government wide resources are at the employee's disposal – e.g. HR Manager, EAP Counsellor, Offices of the Services Commission.

What happens next – After the Notification stage?

The communications process does not end with the group meeting when separation decision is announced or the notification interview. It is an on-going process involving the affected employees and those left behind.

AFFECTED EMPLOYEES

For affected employees, expect any number of reactions for example:

- Absenteeism
- Drop in morale
- Prone to make errors

You may have to repeat much of what was said during the notification meeting, since employees often hear little after they are told the purpose of the meeting.

The Ministry (see HR Support Services) will provide counselling and job assistance to them. Keep in mind: As the manager, you are responsible for identifying re-deployment opportunities within and outside of the Public Service.

One of the things you may be required to do is provide references for your priority employees. A reference provides the new employer with information on the individual's technical competence and abilities.

To be effective, a reference should include:

- ❖ Dates of employment
- ❖ Position(s) held
- ❖ An overview of the individual's technical ability, interpersonal relationships at all levels within the organization, and strengths, abilities and aptitudes.
- ❖ Reason for their current status.
- ❖ Your willingness to retire the employee

Be prepared to provide additional follow-up support to assist in their job search efforts, such as providing a written reference is requested. **Above all, keep the lines of communication with employees and continue to treat them as valued members of your team as long as they are with you.**

EMPLOYEES WHO REMAIN

Dealing with survivors can also present a challenging and painful exercise. In order to maintain morale among remaining staff, it is important to communicate on a regular basis with the employees by providing up-to-date information on impending changes, reductions, and new developments. They may be conducted on an individual basis or as a group. Be sure you are prepared for questions, such as priorities, distribution of the workload, any training required to assume reorganized responsibilities etc.

PROCEDURES FOR ENGAGING TRADE UNIONS/STAFF ASSOCIATIONS IN THE TRANSFORMATION OF THE PUBLIC SECTOR

PURPOSE

This procedure provides guidelines on how to engage the Trade Unions/Staff Associations in the transformation of the Public Sector. The purpose is to engender and maintain a satisfactory level of openness, trust and co-operation between labour and management within the Public Sector during the transition.

GUIDING PRINCIPLE

Recognizing the intent of the third Memorandum of Understanding (MOU 111) signed on April 18, 2008 between the Government and the Jamaica Confederation of Trade Unions and certain Public Sector Staff Associations each MDA must agree to embrace the principle stated in Section 9 (viii) of MOU 111, which reads as follows:

“The PARTNERS agree that where there is contemplation of a restructuring/reorganization which may lead to separation of employment, there will be prior consultation among the PARTNERS in keeping with Part 3 Paragraph 11 and Part 4 Paragraph 19 of the Labour Relations Code.”

UNIONS AND STAFF ASSOCIATIONS

If there is to be prior consultation among the *PARTNERS* in the transformation of the Public Sector it is imperative that information is provided on all Trade Unions and Staff Associations. Appendix 1 provides a comprehensive listing of the member unions within the Jamaica Confederation of Trade Unions and the Public Sector Staff Associations.

STRATEGIES	ACTIVITIES
MACRO LEVEL ENGAGEMENT	
<p>INITIAL CONSULTATION The Public Sector Transformation Unit will initiate the engagement at the macro level by consulting with the JCTU and major staff associations. The initial consultation will involve a mass meeting</p> <p>CONTINUOUS PROGRAMME OF CONSULTATION</p>	<p>Mass Meeting The Head of the PSTU and team members will host the meeting at a suitable venue prior to the commencement of any restructuring/reorganization of MDAs.</p> <p>Suggest that the President & General Secretary of the JCTU as well as two (2) representatives from each member union and staff association be invited.</p> <p>Agenda would include:</p> <p>TRANSFORMATION OVERVIEW</p> <ul style="list-style-type: none"> • Background factors • Approach/Methodology • Time-frame <p>Discussion of avenues for co-operation</p> <p>At the macro level the PSTU will continue to hold regular meetings with the JCTU member unions as well as the major staff associations to provide regular updates and information on the accomplishments of the unit. The PSTU will also continue to issue to the Trade Unions/Staff Associations necessary advisories in respect of the process of change.</p>
MICRO LEVEL ENGAGEMENT	
<p>In the initial stage Heads of MDA in collaboration with HR/IR Unit must consult/communicate with the worker representatives in each MDA.</p>	<p>Consultation will be in the form of a meeting/sensitization session where the worker representatives will be given a broad overview of the transformation process.</p> <p>An invitation should be issued to the worker representatives to nominate individual/s from among them to be a part of the MDAs inter-disciplinary</p>

