

Respect

Excellence

Integrity

Leadership



# Managing Change at PWGSC

Presentation to the CPSQA Special Member Event

June 3<sup>rd</sup>, 2010

By Jacques Bérard, Director, PWGSC Change Management Office



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada

Canada

Respect

Excellence

Integrity

Leadership



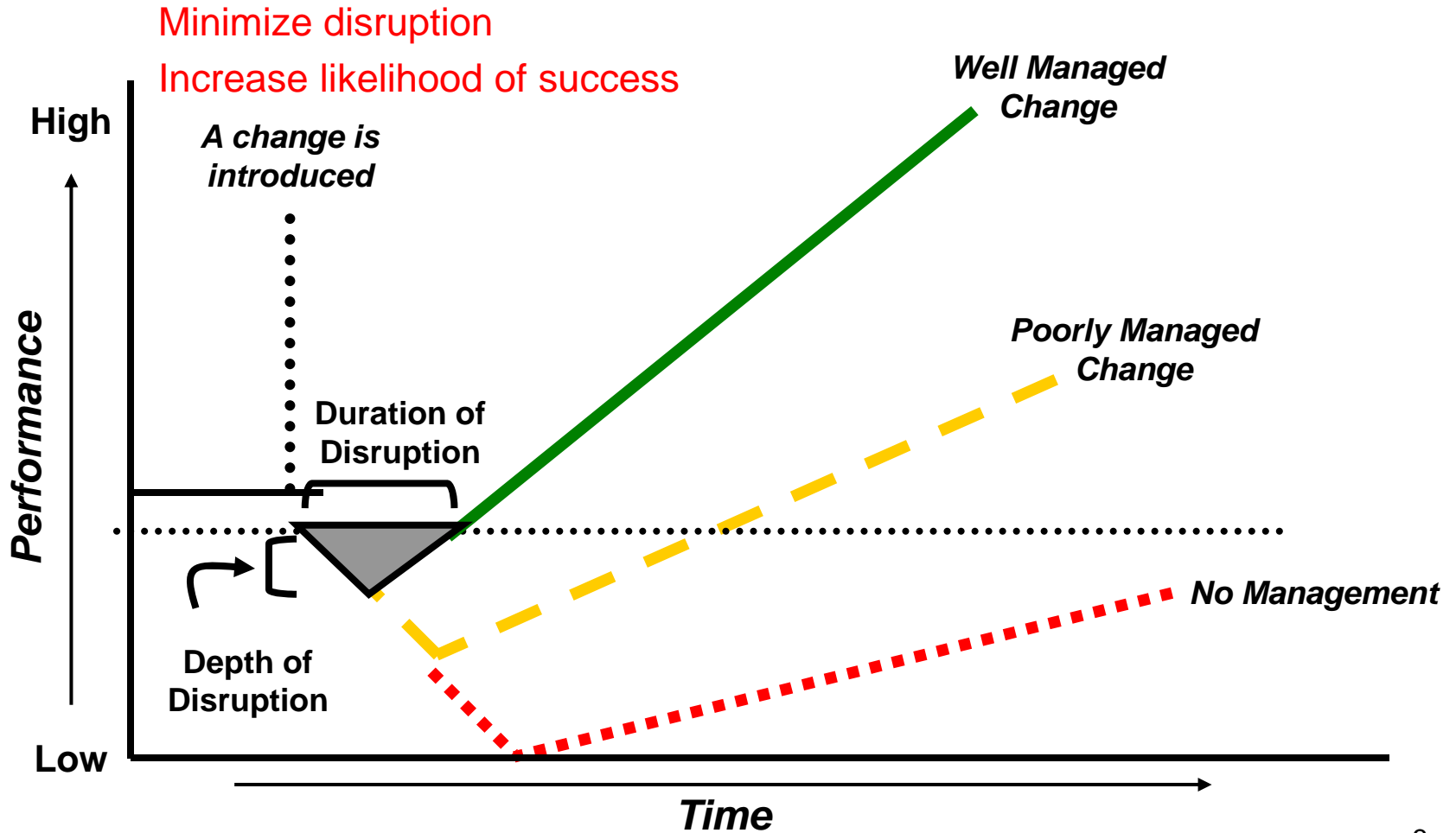
## Change: A mitigated success story

**A 2006 study from Harvard Business Review found 66% of change initiatives fail to achieve desired outcomes.**

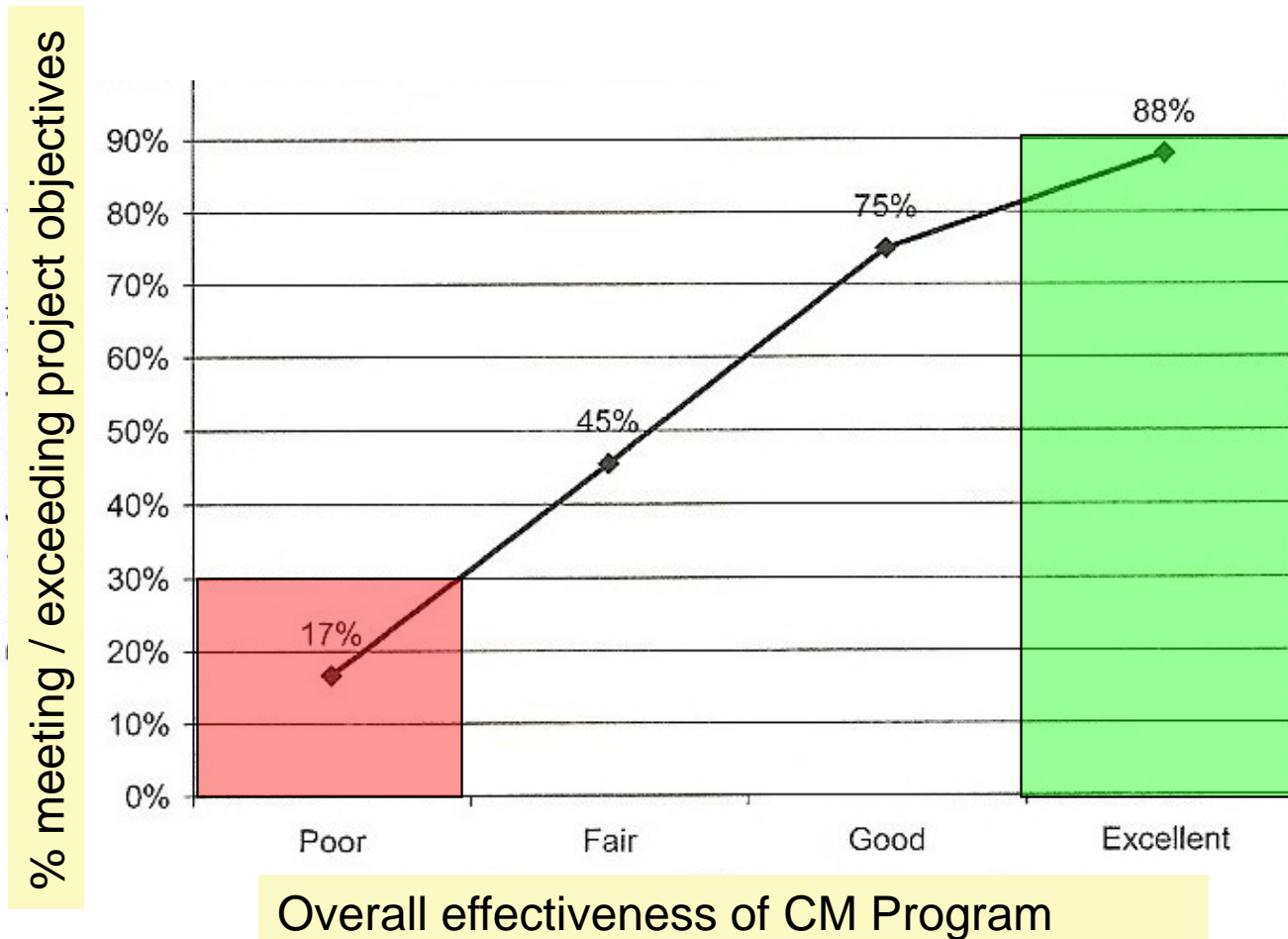
*Source: "The Hard Side of Change Management," Harvard Business Review, October 2006; Corporate Leadership Council research.*



