

Parliamentary Library of Western Australia

Parliamentary Culture

Three Department Phenomenon

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Today's presentation will focus on:

- An overview of the Parliament pre restructure
 - The impetus for change
 - Pre and post cultural differences
 - The process of change – how it was handled
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Today's presentation (cont...)

- The current organisational structure
 - What were the benefits of changing
 - In hindsight (what worked, what didn't) and lessons learned
 - Culture and Organisational change
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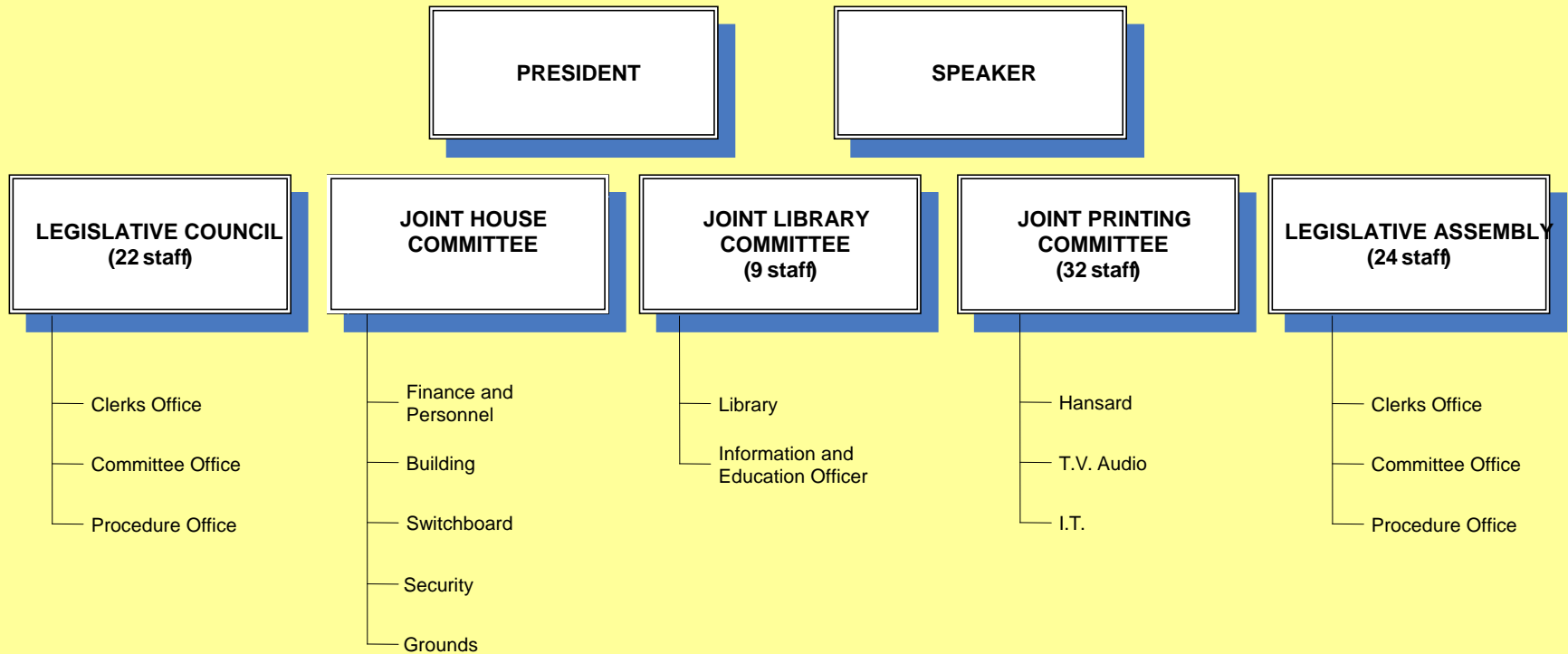
1997

Parliament comprised of 5 departments

1. Legislative Assembly
 2. Legislative Council
 3. Joint House Committee
 4. Joint Library Committee
 5. Joint Printing Committee
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Org Chart - Pre Restructure

Departments / Functions



Each department:

- Accountable Officer
- Budget
- Recruitment
- Policies and Procedures
- I.T hardware and software
- Shared some finance administration
- Established their own custom and practice
- Answered to a Presiding Officer (s)



Pro's & Con's – 1997 Structure

PRO's

- ☑ Clear purpose and role clarity
- ☑ Good communication within own department
- ☑ Efficient decision making
- ☑ Strong awareness of budget
- ☑ New ideas swiftly implemented