	<p>transformation team.</p> <p>A 3:1 ratio of management to workers is recommended for the transformation committee.</p>
Involvement of worker representatives in the development of the Implementation Plan for the transformation of the MDA.	<p>Provide the draft Implementation Plan to the worker representatives</p> <p>Allow sufficient time for them to consult with staff and union</p> <p>Entertain discussion on the Plan</p> <p>Sign-off on the Plan after discussion and consensus.</p>
Partner with the worker representatives at each stage of the transformation process	<p>All information for effective discussion is to be supplied. Prior consultation is to be held on the following areas:</p> <ul style="list-style-type: none"> • Organizational structure – MDAs must agree to have workers and their representatives review proposed structures and give sufficient time for feedback • Posts recommended for abolition are to be discussed and agreed • Persons for separation are to be discussed and agreed such as: <ul style="list-style-type: none"> ○ Those for voluntary separation ○ Those for retirement and the applicable pension rights, ○ Those for redundancy and the applicable payments ○ Those for redeployment ○ and the procedures for the separation of temporary employees, <p>Give sufficient opportunity for the worker representative/s to express their views without prejudicing their position in any way.</p>
Build relationships of goodwill and trust in instances where there are disagreements	Entertain dialogue on problematic issues or disagreements.

	Agree to continue dialogue to arrive at a compromise or consensus.
Agree Mechanisms for Feedback	MDAs must give worker representatives sufficient opportunity to provide feedback to their members and unions. Agree to Meetings, Sensitization Sessions, distribution of leaflets, bulletins etc. through which staff will be kept informed.
Facilitate dialogue on methods/criteria for separation	MDAs must discuss separation methods to ensure that workers and their representatives are satisfied that these are in accordance with existing labour laws, the labour relations code, existing statutes and laws as well as termination terms agreed under contracts of employment.
Agree on Terms of Disengagement	MDAS must commit to providing worker representatives with information on the terms of disengagement for various categories of staff, i.e. those to be separated on the following terms: Notice Period/Notice Pay Vacation Leave Pay Compassionate Gratuity Pre-Retirement Leave Retirement Benefits Redundancy Pay
Agree time-frame for processing and paying staff entitlements	Dialogue with Unions with a view to arriving at agreement on time frame within which termination benefits are to be processed and paid. Provide Unions with regular updates.
Monitoring	Team including Union representatives to monitor implementation. Provide opportunities for worker representatives to review and sign-off on deliverables.

REGISTRY OF UNIONS AND STAFF ASSOCIATIONS

PRESIDENT	UNION/STAFF ASSOCIATIONS	ADDRESSES	TELEPHONE NUMBER
HEALTH GROUPS			
Mrs. Josephine Hutchinson-Bedward President	Jamaica Enrolled Nurses Association	NWU Building 130-132 East Street Kingston	967-4032 440-2639 (c)
Mrs. Edith Allwood-Anderson	Nurses Association of Jamaica (NAJ) JCTU Member	4 Trevennion Park Road Kingston 5.	929-5213
Ms. Duet Less President	Jamaica Association of Nurse Practitioners	97 Cornwall Street P.O. Box 59 Falmouth Trelawny	954-4904 954-3689
Ms. Donna Bailey President	Jamaica Association of Nurse Anesthetists	C/o Kingston Public Hospital North Street	922-0368 949-5300
Dr. Shane Alexis President Dr. Andrew Salmon Immediate Past President	Jamaica Medical Doctors' Association (JMDA)	C/o University Hospital of the West Indies, Doctors' Quarters Mona Kingston 6	967-1100-3/1280 924-9668 869-7856 (c) 977-2512 (JDA) 926-5721
Mrs. Carmen Walker-Sutherland	Jamaica Midwives Association	19 Sandhurst Crescent, Kingston 6.	922-1700 922-0210-9 425-7071
Ms. Novlette Longmore	Dental Assistant Association	C/o Kingston Public Hospital Dental Unit North Street	922-0222 Ext. 2024
Mrs. Myrna Davis President Mrs. Lorna Laing Hill Executive Member	Jamaica Dental Nurses Association	C/o Dental Auxiliary School 5 Arthur Wint Drive Kingston 5 C/o KSAC 5 Marescaux Road	968-1174
Miss Beverley Anthony President	Jamaica Association of Nutrition and Dietetics	C/o Kingston Public Hospital	922-3834
Miss Carol Townsend President	Society of Radiographers (Jamaica)	C/o School of Medical Radiation Technology University Hospital of the WI, Mona, Kgn 6	927-1620-9 977-2388

