

# Organisational Restructure & Change Management Consultancy

## State Government Reform

The State Government is continually assessing current public sector management challenges against anticipated future challenges and opportunities that arise from broader economic, political, social, demographic and other societal changes.

These whole of government developments, together with individual agency reforms, lead to a continual shifting and changing of agency deliverables and the structure of the organisation as well as how it is populated.

Price Consulting Group has worked closely with many government clients over the last 17 years, and has a strong track record of success in supporting leaders with organisational change management.

**PRICE**

CONSULTING GROUP PTY LTD

## Organisational Restructuring

Organisational performance ultimately rests on human behaviour and improving performance typically requires new structures, systems and processes to drive behavioural change. The need to adapt and change is now a constant for all organisations.

Effective organisational design is about more than the structure alone – and should be based on the foundation of the organisation's strategy. A number of other elements are vital to success. These include strategic and business planning, leadership, decision-making and structure, work processes and systems, people and culture. All these elements work interdependently to support high-performing organisations.



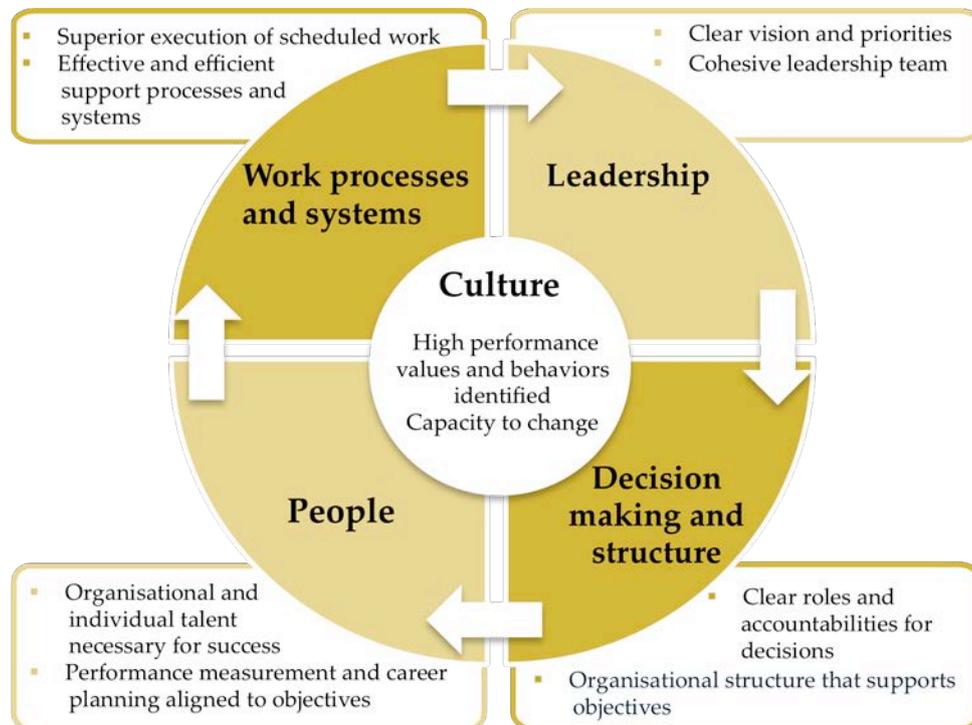
## Change Management

Price Consulting Group uses a structured approach to support the organisation and its people through the transition from the current way of operating to the future state. We help organisations and their people adjust to change, whether it is a new organisational structure, a strategic direction that depends on the understanding and support of stakeholders, a new service delivery model, or the introduction of new technology and work processes.

Our proven Organisational Change Management approach is to assess the current state, prepare and develop for the future state, communicate and consult extensively with all stakeholders involved in the change program, implement the change, and ensure that the change is sustained.

# Our Organisational Design Model

Effective organisational design considers five interrelated components:



There is no “one-size fits all” solution - every structure has its strengths and weaknesses. However there is likely to be an option to improve your existing structure. We undertake extensive analysis of your key deliverables and challenges, which helps to determine alternative structures that will support the strategy. The final structure is likely to be a hybrid of the “best” options developed - often compromises in structure are necessary in order to balance the organisation’s strengths and weaknesses. Whatever structure is selected, it is essential that these trade-offs are identified and managed.

## Examples of Our Experience

- Developed an organisational structure for the new Metropolitan Redevelopment Authority (MRA). This new organisation replaced the Armadale, East Perth, Midland and Subiaco Redevelopment Authorities and required extensive consultation with each of the CEOs and staff. The project included job design and evaluation of 60 new positions in a very tight timeframe.
- Developed a new organisational structure for the newly established Public Utilities Office following the abolition of the Office of Energy. This required organisational realignment and the development of structural options following consultations with staff and stakeholders. Jobs were re-designed and new Position Descriptions were created and classified.
- Reviewed the service delivery model and structure of the “Transport Policy and Systems Directorate” at the Department of Transport in order to determine the functions necessary for a Government agency facilitating transport policy and systems. A structure to deliver required transport policy and systems outcomes was developed and the skills required of the unit identified.