CON's

- ☒ Departments generally operated independently
- ☒ “Economies of scale” not realised
- ☒ Inconsistent policy decisions
- ☒ **Them “vs” Us** mentality
- ☒ Poor communication between departments

1997 Culture

- Job security was good
 - Staff socialised widely – departments operated independently
 - Staff were committed to their roles
 - Post traumatic resentment due to IR reforms and “anti-management” views were emerging
 - No real “Whole of Parliament” (WoP) approach resulting in segregation of some staff groups
 - Many silos existed and “them and us” was widespread
 - Attrition almost non-existent
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Impetus for change

- ✦ Core services were being duplicated
 - ✦ Unilateral decision making by departments created disparity
 - ✦ Human Resources and I.T were becoming increasingly complex
 - ✦ Joint departments had almost negligible input into **WoP** issues
 - ✦ Chamber Departments (with the PO' s) were significant influences for operational matters
 - ✦ The “Wood Report”
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Behind the scenes

Human Resources Manager appointed October 1997:
PO briefing week one.

- Implement new structure
 - Recruit new CEO (Executive Manager)
 - Assist establish WoP policies
 - Establish new Industrial Agreement
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What happened?

- ◆ Consultants appointed to review/propose structure
- ◆ Joint departments advised that consultant had been appointed
- ◆ “Wood Report” considered a “fait accompli”
- ◆ Consultation hollow and viewed as “lip service”
- ◆ Many great ideas tainted by poor process
- ◆ Parliamentary staff influence fairly minimal
- ◆ Staff became suspicious of management

Process for change

- Copies of initial proposals provided to all Members, staff & unions
 - Discussions with staff and Members, individually and in their teams.
 - Staff forums held (to collect views)
 - Staff encouraged to make written submissions
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What staff expected

- ☺ A change from the “Them vs Us” mentality
- ☺ More uniformed employment conditions
- ☺ Improved relationships between departments
- ☺ Someone to take care of HR issues
- ☺ Job re classification (equity with other departments)
- ☺ To be included and valued
- ☺ More professional environment



Key structural outcomes

- New Department amalgamating three previous departments now called:
“THE PARLIAMENTARY SERVICES DEPARTMENT”
 - New position of Executive Manager Parliamentary Services (EMPS) created
 - Management Executive Committee established
(Presiding Officers, Clerks and EMPS)
 - New shared services unit positions reporting to EMPS:
 - Building Services Manager
 - Catering Services Manager
 - Information Services Manager
 - Human Resources Manager
 - Finance Services Manager
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Key structural outcomes

- Former Heads of Department's take up positions as unit managers
 - Unit Managers form the “Corporate Management Team”
 - Education Office transfers to the Legislative Assembly
 - Stationery and printing office disappears
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Key process outcomes