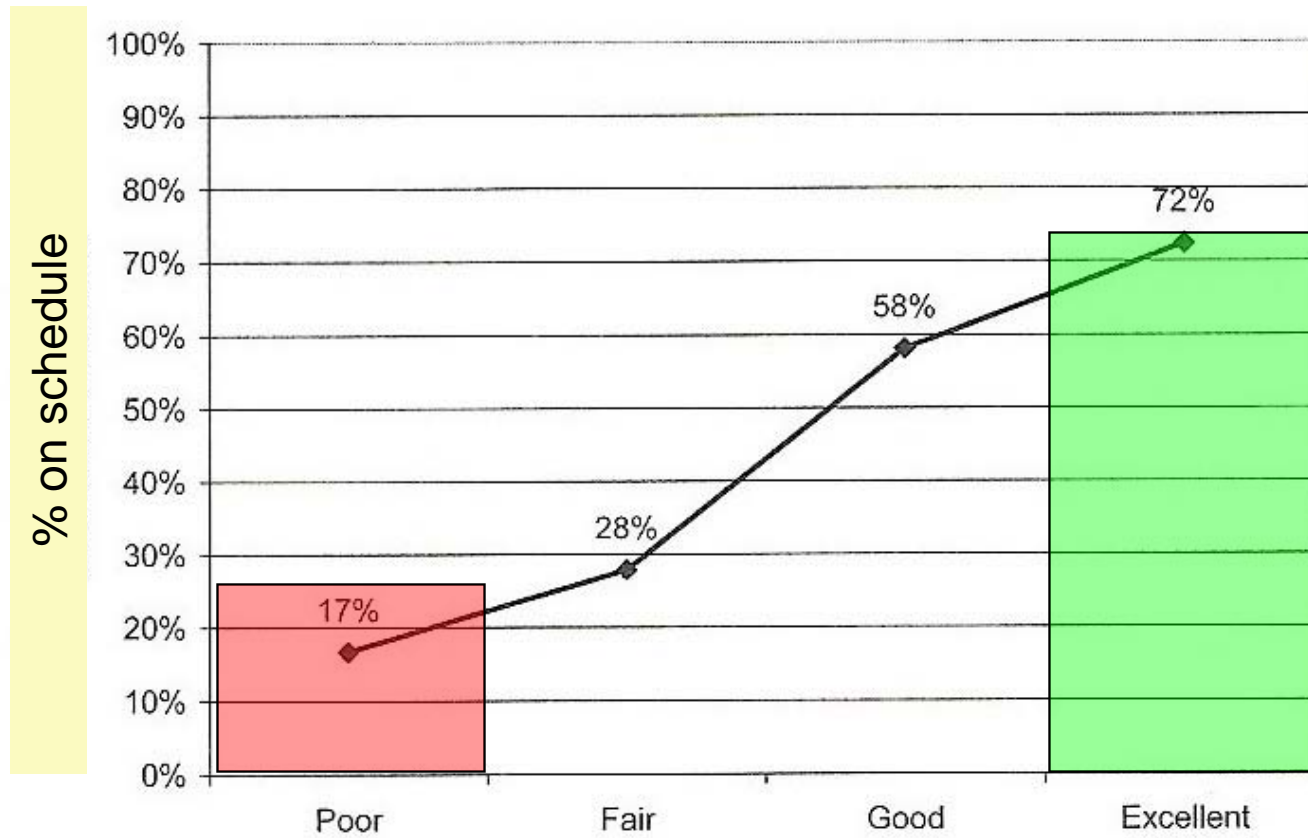
# Why is change management so important?



## Excellent Change Management means meeting objectives:



## Excellent Change Management means meeting schedules and costs:



Overall effectiveness of CM Program

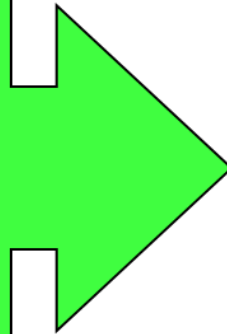
Source: Best Practices in Change Management, Prosci Benchmarking Report 2007, Prosci



# Return On Investment

## Good Change Management

- Speeds up the rate of adoption,
- Helps you reach your ultimate utilization targets and;
- Increases proficiency



## Transformation program:

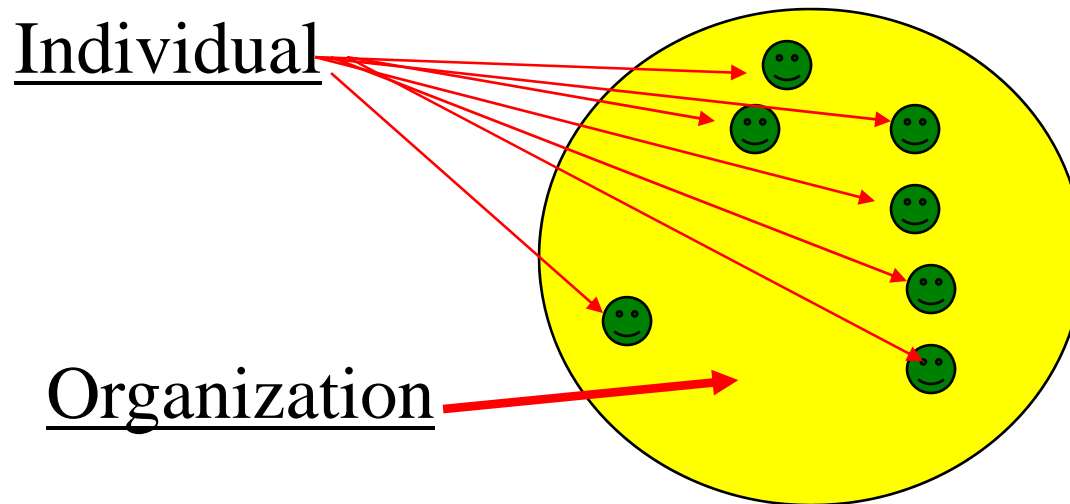
- Objectives met
- Timelines met
- Budget respected



# Change Management Definition

Change management is a systematic planning and effecting of a change from a Point A to Point B

It happens at two levels:



# MAF 8 Expectation

Organizational change management is defined as a concerted, planned effort to increase organizational effectiveness.

