

Management Board

Issues from staff meetings and next steps

Paper from the Office of the Clerk

This paper identifies some of the main themes from the first round of staff meetings and suggests how they might be addressed (paragraphs 1-2). In particular it asks the Board whether it wishes the DG Resources to begin consultation on a future model for HR and finance. It also proposes the next steps for communications and consultation (paragraphs 3-5) and outlines a possible approach to managing the creation of the new departments (paragraphs 6 & 7).

All-staff meetings

1. Generally the staff meetings went well. However, it was clear that the SAA staff are feeling very 'hurt' that their department is being split up and there was concern over the perceived loss of the role of Serjeant – great pride exists around being part of the department. Hansard staff seem to have accepted what is happening but are concerned about being 'lost' in a bigger department (eg no longer having a voice at Board Level and Members not being able to locate them easily). Responses from Clerks, Library, RD, DFA and PICT were positive and in some cases quite upbeat.
2. Four more general themes emerged:

Consultation

We have said at the staff meetings that we will consult staff from now on. It is important that both the Management Board and staff are clear about what is and isn't being consulted on and the timetable for consultation – see proposals in paragraphs 3-5. One of the concerns that arose at the staff meetings was that previously promised consultation had been a 'sham' (ie we said we would consult in July, but have just pressed ahead with reorganisation plans without involving staff). An impression given at some of the early meetings was that staff will be able to influence all aspects of the change programme from now on, including decisions made about organisational structure.

Are we creating four new silos?

A number of actions can guard against this danger:

- A clear lead from the Board, and a consistent message that its members are representing functions not departments.
- A different approach to managing cross-cutting areas such as HR and finance – see below.
- Changes to the intranet, stationery, telephone directory, Vachers, etc that emphasise the unified service and directorates rather than the

departments. If the Board agrees to this approach the necessary changes will be initiated by the Office of the Clerk.

HR & Finance staff

These staff are crucial in delivering the change, but are themselves among those potentially most affected. While they are uncertain about their own roles, they are unlikely to contribute effectively to other parts of the programme. DG Resources in conjunction with HRG favours a 'business partnership' approach to organising these functions. The Board may wish him to start consultation on new arrangements for HR, finance and procurement and to report back in December.

Senior roles

A number of those attending had not understood that traditional roles such as the Editor and Serjeant will still exist. This message should be reinforced in future communications.

Consultation and communications – next steps

3. Clear communication is needed about what staff can influence through the consultation process and what they cannot. The Board is asked to agree the following distinction
 - **Not subject to consultation:** It will not be possible to achieve a 'go live' operational date of the four new departments by 1 January if we adopt an open, consultative approach to deciding which functions should be in each department. Indeed, on some points there is unlikely to be a consensus. That is not to say that the Board's initial position will not evolve in the light of progress and discussions.
 - **Subject to consultation:** Staff whose former department is not going to be moved as a whole within the new structure will be invited to express their views on how and when this move should happen, and the issues that this will present.
4. Communications and consultation will need to be on three levels:
 - Formal consultation with the TUS via GPSC.
 - Consultation by the project teams leading specific parts of the programme – see paragraph 6.
 - House-wide activities led by the Office of the Clerk.
5. The next House-wide activities will be:
 - A follow-up email to all staff later this week to alert them to the publication of the FAQs on the intranet.
 - *Around the Commons* is due out during the week of 5 November and will be used for a Tebbit update.
 - Time sensitive information will be issued in global emails as required.
 - Further management briefings will be issued following major decision points.

Managing the process

6. The Board is asked to consider the following outline approach to managing the creation of the new departments:
 - The Director Generals have overall responsibility for the change programme in their department.
 - The DGs to establish a departmental change project team that should include a project leader to represent them, a manager from each of the major areas undergoing significant change and someone with previous change management experience, possibly from outside the department (eg PICT, HAIS, etc).
 - Initial tasks will include: developing a communications plan, an action plan/timetable and defining resources needed.
 - Change project teams will report regularly to the Management Board as Programme Board.

7. The Office of the Clerk/Chief Executive will be responsible for managing the overall programme, including elements of Tebbit beyond the re-alignment of departments, and co-ordinating issues common to each department. In addition, a change manager – reporting to the new Head of the Office of the Chief Executive – should be identified. Their role would be to provide a strong link between the departmental change projects and the Office, and to be the “face” of the programme.

Office of the Clerk
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