Mr. Richard Baker President	Jamaica Association of Public Health Inspectors	P.O. Box 616 Spanish Town, St. Catherine Rodney's Emancipation Square Shop #F201	907-1988 907-5280
Mrs. Karen Crossman-Johnson Vice President			
Mr. Leeford Bennett Advisor	Council of Paramedics	c/o Comprehensive Health Centre Slipe Pen Road Kingston 5	789-3186 (c)
Dr. Orville Grey President	Association of Government Medical Consultants	Unit 28 Seymour Park Seymour Avenue Kingston 10	700-5180 469-3243
Dr. Winston Grey President	Jamaica Association of Public Dental Surgeons	C/o Dental House 7 Upper Musgrave Road. Kingston.	962-2459 862-5893 winstongrey@yahoo.com
Ms. Sonia Watson-Brown	Occupational Therapists Association	C/o Bellevue Hospital 16 Windward Road	928-1380
Miss Paulette Wray President	Pharmacy Technician Association	C/o Hagley Park Health Centre, 118 Hagley Park Road	937-2758 326-9733
Ms. Marcelene Wheatle President	Health Educators Association	P.O. Box 812 General Post Office	909-9756
Ms. Veronica Miller-Richards President	Health Records Association	C/O Ministry of Health 2-4 King Street	440-8488
Ms. Dorrett Narine President	Contact Investigators Association	C/O Portland Health Services, Smatt Road Port Antonio	504-5867
Dr. Osbil Watson	Jamaica Veterinary Medical Association	C/o Veterinary Services Division, Ministry of Agriculture 193 Old Hope Rd. Kingston 6	977-2489 977-2492
Mrs. C. Dawn Phipps President	Jamaica Veterinary Paramedics Association	C/o Veterinary Services Division, Ministry of Agriculture Hope Gardens Kingston 6.	924-8563
Miss Gail Nelson President	Jamaica Physiotherapy Association	C/o School of Physiotherapy 7 Golding Avenue P.O. Box 126 Kingston 7.	927-2235 789-3186 nelson.gail@gmail.com
Mrs. Valerie Jermaine Representative	Pharmaceutical Society of Jamaica	C/o Ministry of Health 2-4 King Street	922-3851

	Pharmacists are Represented by BITU (Mr. Kavan Gayle)	98-100 Duke Street Kingston	922-2443-6
CIVIL SERVICE GROUPS			
Mr. Keith Comrie Assistant Gen Secretary	Jamaica Confederation of Trade Unions	1A Hope Boulevard Kingston 6	977-3545 977-4575 977-5170 967-2970 922-6770
General Secretary	USAAW (see below)		
Mr. Wayne Jones President	Jamaica Civil Service Association (JCSA) JCTU Member	10-12 Caledonia Avenue Kingston 5.	926-5634 929-7957 754-6327
Mr. Vincent Morrison	National Workers Union JCTU Member	130 East Street Kingston	922-1150 967-2223
Mr. St. Patrice Ennis General Secretary	Union of Technical Administrative & Supervisory Personnel (UTASP)	3 Beechwood Avenue Kingston 5.	754-4905-6
Mrs. Helene Davis -Whyte General Secretary	Jamaica Association of Local Government Officers JCTU Member	15A Old Hope Road Kingston 5.	926-8233 929-5123 960-4403
Mr. Fitzroy Bryan	Union of Public and Private Employees (UPPE) JCTU Member	71 Duke Street Kingston.	370-1920 419-3612 566-1622
Mr. Lambert Brown President	University and Allied Workers Union JCTU Member (Represents Correctional Officers)	50 Lady Musgrave Road Kingston.	978-8260
Mr. Clifton Brown	Jamaica Workers Union JCTU Member	97A Church Street Kingston.	922-3222
Mr. Danny Roberts President	Union of Clerical, Administrative and Supervisory Employees (UCASE) (Affiliate to NWU)	130-132 East Street Kingston.	922-1153 282-3917 948-0753 700-3716