- Unit Managers have less direct access to Presiding Officers
 - All unit manager positions, other than Building Services, Library Services and Editor Parliamentary Debates are advertised internally (some externally)
 - Major classification review commences for the WoP
 - Finance, IT, Building Services, Human Resource responsibilities transfer from the Chamber Departments to PSD
 - Former Joint House Controller vacates premises and home is transformed to office accommodation
 - WoP policies emerge for the first time
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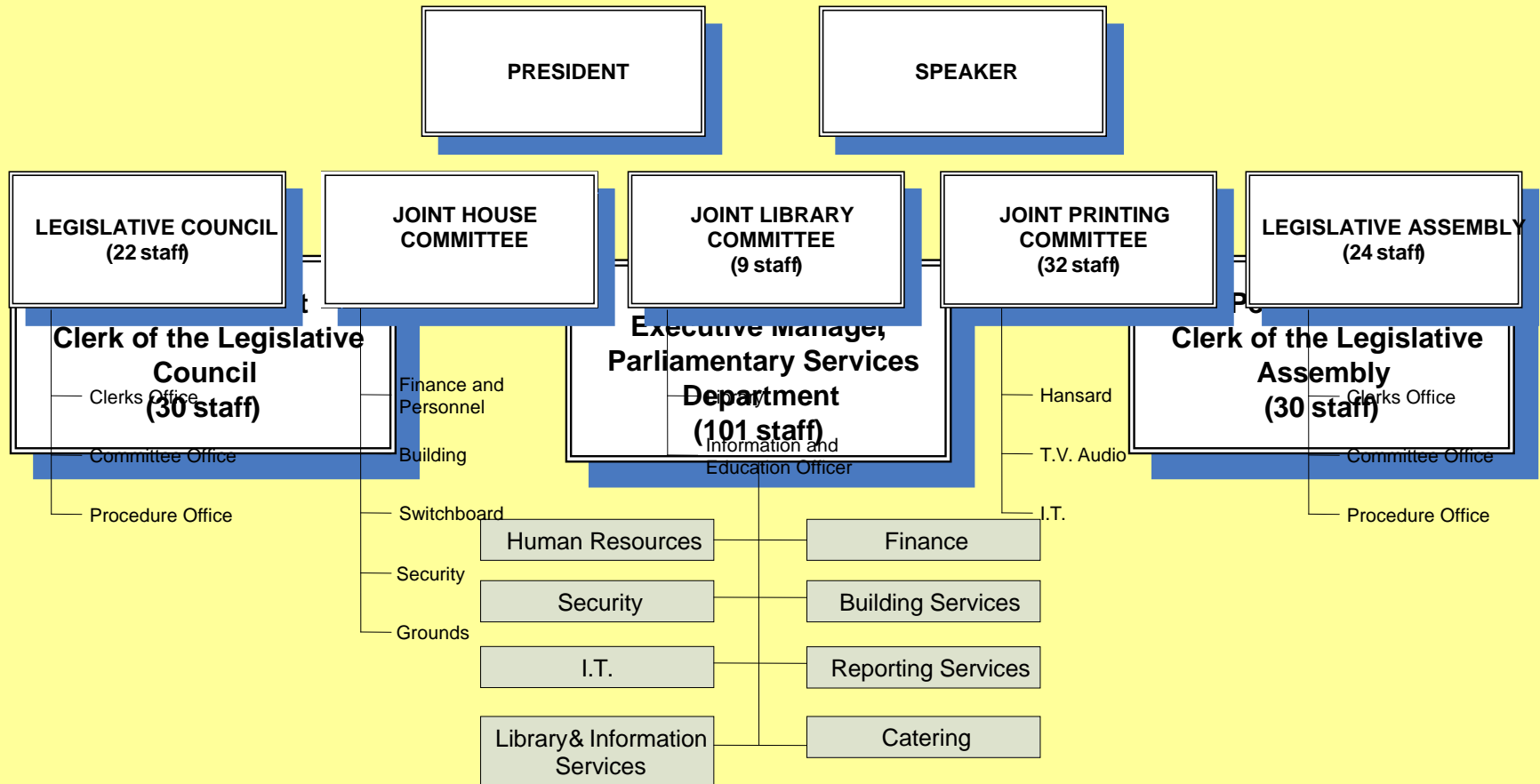
Benefits of Restructure

