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MANAGEMENT BOARD

Changing the Climate

Note by DG Resources

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Note by the Office of the Clerk: This paper suggests a number of actions that the Board could take to encourage cultural change in support of the organisational changes on which the House Service is currently embarking. These include (paragraph 7) putting in place a framework to manage risk and interdependencies; improved training and sharing of best practice; and better communications. The cost is estimated to be £80k-£130k in the first year.

Purpose

This note proposes actions to promote a positive climate for the acceptance of change and support the known or expected change challenges in the coming year or so.

Background

2.   I was asked by the Board of Management to act as "change champion", following an audit on change management, which proposed Board-level ownership and sponsorship of change issues.

3.   A number of current and planned initiatives involve significant change, which present both threats and opportunities. The Management Board will want to make sure that these are addressed, as part of the implementation of its strategic goals. Some of the key organisational developments are:

- PICT transition to joint department status;
- Estates & Works merger
- Tebbit implementation:
    - Board/departmental structure changes (including abolition of cross-cutting groups?);
    - Service improvement;
    - Performance focus/balanced scorecard;
    - Finance & HR strengthening & centralisation.

4.   These developments will each be managed by specific implementation teams, but there is a common thread of a need for a change of attitude or culture, which runs through them all. If we are to move from an "administration" to a "service" ethos we will need to change our approach in a number of areas. The changes at Board level will help to encourage this, as will the new approach to management development currently being

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introduced. But we will need to do more to encourage readiness to change generally.

Challenge for the Management Board

5. I suggest that there are two key challenges for the Management Board, arising in particular from Tebbit implementation, in addition to other changes such as in PICT:

    i. *Leadership* issues arising from a new long-term management model. The design of this model is not yet settled, but a smaller, strategic, Board suggests a different operating arrangement, with the Board collectively being responsible for the strategic delivery of business goals across all four departmental operating areas (the House, the public, services to Members, and support services). This should enable a stronger focus on results and a reduction in internal bureaucracy. But these will be realised only if we can change mindsets.

    ii. Managing the *transition* and beyond. The benefits in i. will take time and commitment from the Shadow Board. It can usefully be split into three elements:
        a) Making it happen (initial implementation)
        b) Making it stick (sustainability)
        c) Handling the human aspects (winning people round, and motivating them to achieve the goals).

The cultural/attitudinal changes we need are mainly in the areas of ii b) and c) above, as opposed to ii a), which is primarily for the implementation teams.

6. I attach a note by [s.40], who is currently advising PICT and Estates/Works on the HR aspects of change. It sets out the theory and principles of change management, and suggests setting up a standing organisational development function. I think [s.40] has rightly identified a need, and that it is important for the Board to tackle change issues actively. My proposals below cover evaluation and monitoring, and softer issues such as communication and involvement. [s.40]'s paper provides a possible organisational framework to support these recommendations, although the Board might prefer a lighter touch using existing expertise in areas such as OoC, DFA and PICT.

Proposals

7. My proposals are:

7.1   Planning & Management:

    – Set out and agree with the Board the principles, vision and objectives for the changes required and the key milestones.

– Put in place a governance framework for managing risks and interdependencies. The approach I suggest is a "matrix" arrangement where managers with change skills and experience support the change process in key areas. I have started this in a small way by lending [s.40] to PICT and Works. A further way of tackling this would be to train up some SMDP graduates as change agents.

– Use the proposed Balanced Scorecard (or other performance management system) for tracking and reporting on the progress of change

– Put in place appropriate health checks as part of overall governance.

7.2   *Leadership and Awareness*

– Champion and sponsor an awareness and educational programme, aimed at both senior and middle managers. This would involve building change awareness into existing training and development, as well as running, for example, lunchtime seminars aimed at various key audiences

– Introduce best practice events in order to learn from internal and external successes

– Involve Board members as appropriate to lead and facilitate specific management of change events.

7.3   *Communication*

– Develop the communications strategy to focus more strongly on change aspects

– Encourage the use of formal and informal mechanisms to give feedback on perceptions, communication effectiveness and change outcomes for Members / customers / staff.