# Change Management Approach

Based on the Public Sector Commission approach to structural change management, our process is tailored to each client's unique situation; in order to ensure that sound change management principles are followed throughout the process:

1

## Organisational Design

- Draft organisational structure
- Design and develop positions
- Establish change management group
- Develop change management plan
- Identify internal change champions and strategies to win the "hearts and minds"

2

## Communication

- Staff briefing 1 – create the imperative for change
- Staff briefing 2 – outline of proposed organisational structure
- Information available to employees via HR and/or change management group members
- Union consultation of intent to realign structure and resources

3

## Consultation

- HR available to meet with any employee for assistance/information
- Employees encouraged to discuss and offer opinions to the change management group regarding proposed organisational structure and divisional functions
- Workshops held to discuss proposed organisational structure and identify the desired future behaviours and actions to compliment the structure.
- Feedback reviewed and considered by change management group in determining final organisational structure and divisional/branch functions
- Organisational structure and divisional and branch functions finalised
- Publication of final organisational structure and divisional/branch functions

4

## Implementation

- Development of reports to inform Public Sector Commission of required Senior Executive positions
- Engagement with Public Sector Commission to seek approval for above positions
- Commence recruitment for SES positions (following endorsement by Public Sector Commission)
- Remaining positions developed, classification assessed and finalised
- HR Plan developed to fill remaining positions and define outplacement strategies
- Development of ongoing sustainable communication mechanisms for staff

## Relevant Experience

- The creation of a new structure for the Public Utilities Office involved the development of a Change Management Implementation Plan and Communication Plan. In addition, Price Consulting Group undertook job re-design and created new Position Descriptions as well as completing job evaluations to determine the appropriate remuneration for each job. We also assisted with the filling of jobs on a merit and like-to-like basis and provided strategic and operational HR advice and support throughout the process.
- Developed a Workforce Plan for the Passenger Services Business Unit within the Department of Transport. This included identifying workforce and structural changes that were required to ensure the Unit could meet its business needs now and over the next 3-4 years given the expected changes in the passenger services industry due to impending changes to legislation and technology.
- Developed an Attraction, Recruitment and Retention Strategy for the Accommodation Services Directorate at the Disability Services Commission. This included the facilitation of focus groups; analysis of exit data; internal employee data; review of external demographic information relating to the workforce and other similar organisations. Human resources and marketing principles and philosophies were uniquely combined to develop a clear employee value proposition to significantly improve recruitment and retention in a difficult labour market.

## TESTIMONIALS



We have a long list of satisfied clients in the WA State Government environment. Here are just a few examples of what our clients say about us:

*"...I have used Price Consulting for many years and have also made recommendations to others. Your consultants have always provided professional, timely and innovative services, a rare find these days".*

**Director Strategic Human Resources Public Sector Agency**

*"I would like to say that it is one of the best experiences I have had with a Consultancy of any description in my working career. The service was highly professional, the processes followed were highly effective ... the logistics of arranging meetings etc. were very effective and seamless from our perspective and I consider the package to be very cost effective. I would use the agency again if ever required. Acting CEO, Statutory Authority*

*"The consultant was skilful and experienced and managers felt secure in its mode of delivery and the open nature of some of the discussion. Feedback from managers has been complimentary and of a high standard. It recommends that similar workshops would be beneficial to other portfolios." HR Manager, Public Sector Agency*

*I have been very impressed with the service (the Consultants) provided. They have been prompt, well organised, provided us with regular updates and the report was well written and factual. General Manager, Public Sector Agency*



## Price Consulting Group

WA owned and operated, Price Consulting Group has been providing management and human resource consulting services to government, corporate and private organisations for over 17 years. One of our areas of speciality is organisational and business reviews.

We are committed to helping organisations achieve greater results and success through effective strategic and HR management. Our aim is to develop a strong partnership with you so we can understand your organisation and provide cost-effective and innovative solutions that meet your unique needs.

We have a team of highly skilled and experienced Consultants who bring their knowledge and passion for their work into your organisation. We carefully match Consultants to work assignments so that you will have the benefit of dealing with an industry expert – no matter how large or small your team, you will be treated like a 'big fish in a small pond'.

## Our Services

### Improving Productivity and Performance

- ◆ Strategic & business planning
- ◆ Change management
- ◆ HR & workforce planning & policy
- ◆ Organisational review & development
- ◆ Restructures, job design & work evaluation
- ◆ Business & performance reviews
- ◆ Employer branding
- ◆ Attraction & retention strategies
- ◆ Recruitment & executive search
- ◆ Training and facilitation
- ◆ Employee relations

Contact us to discuss your needs and for a comprehensive quote on (08) 9261 7738 or [info@priceconsulting.com.au](mailto:info@priceconsulting.com.au)