

Structural change management

Managing successful change in the public sector is a challenging and, at times, perplexing pursuit. Successful change is possible when six change management principles are applied appropriately, an iterative change process is followed flexibly and barriers to change are recognised and considered.

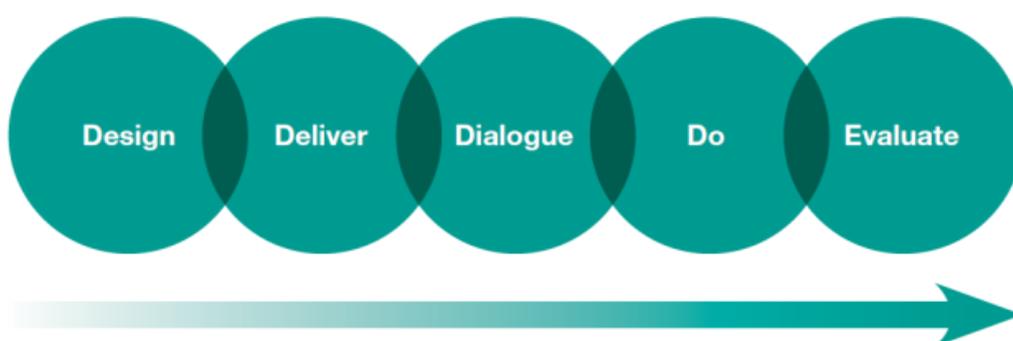
Principles for change¹ – The Do's

1. A clearly defined rationale and vision of the change is understood
2. Stakeholders are identified, appropriately consulted and informed
3. The system and processes developed to achieve the change are transparent
4. Collective and collaborative leadership is empowered
5. There is a dedicated focus on people
6. The change is systematically reviewed and adapted



Process for change – The How

There is not one single process that is suitable for all structural change. However, some common interlocking process steps should be followed.



¹ Underpinned by principles of natural justice and public sector principles – sections 7, 8 and 9 of the *Public Sector Management Act 1994* and applicable industrial award/agreement requirements.

Obstacles to successful change – The Don'ts

There are some common obstacles that can prevent successful change. Any agency undergoing structural change should be aware of these obstacles and ensure that, when designing the change approach, consideration is given to how these obstacles will be overcome. The common impediments to successful change are:



- not creating a governance structure
- lack of role modelling by leaders
- under-communicating the vision
- declaring success too soon.

Support for change – The Who's

Agencies undertaking structural change may contact the following central agencies for support:



Central agency	Support
Public Sector Commission	<ul style="list-style-type: none"> • Advice on <i>Public Sector Management Act 1994</i> and associated regulations • Advice on Commissioner's Instructions • Guidance on the change process • Advice on executive structures and classifications for level 9 and above • Advice on movement of staff between agencies
Department of Treasury	<ul style="list-style-type: none"> • Advice on <i>Financial Management Act 1994</i> • Advice on accounting, financial governance and reporting
Department of Commerce	<ul style="list-style-type: none"> • Advice on <i>Industrial Relations Act 1979</i> • Advice on awards, agreements and employment arrangements

In addition, agencies may visit www.publicsector.wa.gov.au to access the full structural change management guide and a range of change documentation templates.

For more information, please contact the Workforce Performance Directorate on (08) 6552 8600 or at agencysupport@psc.wa.gov.au