7.4   *Making links*

– Ensure that the Board has an overview of change projects/programmes. Broker help where necessary and ensure cross-fertilisation. This would be a "light touch" – not a bureaucratic arrangement.
– Work with the Office of the Chief Executive to ensure that the culture change aspects of current business and future plans are taken into account.

Resources

8.   The additional effort detailed above would not be free; but it need not be costly either. Apart from a bit of central administrative support to co-ordinate the effort, much of the necessary contribution could come from refocusing existing activities. The main costs would be:

- − Training/development
- − Temporary support or backfill to release or support change agents
- − Administrative support
- − A small amount of consultancy
- − Costs for events (eg speakers' costs).

My best estimate of the first year's costs at this stage are £80,000 to £130,000.

A J Walker
Director of Finance and Administration

September 2007

BOARD OF MANAGEMENT

Change management in the House of Commons

Paper by the HR Change Manager

Introduction

1. This paper :

   o considers the change management issues, including Tebbit, the House of Commons is currently facing.

   o compares House's record on past change management programmes and projects with some external best practice models for change management

   and offers some thoughts about what the House can do differently to embed change successfully in the future.

Tebbit and other change management issues

2. The House is facing a large change management programme. Tebbit alone would account for around 17 projects if it is implemented in full, not including those recommendations that are directed at Members rather than officials.

3. It is worth highlighting two particular change recommendations from Tebbit. For Estates and Works, he endorsed the Estates Strategy Adviser's view that a restructured Estates directorate should include a Programme Office to better co-ordinate individual Estates projects as part of a wider Estates programme.[1] Elsewhere, Tebbit also suggests that a dedicated team based in the Office of the Chief Executive (when that is set up) but drawn from across the House should lead on implementation of the recommendations in his report.[2]

4. There are also at least another four departmental change management projects not captured by Tebbit that have either started (e.g. joint department) or are looming (including Modernisation committee's recent report *Revitalising the chamber, Governance of Britain* Green paper, DFA's improvement in Member services).

5. Annex A1 sets out current and likely future change management projects, mostly from Tebbit, but other sources too. (Annex A2 lists Tebbit recommendations that need to be implemented or led by Members, Annex A3 covers Tebbit recommendations where a project management approach is probably not warranted – both are included for completeness).

House's record on change management

6. Like most organisations, the House has had regular periods of change. In recent times there has been the change programme resulting from Braithwaite, Cummins, HAIS and HAIS2, reorganisations in RD and OR, another major change programme in the Library, several team-level

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[1] Tebbit report para 169iii.
[2] Tebit report para 280

reorganisations in DFA, and a review of committee staffing in the Clerks department, amongst others.

7. The House's two major change management programmes in recent years are Ibbs and Braithwaite. Tebbit considers them to have been partially successful in that most of the recommendations have been successfully implemented but have only partially met the desired aims.[3] In the case of Braithwaite, the change programme appears to have been managed well, with a full time implementation team, although it was disbanded in 2001.[4]

8. HAIS and HAIS2 were two other major change projects. In the case of HAIS2, the change process was very systematic. The change programme is now formally closed although formal reviews have been timetabled and there is still some resource dedicated to embedding the changes. The HAIS2 project team also produced a log of lessons learnt (summary table at Annex B). It is too early to know if all the benefits envisaged by HAIS2 will be realised.

9. The staff survey picked up that internal communications were generally sound. However, one area that a significant minority (over 40%) thought could be improved was communication about organisational change.

10. According to the survey, the House is not considered by employees to be good at managing change. Over half of employees felt the House was poor at managing change, with this view being even more strongly held at middle management level, and those who have recently experienced changes (particularly PICT and OR staff).

11. The internal audit on change management reported in June 2007. A summary of findings is at Annex C. Core findings were that the House needed to have a change champion (since identified as DoFA), and change management teams with more relevant experience, able to use good practice tools and project management techniques.

Organisational change management best practice models and research

12. Most change management initiatives fails to achieve their aims[5], although Professor Colin Carnall of Warwick Business School points out that even if that is the case, that does not mean that most change fails to improve. Indeed, he does not believe there is any organisation that has not experienced major change in the last decade[6].

