MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

MEMO

To:	Risk and Assurance Board
From:	Sarah Apperley, Internal Project Manager
cc:	Zoe Griffiths, Deputy Secretary People, Capability and Resources
	Jason Parry, National Manager – Business Continuity & Emergency Management
Date:	08 September 2015
Subject:	Change Management update

Purpose

At the last Risk and Assurance Board meeting we presented on the Wellington Accommodation Project and the move to 33 Bowen Street.

You asked us to provide an update to you at the next board meeting on the Ministry's change-readiness. You also asked for a copy of the latest report to Treasury.

This memo provides an update on the change management progress. The next report to Treasury will be completed in October, and so we will provide you with this report once it is completed.

Progress

The project continues to progress with the change management parts of the project and has recently integrated the ICT change, training and communications programme. As a result an updated heat map is being produced and managed from this month (a template is attached as appendix 1).

September sees the focus of change readiness becoming more around 'move readiness'. The key trigger for this has been the finalisation of the space allocation for business units. This allows teams to plan how they will work in the new environment with certainty.

The *Fight on Paper* in August, which was highly successful in reducing the amount of waste paper and redundant resources held by teams, will be repeated in early November. In order for this second *Fight on Paper* campaign to be successful, teams will be working on ensuring records are securely held in the Ministry's digital environment and paper-based records which need to be retained are moved into archives and off-site storage.

Heat Maps

Progress is now being tracked against 'move ready' themes – rather than information gathering and monitoring themes. A copy of the last heat map is attached as appendix 2. Activity is being monitored across the following areas:

We get the job done Ka oti i a mātou ngā mahi
We are respectful, we listen, we learn He rōpū manaaki, he rōpū whakarongo, he rōpū ako mātou
We back ourselves and others to win Ka manawanui ki a mātou me ētahi ake kia wikitoria
We work together for maximum impact Ka mahi ngātahi mō te tukinga nui tonu
Great results are our bottom line Ko ngā huanga tino pai ā mātou whāinga mutunga

- **Working environment** – team briefings and communications material will be directed to teams allocated to Flexible and Open Plan working environments

- **Team storage allocation** – teams can now focus specifically on what resources they need to have day-to-day access to, and plan for the allocation of team storage

- **Records management** – teams with high volumes of records held on-site are identified for additional support / encouragement, as are teams with inconsistent disciplines in place for electronic record management

- **ICT readiness** – teams which are to be located in a Flexible work setting are the primary focus for training and familiarisation; training on all new ICT software and hardware items is to be in place ahead of the moves

- **Special case individuals** – special arrangements including personal disability / accessibility tools and specific hardware and software settings are identified and this information passed to the relocations planning specialists

ICT information

- Communications about ICT solutions are becoming more prominent in communications, in team briefings and with Change Champions.
- Training for all staff on collaborative tools and new devices is scheduled from October until the moves.
- Support for all staff throughout the moves and in the immediate weeks post-moves is being firmed up.

Change champions

Change Champions are a significant change network and have been briefed by Deputy Secretary Zoe Griffiths on the leadership perspective of the moves.

Monthly workshop briefings are scheduled around the following themes:

- Focus for September – Work settings, moving into a Flexible working environment (Neighbourhood Agreements / ICT expectations)

- Focus for October – Move Coordinators and relocations planning; ICT training and familiarisation

- Focus for November – Change Readiness (dealing with final 'hot spots'); Day One (Welcome) packs

- Focus for December – Preparation for building exit; possible site visit to Bowen St

- Post-move focus (from January onwards) – embedding new behaviours (briefing and handover to the Ministry's People Capability team)

Leadership Team involvement and communications

We have increased our communications to the Leadership Team, ensuring the Deputy Secretaries are part of the planning and delivery of communications for the accommodation project and are actively leading conversations with their Group Managers.

A stronger focus on coordinating communications messages across the Project's Change stream and the Ministry's ICT stream is in place.