Mr. Keith Comrie General Secretary	Union of Schools, Agriculture and Allied Workers (USAAW) JCTU Member	2 Wildman Street Kingston.	967-2970 922-6770 Fax
Mr. James Francis	United Union of Jamaica (UUJ) JCTU Member	35A Lyndhurst Road Kingston 10	960-4206
Mr. Hopeton Caven General Secretary	Trade Union Congress JCTU Member	25 Sutton Street Kingston.	922-5313 922-3292 922-5468 Fax
POLICE GROUPS			
S.P. Michael James Chairman Supt. Hudson	Police Officers Association	Professional Standards Branch Duke Street Kingston.	927-4215 882-8471
Cpl. Raymond Wilson Chairman	Jamaica Police Federation	12 Ocean Boulevard Kingston Mall Kingston.	922-4983 922-3799 (Fax)
Mr. Calvin Allen (D.C.) Chairman	Island Special Constabulary Force Officers Association (ISCFOA)	Harman Barracks P.O. Box 24 Kingston.	938-2236
St. George Jackson Chairman Spl. Sgt. Andrew Johnson General Secretary	Island Special Constabulary Force Association (ISCFA) (Rank & File)	12 Ocean Boulevard Kingston Mall Kingston.	967-2346 967-3137 967-2346 472-8160
Mr. Delroy Davis President Junior Hollingsworth 1st Vice President	United District Constables Association	12 Ocean Boulevard Kingston Mall Kingston.	922-8390 948-66474/779- 6464 860-7258
CORRECTIONAL SERVICES			
Mr. Trevor Morrison Chairman	Senior Uniformed Officers Association	C/o Tower Street Adult Correctional Centre 2-4 Tower Street Kingston.	928-1281-3
Mr. Arlington Turner Chairman	Jamaica Federation of Correctional Officers (JAFEDCO)	Suite 12A 78 Slipse Road Kingston 5.	968-5972 920-3035 Fax

Mr. Aston Johnson Chairman	University & Allied Workers Union (UAWU) rep. Warders	Tamarind Farm	984-2244
TEACHING GROUPS			
Mr. Michael Stewart President	Jamaica Teachers' Association (JTA)	97B Church Street Kingston	922-1385-7 922- 3257 Fax
Dr. Adolph Cameron Secretary General			948-0646
Ms. Hazel A. Huie President	Academic Staff Association of the College of Agriculture, Science and Education (ASACASE)	Passley Gardens Port Antonio Portland	993-5657 993-5429 993-5220
Miss Marion Brown President	UTECH Administrative Support Staff Association (UTASSA)	237 Old Hope Road, Kingston 7.	9271680-8 927-1613-9 366-8245* 7981546
D. Scully Vice President			877-2855*
Major G. Junior Virgo President	UTECH Academic Staff Union (UTASU)	237 Old Hope Road, Kingston 7	927-1613
Mr. Lambert Brown President	University and Allied Workers Union (UAWU)	50 Lady Musgrave Road Kingston 10	978-8260-1 927-9931 Fax
Mr. Osmond Campbell Negotiating Officer	Represents Ancillary & Technicians		
Dr. Fitz Russell President	Jamaica Association of Education Officers	C/o Ministry of Education, Youth and Culture Caenwood Complex Arnold Road Kingston.	967-0146 922-1400
Ms. Tasha Manley President	Legal Officers Staff Association (LOSA)	C/o The Attorney General's Chamber Mutual Life Building 2 Oxford Road Kingston 5.	9062414 906-4908-31

RESISTANCE MANAGEMENT PLAN

It must be noted that resistance is the normal reaction to change, not the exception. This document, therefore, is a proactive approach to managing resistance. When introducing a change initiative, it is imperative that the points of resistance are defined and identified. It is also incumbent on the organization to develop a strategy for managing resistance to the change. In the majority of cases, resistance is best managed by the direct supervisor or highest level manager in the chain of command for that employee. In addressing resistance points, the Resistance Management approach should be prepared and reviewed with the primary change sponsor. Communicating the Resistance Management Plan to managers and coaches in their training workshops must be topmost priority.