13. CIPD research[7] (other experts broadly agree the approach) suggests that the following factors are important to maximise success:

   a. *Choosing the right teams*

      o Top team – ultimate responsibility for leading on vision, aligning different projects to organisational strategy, communication and leadership. Communication.

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[3] Tebbit report paras 49-50
[4] Tebbit report Annex 5 p115
[5] CIPD (2002) *Reorganising for success: A starting point for change*
[6] Carnall, C. (2005) *Personnel Today One-stop guide on change management*
[7] CIPD (2005) *Approaches to change: Key issues and challenges*

- o Line managers – responsible for their part of any change projects

- o HR – Dealing with people agenda. Reviewing job roles and skill requirements, HR policies and processes. Communicating with and involving employees. Reviewing and delivering training. A 2003 CIPD survey of CEOs and HR managers[8] reported that 66% of managers would make more use of reorganisation-related training in future.

- o Programme manager – for the change programme as a whole - amalgamating projects into a coherent organisational programme, identifying and dealing with interdependencies. Communication.

- o Project managers – for individual change projects. Planning and managing projects. Engaging senior managers and stakeholders. Communication. The CIPD survey reported that 65% of managers would make more use of project management in taking forward future change.

b. *Crafting a vision of where you want to be and how to get there*

This has three stages – defining vision, programme planning, project planning and implementation. In practice this is a continuous and iterative process. Different people will be responsible for different aspects, but the top team must lead it and the programme manager must plan and manage it. A 2005 study found that when communicating the purpose of a change initiative it helps if leaders describe the purpose of the change in terms of primarily an idealistic vision supported by referential accounts (that is, benchmarking evidence) rather than the other way around.[9]

c. *Connecting organisation wide change*

The programme manager leads on ensuring that change projects link together. (The CIPD provide a diagnostic checklist – see Annex C).

d. *Consulting stakeholders and Communicating*

The CIPD survey reported that 64% of managers would make more use of employee consultation in future change programmes. Two studies in Germany[10] and Norway[11] supported this view, both finding that increasing employee involvement increased the effectiveness of the change process.

e. *Coping with change*

The CIPD and Professor Carnall give similar stages illustrating (the two models are conflated below - they are both shown separately in Annex D):

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[8] CIPD (2003) *Reorganising for success: CEOs' and HR managers' perceptions*
[9] Lines, R., Selart, M., Espedal, B., Johansen, S.T. (2005) 'The production of trust during organisational change', *Journal of Change Management* Vol 5, No 2
[10] Antoni C. (2004) 'Research note: A motivational perspective on change processes and outcomes', *European Journal of Work and Organizational Psychology,* vol 13(2)
[11] See footnote 8.

- o Denial – The change is denied and ignored. If the change is sudden and dramatic then performance can decline (although one of the authors of the CIPD reports has found, in separate research, that performance decline in the short term is almost inevitable after any major change[12]). One way to reduce the performance decline is to reduce the *immediate* impact of the change.

- o Defensiveness and anger – the fact of change is being acknowledged but characterised by defensive behaviour. The advice given is to let this stage happen as it allows people to come to terms with the change. Active ways of helping people to cope are:

  - to talk about the effects of past changes and remind them that can be done

  - consult and communicate fully

  - provide a clear vision

  - act decisively (the guidance actually says act quickly but that could contradict the point about avoiding sudden and traumatic change).

  - prepare people to expect future changes.[13]

- o Discarding and bargaining – The inevitability of change is accepted, and individuals think more constructively about the change, both in terms of contributing and in bargaining for personal advantage.

- o Testing –Individuals become engaged with testing the system and adapting it or to it. Several sources point out that changed systems rarely work as intended from the beginning.