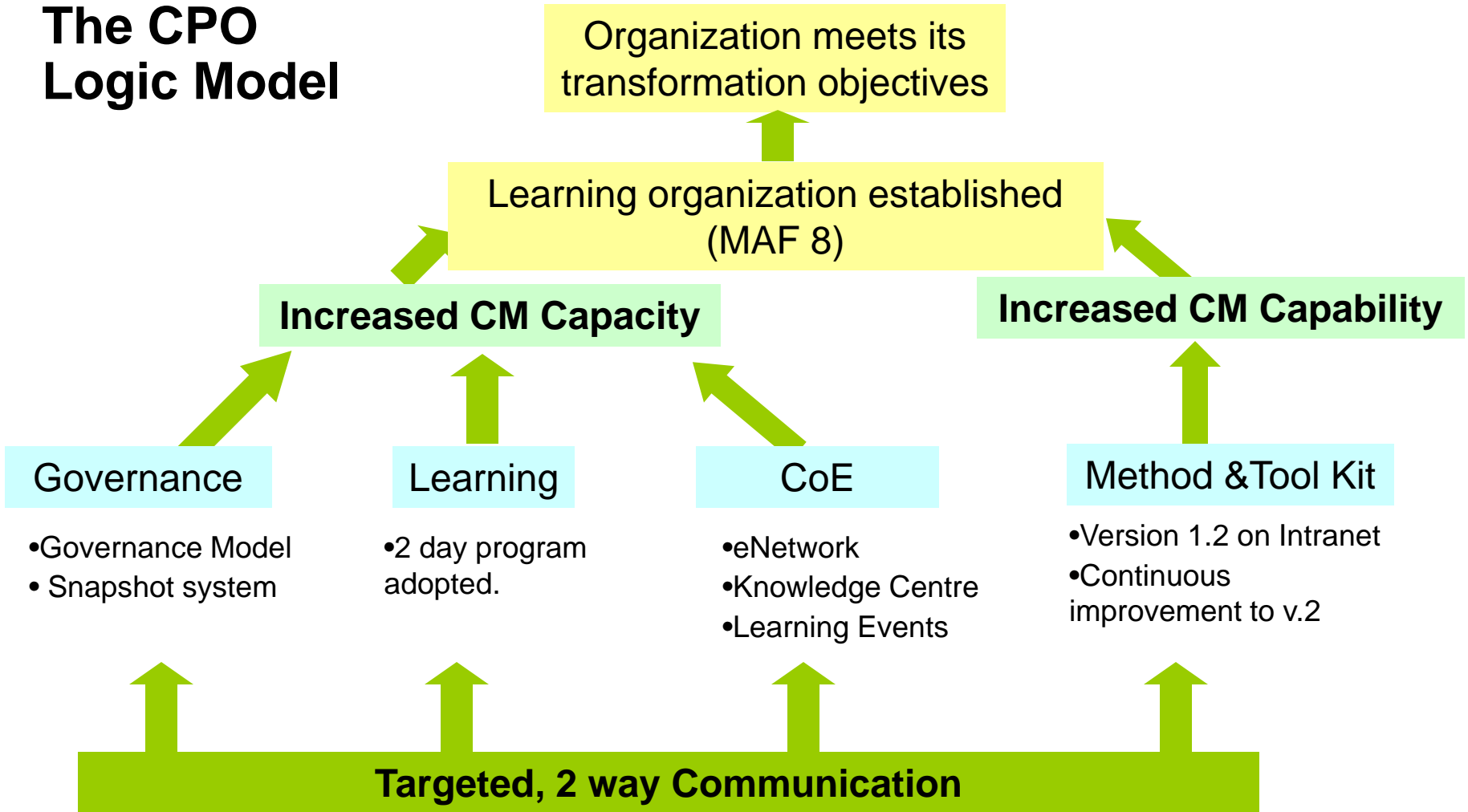
Evidence:

- 8.1 Presence of an organizational change plan and the capacity to seek opportunities for improvement
- 8.2 Extent to which the organization is engaged when undertaking change management, and change processes are clear and well-understood
- 8.3 Extent to which the organization can assess change and demonstrate results, and the level of commitment of senior management