- ◆ Centralising and consolidating common administration
 - ◆ Specialisation of tasks by increased expertise
 - ◆ Re distribution of Human Resources to other priorities
 - ◆ Improved policy co-ordination and implementation
 - ◆ Elimination of job duplication and administrative structures
 - ◆ Uniformity in employment terms and conditions
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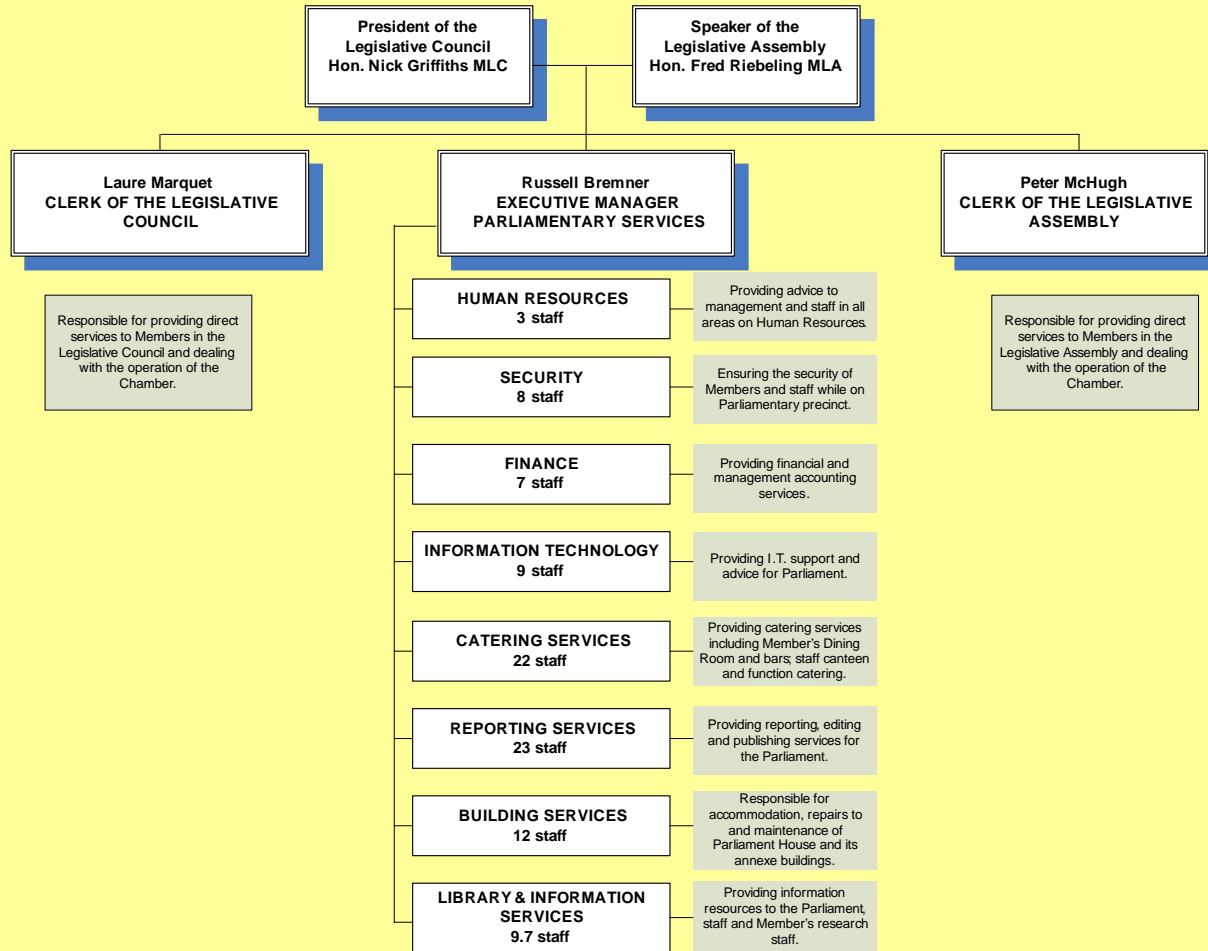
Benefits of Restructure (cont)

- ◆ Improved service levels
 - ◆ Higher levels of accountability
 - ◆ Increase in expertise
 - ◆ Unified Business Planning
 - ◆eventually an improved relationship between staff and management
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Departmental Restructure



Structure Chart - Responsibilities



Pro's & Con's – 2005 Structure

PRO's

- ✓ Centralised functions
- ✓ Improved policy consistency
- ✓ Clearer lines of accountability & responsibility
- ✓ Improved communication between departments
- ✓ Increased effectiveness & productivity
- ✓ Managers for each department with specific expertise

CON's

- Departments still operate independently on some issues
- Additional layer slows down some decisions
- Diminished understanding of :
 - Protocols
 - Procedures
 - Ownership became blurred

Culture and Organisational Change



What is Organisational Change?

It is the planned attempt by management to improve the overall performance of individuals, groups and the organisation by altering structure, behaviour and processes.

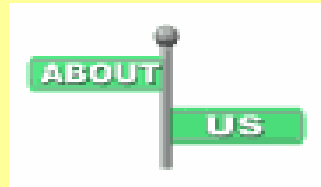
The simplest way to think about organisational change is..

“Leading people on a different path to what they are accustomed to:”



What is Culture?

The Culture represents the values, beliefs, assumptions and symbols that define the way in which the organisation operates.

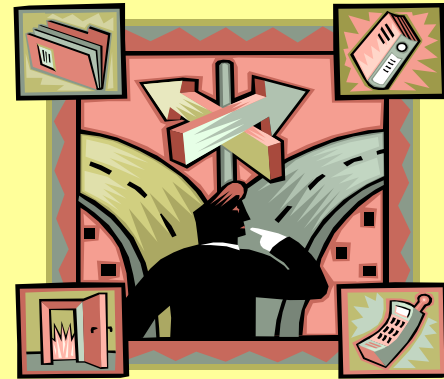


“The organisation has a personality!”

Culture cont...