- o Acceptance – the change becomes the norm.

f. *Capturing learning*

If change is to be a continuous or regular process, it is necessary to ensure that lessons from each change programme are captured. This appears to be something that, according to a study in 2000, managers in the UK are poor at understanding.[14] The CIPD survey reported that the main things that managers would spend more effort on for future change projects are:

- o reorganisation-based training (66%)

- o project management (65%)

- o Redesign information systems (65%)

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[12] Pettigrew, A., Whittington, R. (2001) 'How to join up change', *People Management* 11 October 2001

[13] Lucas, B, (2002) 'How to deal with feelings during change', *People Management* 12 September 2002

[14] Doyle, M., Clayden, T., Buchanan, D., (2000) 'Mixed results, Lousy process: the Management Experience of Organizational Change', *British Journal of Management,* Vol 11, Special Issue

- o consulting employees (64%)

- o Redesign career structures (61%)

14. A number of other studies on change management are worth considering. A 2004 study[15] concluded that:

    a. change programmes should only use redundancy and delayering as a last resort, as these aspects of change were often perceived by employees as the most negative, and increased their tendency to risk averseness

    b. board-level directors should be aware that other employees were likely to view change more negatively.

    c. the high price tags of change initiatives should be recognised from the outset.

    d. It was important to integrate the HR elements with the business strategy aspects of change initiatives.

15. An American study in 2005, addresses the use of management control systems in change management. It found that control systems based on performance (e.g. performance reviews or appraisals) or outcome (e.g. project monitoring and evaluation) were, one the one hand, positively linked to successful change, but on the other hand, were underused by managers.[16]

16. Finally, a 2004 psychology paper combined the results of statistical studies, case studies and other theories to propose that change management needed a new mindset. The Table in Annex F compares current prevailing mindsets with proposed new mindsets. Some of these are self evident, some are supported by research and others from other theoretical papers. To highlight one new mindset from the paper, the authors suggest that the term 'change management' overly focuses on one part of the process and one group of employees. They propose alternative terminology of either 'system design and use' or 'organisational development' to emphasise the open-ended and evolutionary aspects of the process. Another proposed mindset change is to view organisational development as a continuous process rather than different fragmented processes.[17]

Issues

17. On the one hand, the House may be perceived as poor at managing change. On the other, the House has had a steady track-record of managing almost continuous change. Taking Braithwaite as a starting point, we then had HAIS, HAIS2, changes in OR, PICT and Estates and Works, amongst others. Benefits of the individual change projects have undoubtedly been mixed, but as a whole the benefits have outweighed the

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[15] Worrall, L., Parkes, C., Cooper, C. L (2004) 'The impact of organizational change on the perecpetions of UK managers', *European Journal of Work and Organizational Psychology,* vol 13(2)

[16] Ford M.W., Greer B.M. (2005) 'The Relationship between Management control System Usage and Planned change Achievement: An Exploratory Study', *Journal of Change Management* Vol 5, No 1

[17] Clegg, C., Walsh, S., (2004), 'Change management: Time for a change', *European Journal of Work and Organizational Psychology,* vol 13(2)

negatives. Major change teams have typically, following the good practice model recommended by the CIPD and other sources (paragraph 13-15), included project managers, HR, line managers and subject area experts, and been championed at BoM level.

18. The perception may be a little unfair, but it is probably a reasonable view that improvements could be made to enhance the benefits of change. Areas that could be improved, or improved further, are:

    a. programme planning and project co-ordination (paragraphs 3, 13c, 14d)

    b. to view organisational development as a continuous process (paragraphs 6, 7, 16)

    c. Consultation and communication (paragraphs 9, 13d, 14b, 16)

    d. helping staff to cope with change (paragraphs 10, 13e, 14, 16)

    e. monitoring, evaluation and learning (paragraphs 8, 13f, 15)

    f. Leadership/vision (paragraph 13b).

Proposal

19. The issues in paragraph 18 comprise both structural and softer issues. The latter could be taken forward through, say, initiatives such as a two-way communication strategy, leadership initiatives and training and development.