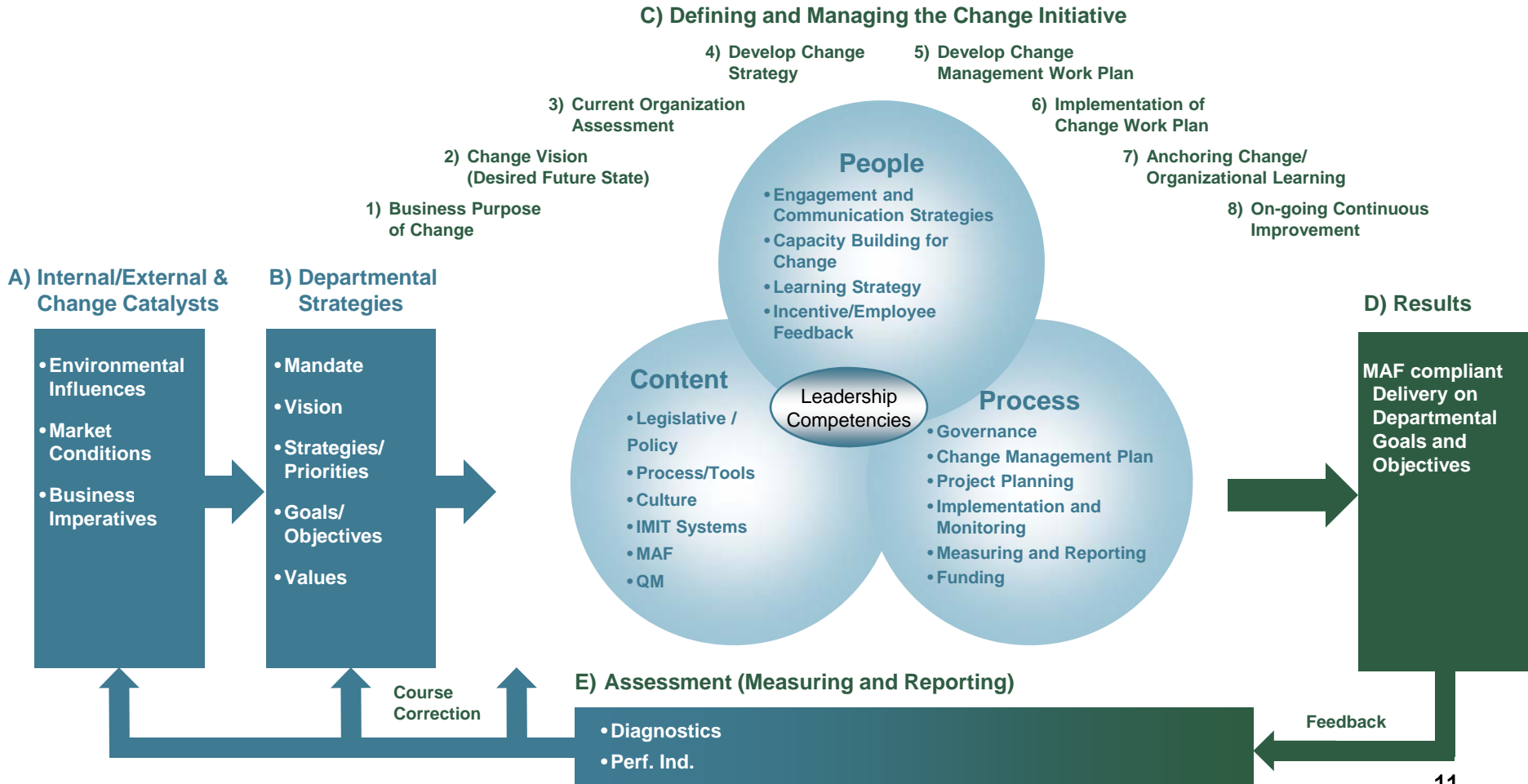




# The CPO Logic Model



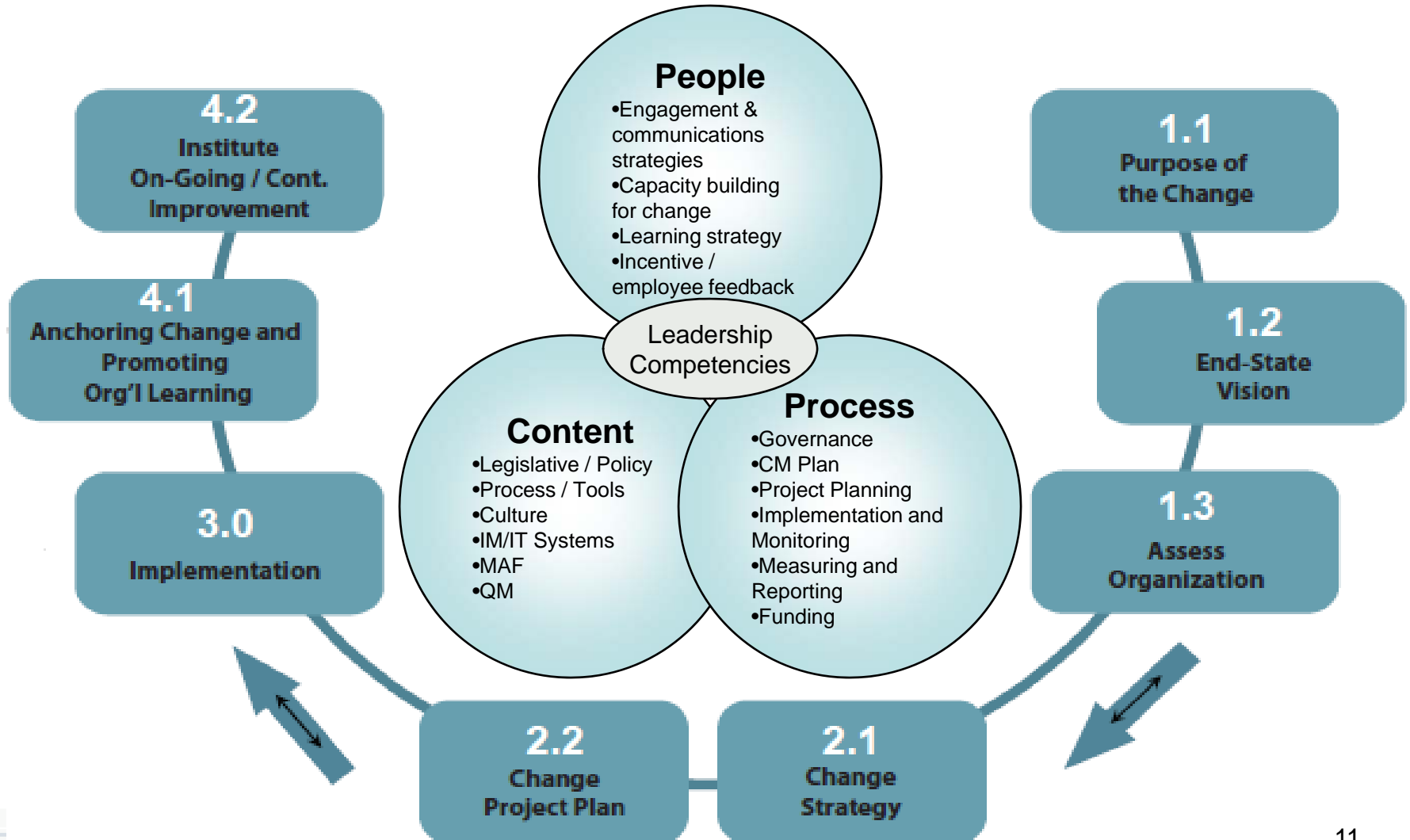
# PWGSC Integrated Change Management Framework [menu](#)