Culture tells employees

1. How they are valued;
2. How things are done;
3. What is important; and
4. What kind of behaviour is rewarded



Doing the hard yards -invest wisely!

Easy Jobs

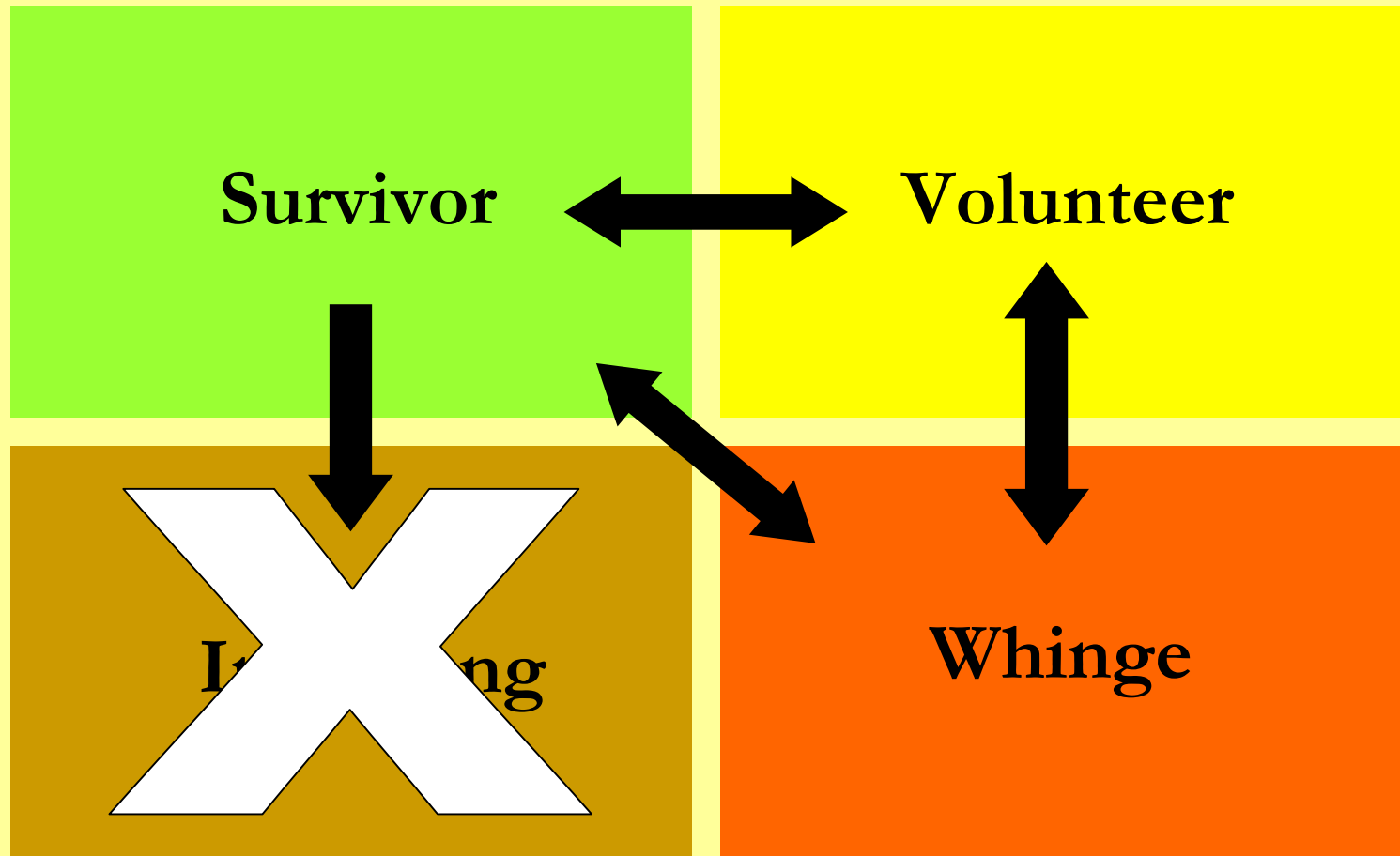
- Re inventing a process is the easiest form of change, but don't spend all your time here
 - Process brings clarity of task, and a sense of direction, but its nothing without the big picture
 - Locking in dates of change
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Doing the hard yards -invest wisely!

Hard Jobs

- Communicating x 7
 - Alleviating fear
 - Motivating and gaining commitment
 - Demonstrating flexible management
 - Knowing where to invest
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Where to invest?