20. To deal directly with the structural issues, and also support the softer ones, some consideration should be given to creating a permanent organisational development team. Of course, one team cannot be directly responsible for all the organisational development programmes in the House. This would break one of the tenets of successful organisational development, of wide involvement by managers and other employees. However, such a central organisational development team could deal directly with 18a and 18b and indirectly with 18c-e (18f would be the responsibility of BoM, and specifically the COH and the Change Champion). The organisational development team might therefore:

    a. coordinate a programme and support individual initiatives in the House by providing core expertise that is regularly required for such projects.

    b. lead on some individual projects, particularly those in Tebbit that directly focussed on corporate governance. This would deal with the Tebbit recommendation on implementing the recommendations in his review (paragraph 3)

    c. Support BoM on a strategic level, and individual project teams on a practical level, to manage the softer issues such as communication, consultation, and measuring and managing support and resistance to the organisational development programme as a whole and individual initiatives; and

     d. develop evaluation and learning tools for use by individual teams, and compile the results of these as an organisational learning resource

21. The core change team needs to include the following skill or knowledge areas (taken mostly from paragraph 13a):

- o programme and project management skills – to organise the change programme and co-ordinate individual projects.

- o HR – to deal with the people issues, training and help with communication

- o Communication – to more effectively communicate to employees, Members and other stakeholders what is going on and why.

- o IT systems skills (on the basis of the lessons learnt by CEOs and HR managers from paragraph 13f) – to deal with information system redesign.

Individual projects should continue to be led by relevant managers, subject matter experts and other employees. The core team could also design ad introduce one or more standard change project process templates to help change-project managers and normalise change for employees.

Way forward

22. If agreed by BOM in principle, further work will be needed to design a framework for such a team. This would include:

- o a structure for an organisational development team

- o individual job descriptions, person specifications and gradings

- o an appointment timetable to complete the structure.

23. In the meantime, if these principles are agreed, there is a case for consulting the TUS.

[s.40] **HR Change Manager**

25 September 2007

Possible major organisational changes requiring implementation by officials of the House of Commons

i) Corporate governance

Subject of change	Change recommendation	Source	Comments
Clerk of the House/Chief Executive	10. Succession planning at the most senior level should address the need for potential Clerks of the House/Chief Executives to gain senior management experience.	Tebbit para 89	
Office of the Chief Executive	12. The scope of the activities of the Office of the Chief Executive should be expanded to embrace planning and performance management functions in relation to the House Service's objectives and targets, together with an increased communication co-ordination role.	Tebbit para 96	
	13. The Office of the Chief Executive's staffing numbers should be increased, and the post of the Head of the Office should be upgraded, in the light of these additional functions and responsibilities.	Tebbit para 98	
Delegations	14. Each Head of Department should receive an annual delegation letter, setting out the objectives and targets to be achieved during the year, the budget allocation for the purpose and the common policies, systems and processes to be used and observed in delivery.	Tebbit para 99	
Performance Management	15. The House Service should adopt a performance management system based on the Balanced Scorecard and with clear criteria for achieving success, drawn up by the Management Board and the House of Commons Commission.	Tebbit para 105	
	16. One such success criterion should be improved Members' satisfaction with services, measured by more regular 'rolling' surveys of a proportion of Members.	Tebbit para 106	
	54. The rolling surveys of Members' satisfaction should also seek the views of a representative cross-section of Members' staff.	Tebbit para 264	
	17. The performance management system should be underpinned by an activity and functional costing system, together with benchmarking against 'peer' organisations and areas.	Tebbit para 107	
Management Board	18. The changes to the composition of the Management Board should be made soon, but with appropriate action taken to ensure that it is not perceived as downgrading the importance of the services provided by those no longer 'on the Board' or their Departments.	Tebbit para 112	
	19. A more strategic Management Board with a slimmed-down executive membership should be created, to comprise: the Clerk of the House/Chief Executive Deputy Clerk/Chief Operating Officer; Serjeant at Arms/Director of Facilities and Support; Librarian/Director of Information and Communications; Director of Finance and Administration; and Director of Human Resources.	Tebbit para 113	
	20. Two external advisers (non-executive directors) should be appointed to the Management Board, in the expectation that this will prove as successful as it has in Government Departments, in supporting the role of the Chief Executive, as well as in helping the Management Board more generally.	Tebbit para 116	