11  
\*Adapted from Being First, Inc. and CPSCA



# The PWGSC Change Management Process



# The Snapshot of Change Initiatives

**PWGSC Enterprise Snapshot of Large-scale Change Initiatives**  
**Le Portrait des initiatives majeures de changement de TPSGC**  
**(As at / en date du 31-03-2010)**

Line #	Magnitude of Change / Ordre de grandeur du changement	Change Process Risk / Risque du processus de changement	Prime Branch / Direction générale principale	Initiative description / Description de l'initiative	2010-11 Q1 & Q2 / T1 et T2											
					Répercussions sur les intervenants / Stakeholder Impact											
					DGA - AB	DOB - RPB	DOIT - ITBB	DOCOB - ABC	DOCEP - CE088	DOCMPC - C/PCB	DOF - PB	DTB	DOGH - HRB	DOB - DOB	DCP - PPB	Juridique - Legal
1	Transformational	Low	DGA - AB	Procurement Renewal	X	X	X									X
2	Transformational	Unknown	DGA - AB	Analysis of risk transfer in contracts	X		X									X
3	Transformational	Medium	DGA - AB	Business Process Management (BPM)	X		X									X
4	Transitional	Low	DGA - AB	Creation of Centres of expertise	X		X									X
5	Transformational	Low	DGA - AB	Decentralizing routine procurement	X		X									X
6	Transformational	Unknown	DGA - AB	Development of a new business model	X											X
7	Transformational	Medium	DGA - AB	e-strategy for procurement	X		X									X
8	Transformational	Low	DGA - AB	Governance and consistency of Pre-Competed Procurement Instruments (PCPI)	X	X										X
9	Transformational	Unknown	DGA - AB	Improve the efficiency of military procurement	X											
10	Transformational	Medium	DGA - AB	Procurement Solutions Modernization (PSM)	X		X									X
11	Transitional	Low	DGA - AB	Renewal pilot with 8 departments	X		X									X
39	Developmental	Low	DGSIT - ITSB	Results Based Services (RBS) for Service Management and Delivery			X									
40	Developmental	Low	DGSMPC - C/SPCB	Parking Policy - Implementation	X	X	X	X	X	X	X	X	X	X	X	X
41	Developmental	Unknown	DGRH - HRB	Policy/Renewal (HR)	X	X	X	X	X	X	X	X	X	X	X	X
42	Developmental	Unknown	DGRH - HRB	Dotation collective et gestion de bassins									X			
43	Developmental	Unknown	DGRH - HRB	Implementation of Framework for the Development of Leadership and Management Excellence									X			
44	Developmental	Low	DGS - DOB	Internal Disclosure Program										X		
<b>Change Initiatives impacting Branch/Region (Total)</b>					<b>18</b>	<b>8</b>	<b>12</b>	<b>8</b>	<b>6</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>12</b>	<b>11</b>	<b>6</b>	<b>8</b>
<b>Change Self-initiated impacting Branch/Region (Total)</b>					<b>24</b>	<b>12</b>	<b>22</b>	<b>11</b>	<b>9</b>	<b>13</b>	<b>16</b>	<b>12</b>	<b>16</b>	<b>15</b>	<b>9</b>	<b>17</b>