The Perfect Mistake!

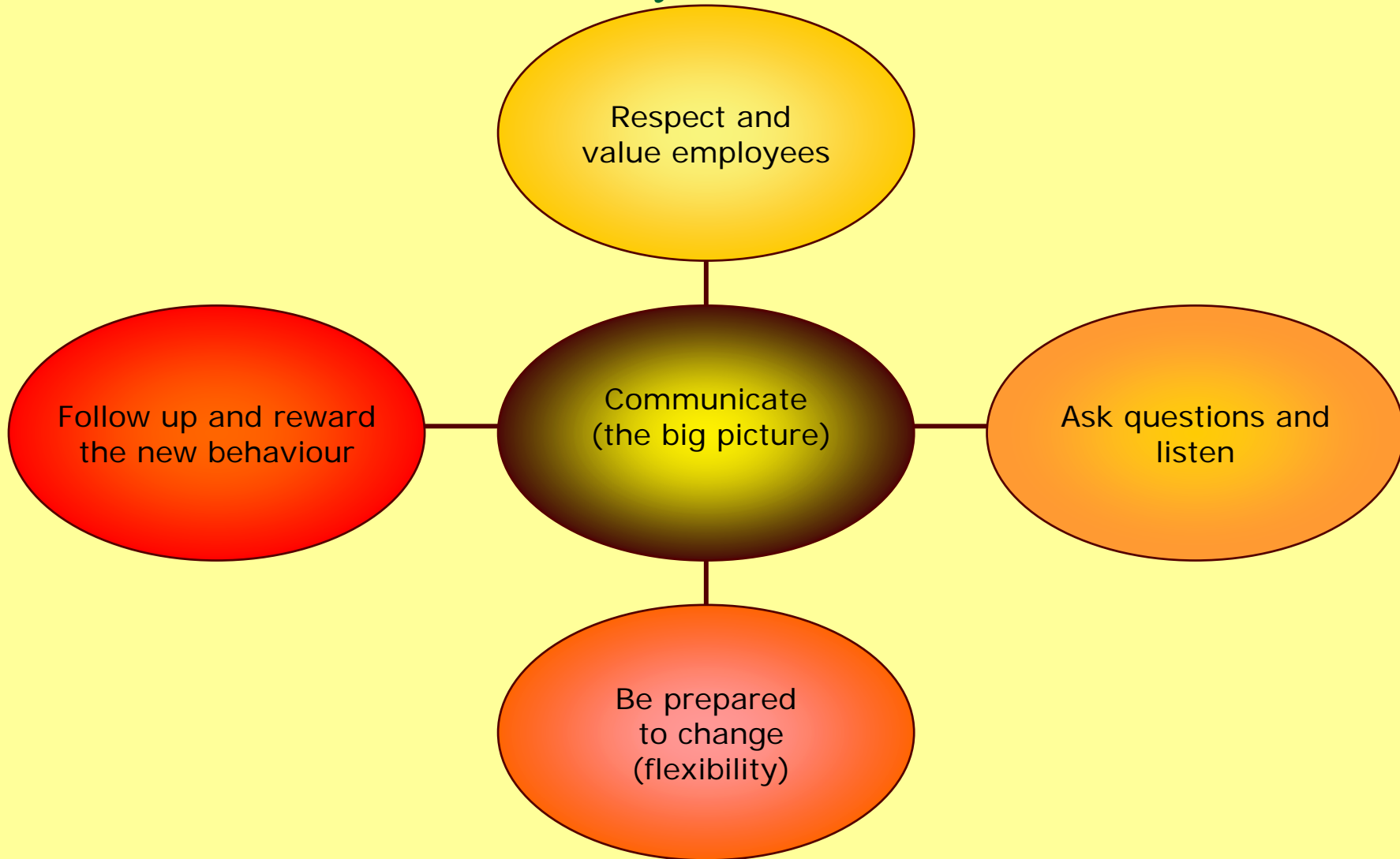
- 💣 Present an organisational structure before a strategy
- 💣 Ask staff what they think – but don't listen
- 💣 Fail to recognise the past – it was good before!
- 💣 Expect loyalty and support but don't respect the views of people with expertise
- 💣 Deny “buy in”
- 💣 Focus on “process” not “people”

Recipe for Disaster?

Change introduced in an environment of low morale and distrust is almost doomed to fail.



Hints for the hard yards



Questions