	21. Individual Heads of Department should have responsibility for delivering agreed cross-cutting objectives or processes on behalf of the Management Board as a whole, acting as senior responsible owners or process owners, on the basis of wide powers granted by the Management Board.	Tebbit para 118	
	22. Co-ordinating and cross-cutting groups should be reviewed with the objective of reducing their number and maintaining control over growth in future.	Tebbit para 119	

ii) Corporate functional changes

Subject of change	Change recommendation	Source	Comments
Financial Management	24. Existing financial delegations should be amended to give the Director of Finance and Administration and his senior staff greater control over finance staff in Departments, in terms of performance, professional development and deployment.	Tebbit para 133	
	25. Finance staff in Departments should have a reporting line to the Department of Finance and Administration, as second reporting or countersigning officers for the reports of Departmental finance staff.	Tebbit para 133	
	Adoption of internal accounting standards	Requirement for all central government	FMD are unsure about the scope of this change. May not qualify as a *major* change project
Procurement	26. The Management Board should conduct a budgetary exercise, led by the Director of Finance and Administration, under which each department would be required to present its plans to the Finance and Services Committee on the basis of alternative funding assumptions, to inform decisions on future financial allocations.	Tebbit para 138	
	27. The emphasis of the effort to improve the House's procurement activity as a whole should be on building the expertise of contracts managers in Departments to ensure through life value for money is achieved, and accountability for delivering it pinned down, rather than focus predominantly on initial purchase costs.	Tebbit para 146	
Human Resources	28. The delegated model in respect of HR functions should be reconsidered, with a view to strengthening strategic and corporate HR functions and removing duplication and diseconomies in the present system.	Tebbit para 156	
	29. A scheme should be introduced to identify and develop internal talent on a House-wide basis, administered by central HR.	Tebbit para 156	
	30. The Management Board should include a professionally qualified Director of Human Resources.	Tebbit para 157	
	Reward principles and strategy	by agreement with trade unions in 2006&7	Not, strictly speaking, a change management project, but one that could have a major impact on the House.

iii) Service delivery

Subject of change	Change recommendation	Source	Comments
Management Board	**45.** The broader issue of a more proactive House service, to facilitate services to Members and consider the provision of new services, should be examined, in terms of both style and content. This may be a suitable issue for the Management Board.	Tebbit para 217	
Estates and Works	**31.** The Estates and Works Services Directorates should be re-integrated under one Director who would provide overall leadership and ensure coherence, consistency, team working, professionalism and delivery.	Tebbit para 169.i.	
	32. A Programme Office should be set up, the functions of which should be worked up in the light of the external adviser's recommendations.	Tebbit para 169.iii	
	33. Ownership of the Estates/Works budget and ownership of the Estate strategy should be pinned down clearly so that financial authority and operational responsibilities are fully aligned.	Tebbit para 169.v	
	34. The Serjeant's Finance Unit (SFU) should remain outside the new combined Directorate, as a separate organisation reporting to the Serjeant at Arms: facilitating the works programme in general; assisting the Serjeant at Arms in financial control and governance; and providing the necessary transparency and separation of duties.	Tebbit para 169.vi	
	35. The SFU should be strengthened beyond its existing advisory function.	Tebbit para 169.vii	
	36. Levels of delegation for works expenditure should be reviewed and harmonised as between the House of Commons and House of Lords to facilitate synchronisation of decision-making on joint projects	Tebbit para 169.viii	
	37. The House's Resource Framework guidance should be revised in respect of project approval processes, with clarification of what constitutes 'works', 'leases', 'consultancy', etc.	Tebbit para 169.ix	
	38. Training of project managers should be given high priority; greater reliance on bringing in project managers from the private sector may be required.	Tebbit para 169.ix	
Connecting Parliament with the Public	**39.** The House should endorse the Administration Committee's proposals for a dedicated space for learning.	Tebbit para 188	
	40. The Parliamentary website and the internet generally should be regarded as a key element in fostering close connections between Parliament and the public, and crucially the younger generation, and should be developed and funded accordingly as a priority.	Tebbit para 196	
	41. The Group on Information for the Public should remain the official-led organisation responsible for developing policy and programmes in this area, but should be given a stronger executive role under the chairmanship of the Director of Information and Communications, mandated by the Management Boards of both Houses and allocated a budget for this purpose.	Tebbit para 202	
	42. The House Service should actively support Members in making best use of the Communications Allowance, facilitating where possible savings in joint procurement of capital equipment and top-of-the-line software for publishing hard copy newsletters as well as the design of modern	Tebbit para 206	