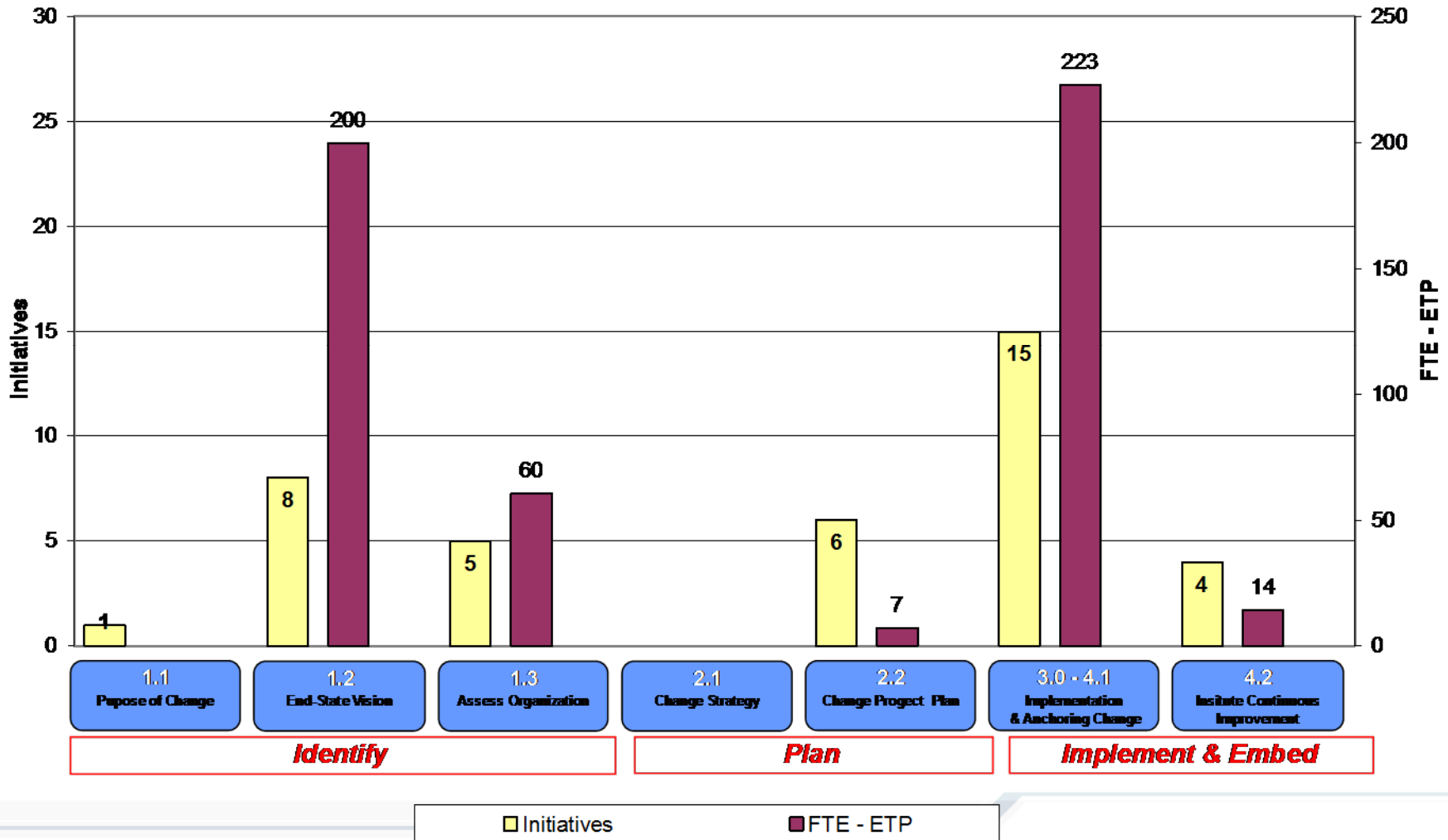


# Overview of the Change Portfolio

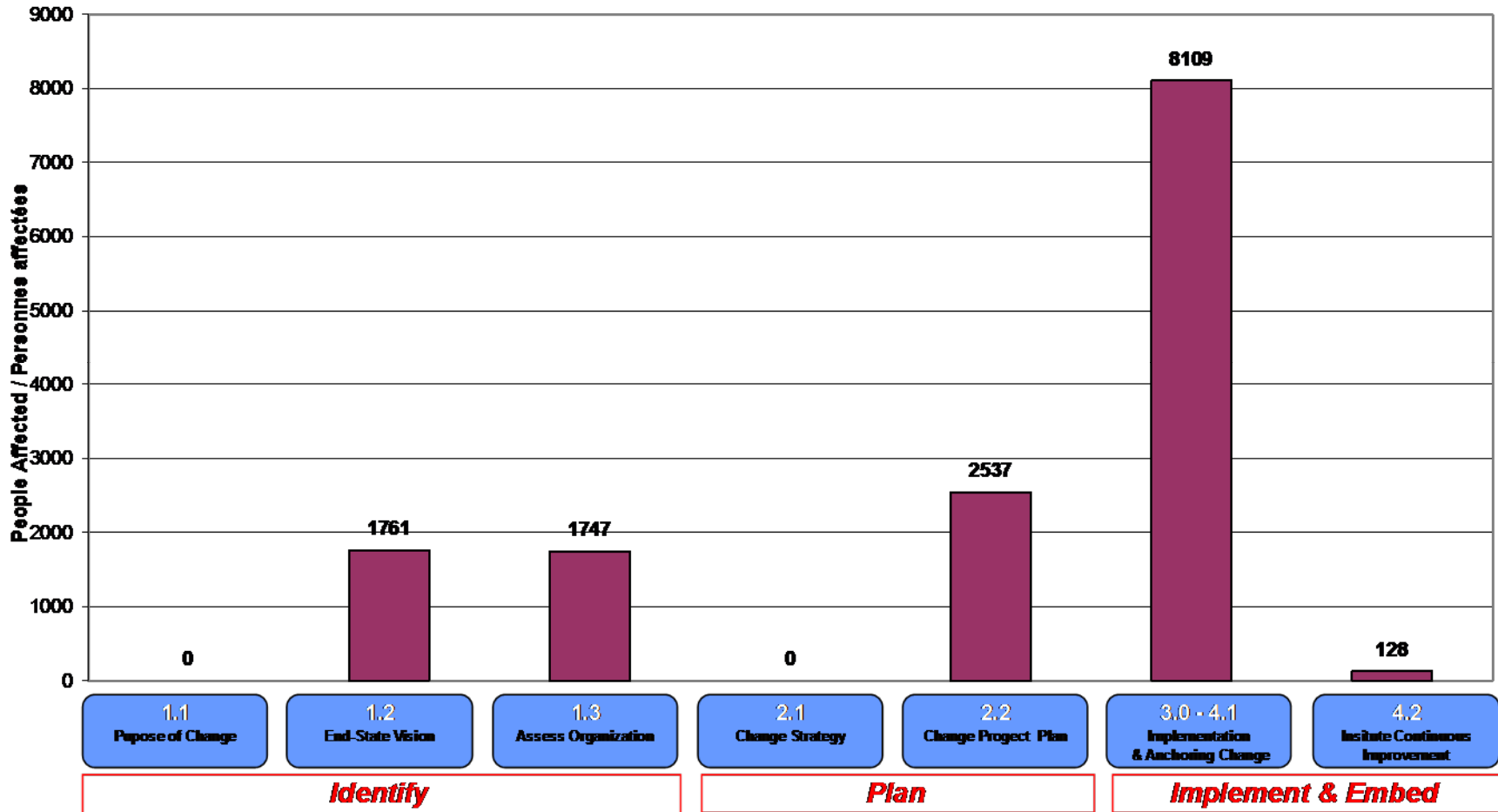
1. 20 major change initiatives with some Branches involved in up to 12 initiatives and 24 sub-initiatives
2. Most initiatives converging on Implementation (step 3.0)
3. 504 FTEs devoted to change, 60% in AB and ABC
4. 64% of staff affected by change; 60% of them are set to Implement (step 3.0)



## Sub-initiatives & Level of Effort by Change Step Sous-initiatives et Niveau d'effort par étape du changement



## People Affected by Change Step Personnes affectées par étape du changement



## PWGSC Change Management Process Tools and Templates

Introduction  
Up Front Considerations  
Oversight Tools



*Implement  
and  
Embed*

*Identify*

*Plan*

**4.2**  
Institute  
On-Going / Cont.  
Improvement

**4.1**  
Anchoring Change and  
Promoting  
Org'l Learning

**3.0**  
Implementation

**2.2**  
Change  
Project Plan

**2.1**  
Change  
Strategy

**1.1**  
Purpose of  
the Change

**1.2**  
End-State  
Vision

**1.3**  
Assess  
Organization

- 1. Root Cause Analysis
- 2. Problem Definition
- 3. Stakeholder Identification
- 4. Core Team Establishment