RESISTANCE MANAGEMENT PROCESS

Diagnosing gaps and managing resistance is an ongoing process. The steps to be considered in this process are:

- 2.1 Identify the root cause of resistance
- 2.2 Address the root cause of this resistance through personal coaching
- 2.3 Provide ongoing coaching opportunities and gather feedback from the employee or manager over a defined period of time
- 2.4 Communicate the disadvantages of not supporting the change
- 2.5 Apply the consequences for not supporting the change

WAYS TO MANAGE RESISTANCE AND BUILD DESIRE FOR THE CHANGE

Prior to creating a desire to change, there must be an awareness of the need for change, a compelling reason justifying the change, and the risk of not changing. The following methods are suggested for managing resistance and building desire:

- 1) **Listen and understand objections.** In many cases employees simply want to be heard and to voice their feelings
- 2) **Focus on the “*what*” and let go of the “*how*”.** This transfers ownership of the solution to employees; employee involvement and ownership naturally builds desire to support the change
- 3) **Remove barriers.** The desire to change may be inhibited by barriers, disguised or obvious. These barriers include family, personal issues, money, physical limitations and so on
- 4) **Provide simple, clear choices and consequences.** Managers should communicate in unambiguous terms to employees, the choices and potential consequences of those choices
- 5) **Create hope.** People will follow a leader who creates hope and enthusiasm for the future, and who is trustworthy and respectable

- 6) **Show the benefits in a real and tangible way.** For some employees, seeing is believing, and seeing the benefits of change demonstrated in a practical way can create desire
- 7) **Make a personal appeal.** A personal appeal works best where there is a high level of trust and respect, and where honest and open relationships exist between managers and employees
- 8) **Convert the strongest dissenters.** Managers can employ creative ways to transform the strongest dissenters into the strongest advocates of change

RESISTANCE ASSESSMENT TEMPLATE

This template may be used either during face-to-face consultations with a resistant employee, supervisor or manager, or individuals may provide their responses in writing. The administration of this template should be carried out by the individual's direct supervisor, if possible.

1. Why do you think the change is taking place?	For the current change underway, describe the core business or customer base issues which you believe have created a need for change
2. Do you support this change?	What factors affect your desire to change? Would you consider yourself in favour of the change, neutral towards the change, or opposed to the change?
3. Do you have the training you need to implement the change?	List the skills and knowledge you believe are essential for supporting the change. On a scale of 1-5, where would you rate your current training on these skills and knowledge areas?
4. Are you having any difficulty implementing this training? If yes, in what areas?	How would you rate your ability to implement the changes, based on the required skills and knowledge to be employed in your day-to-day work activities?
5. Are you getting the executive/managerial support you need?	Is there adequate reinforcement and support for the change going forward? In what areas can additional support/reinforcement be provided?

V. ASSESSING THE RESULTS

FEEDBACK ANALYSIS

Monitoring and evaluation activities are paramount to the success of any change programme. Time should be taken at important milestones during the change initiative to re-evaluate Change Management results and make adjustments as necessary. This results orientation is critical to the ultimate success of the Change Management efforts. Early successes associated with the change should be celebrated, and the transition of the Change Management activities to operational managers carefully planned. It is important to follow-up with employees in order to get an understanding of how well the change is working. The feedback which is gathered will be beneficial in developing corrective actions and post-implementation Change Management activities. Feedback comes in different forms, some of which are:

- **Formal** – organized and facilitated. Includes structured team meetings, question-and-answer sessions, web-forms, and so on
- **Informal** – gathered by word-of-mouth. Includes water-cooler conversations, elevator discussions and general email. Often gathered during normal business activities and everyday discussions
- **Proactive** – sought by looking for inputs. Activities designed to gather feedback are action-oriented for Change Management team.
- **Reactive** – given feedback without being sought. Complaints are an example of reactive feedback.

POST - IMPLEMENTATION REVIEW

Assess progress and follow-up to ensure that the Change plans are operating in accordance with the objectives, projected outcomes and stipulated timelines.

VI. SCHEDULE OF ACTIVITIES

This section will include the Master Schedule relative to the implementation of the various change plans.

VII. BUDGET FOR CHANGE MANAGEMENT

Budgetary allocations should be made for the design, development, implementation and maintenance of the Change programme.