	interactive websites.		
Revitalising the chamber	Recommends a formal induction programme and continuous development for Members	1st report of Modernisation Committee HC337	
	Recommends procedural changes in the chamber		
Clerks	Possibility of setting up regional select committees	*Governance of Britain* Green paper	
	Changes to select committee resources	*Review of Committee Resourcing* (reporting in October)	
Clerks/Library	44. Closer working between the Clerk's Department and the Library in support of select committees should be developed further.	Tebbit para 217	
Library	46. The Library should continue to shift resources from areas where demand is lessening to those where demand is growing, based on a developing cost-effectiveness programme.	Tebbit para 221	
Official Report	48. The Editor of the Official Report should review the means by which Members are given the opportunity to check the texts of their speeches prior to publication.	Tebbit para 224	
Serjeant at Arms	49. A client relations group should be established within the Serjeant at Arms Department to provide a more responsive and integrated service to Members for accommodation and facilities, including a 'one-stop shop' service. It should be achieved by internal redeployment of staff and headed by a senior manager dedicated to this Member-facing role.	Tebbit para 234	
	50. The head of the client relations group would underpin the role of the Serjeant at Arms as Facilities Director at Management Board level, which will be crucial in ensuring that a positive engagement with Members' day-to-day requirements is drawn upon to inform corporate planning.	Tebbit para 235	
DFA	51. Improved on-line information should be provided to Members about their allowances and expenditure, subject to the outcome of a feasibility study.	Tebbit para 245	
	Improving other services to members	Survey of Services and proactive improvements	Individual projects are not major but the programme as a whole could be seen as a *major* programme
RD	52. Benchmarking of catering services should be conducted thoroughly in the interests of quality and value for money.	Tebbit para 252	
PICT	Transfer of PICT to joint department	Cummins review	
	53. The Cabinet Office Independent Reviewer and Central Sponsor for Information Assurance should be invited to conduct a health check of Parliamentary IT plans and delivery.	Tebbit para 260	
House of Lords	55. The possibility of providing more services jointly with the House of Lords should be explored, in the interests of efficiency, with a view to the eventual establishment of more joint Departments.	Tebbit para 272	
	47. The Library should review the prospects for more joint working with the House of Lords Library.	Tebbit para 222	

Possible organisational changes from Tebbit requiring implementation by Members of the House of Commons

Audit Committee
1. A suitably qualified external member of the Audit Committee should **become its Chairman**. (Paragraph 74)
2. A rolling programme of NAO value-for-money **audits should be instituted.** (Paragraph 74)
Finance and Services Committee
3. The Finance and Services Committee should operate more as an arm of the Commission, acting under a clear mandate giving the Committee substantial authority on the Commission's behalf to cover the more **routine supervisory issues.** (Paragraph 77)
4. The Finance and Services Committee should be mandated to scrutinise proposals made by Member Committees or House officials, where these need to be reconciled, before they are **considered by the Commission**. (Paragraph 78)
5. The Chairman of Ways and Means should be appointed to the Finance **and Services Committee.** (Paragraph 79)
6. A member of the Finance and Services Committee, selected on the basis of interest and experience, should be appointed to the Audit Committee, 'balanced' by an **additional external member.** (Paragraph 80)
Administration Committee
7. Individual Members on the Administration Committee should be invited to track particular services — for example, catering or IT — on behalf of the Committee **as a whole.** (Paragraph 81)
8. The size of membership of the Administration Committee and of the Finance and Services Committee should be reviewed, on the basis that smaller bodies of Committee members are likely to **be more effective.** (Paragraph 82)
Grants to Inter-parliamentary Associations
56. The House of Commons Commission should take over responsibility for making grants-in-aid to the **four inter-parliamentary bodies.** (Paragraph 275)