- 5. End-State Vision
- 6. Business Features and Innovations
- 7. Business Scenario Recommendation
- 8. Preliminary Stakeholder Analysis
- 9. Engagement and Communications
- 10. Scope Assessment

- 11. As-Is - To-Be
- 12. Gap Analysis
- 13. Assess Magnitude of Change
- 14. Impact Analysis
- 15. Stakeholder Analysis & Mapping
- 16. Readiness Check

- 17. Revised Objectives
- 18. Risk Mitigation Strategy
- 19. Assumption, Principles
- 20. Key Activities, Timeframes and Budget
- 21. Project Charter
- 22. Change Management Project Plan
- 23. Learning and Training
- 24. Communication Plan
- 25. Readiness to Initiate Assessment

- 29. Est. Ongoing Org. Learning
- 28. Establish R & R Program
- 27. Oversight Assessments
- 26. Status Reports
- 32. Gather Lessons Learned
- 31. Evaluate
- 30. Close Out Report





# Change Management Toolkit - Table of Contents

## Intro and How to Use the Toolkit

- Advice on getting started
- Assemble Core Transformation Team
- Review the CM Framework and Process

## Oversight Tools

- Change Sponsor Checklist
- Process Overview Template
- Oversight Manual

## Practitioner

- Templates
- Tools & Links
- Users Guide
  - Detailed instructions
  - Leadership tips