Annex A3

Other Tebbit recommendations that do not warrant a formal change management approach

Clerk of the House/Chief Executive
9. The Clerk of the House should continue to perform the dual role of Clerk of the House **and Chief Executive/Accounting Officer.** (Paragraph 88)
11. The method of appointment for the Clerk of the House/Chief Executive should, in future, be by means of competition, open to the (inevitably limited) group of suitably qualified candidates, with a Selection Board similar to those employed for Permanent Secretaries **to Government Departments.** (Paragraph 90)
43. The Clerk of the House should delegate authority to one or more principal deputies to take on more of the task of running the Clerk's Department. (Paragraph 217)
Financial Management
23. The Department of Finance and Administration should be strengthened, including by the addition of a management accountant, either by redeployment of staff currently in Departments or by additional external recruitment. (Paragraph 133)?

Annex B

Lessons learnt from HAIS 2: Summary DOs and DON'Ts

	Do	Don't
1.	Do appoint a **board at a sufficiently senior level** to reflect the impact and risk of the programme on the organisation, but small enough in number to be an effective decision-making body.	Don't overload the organisation with change. **Consider other change programmes** that may be taking place and co-ordinate them.
2.	Do prepare a **business case for the programme as a whole**, as the benefit of the whole is greater than the sum of the parts. Include an investment appraisal that is realistic.	Don't underestimate the **effort required by staff** and how that will take them away from their day job.
3.	Do **be bold**. While the scope and extent of change may be rationalised through planning and implementation, you can achieve more than you think so start by setting the bar high.	Don't assume the **systems** can deliver the optimum process.
4.	Do get **clear business ownership** of requirements and processes and be clear about responsibility for ongoing management and maintenance. Involve users throughout.	Don't allow **changes in scope** once agreed. Use development log to capture requirements for future development.
5.	Do **resource adequately** with people that have knowledge, experience, personal qualities and ideally a proven track record of what they are being asked to deliver.	Don't leave **handover and knowledge transfer** too late. Start it at the beginning and monitor as you go along.
6.	Do use **formal project management disciplines** throughout.	Don't forget, the audience probably knows a lot less than you about the processes and systems you are trying to introduce and **need to be convinced of the reasons** for doing so.
7.	Do establish a **close partnership with your main suppliers** at the outset with a focus on delivery to the business and not commercial terms and conditions.	Don't underestimate the impact of different technical platforms.
8.	Do consider **training** from the outset, resource it well and think beyond the end of the programme.	Don't become too **dependent on single resources**, within the team or in contributing departments. Provide for cover and continuous knowledge transfer in specialist areas.
9.	Do undertake **regular programme reviews** such as gateway and ideally with external input. The considerable effort is worth it. Ensure reviews assess benefits as well as progress against time and money.	Don't be afraid to **admit when you are in trouble**. Sooner the better.
10.	Do conduct **tests and pilots** to ensure processes and systems are fit for purpose. Involve a broad range of users who will bring different perspectives.	**Don't forget the little things** – small gestures of thanks pay big dividends. And don't forget to celebrate successes – it motivates through the difficult times.

Annex C

Summary of internal audit report on change management

Priority	Broad recommendation
Fundamental	1. Change teams require change management experience 2. Targeted and timely use of change management specialists required 3. Further use of change management tools/techniques and skills is required 4. Project management best practice should be followed 10. Need to measure and gauge staff resistance towards change
Significant	5. Detailed vision and blueprint forchange should be developed 6. Visible change champion for each project required 7. More comprehensive review of change costs/benefits is required 8. Reviews of key milestones over the lifecycle of the change should be performed 9. Need to embed cultural change 12. Need to proactively gain support and manage resistance 13. Need to establish formal communication strategy over the lifecycle of significant change programmes 14. Timely consultation with the Trade Union [sic] is required for every project
Merit attention	11. Need to coordinate timing of change programmes

Source: PWC (2007) *House of Commons: Internal Audit Report – Change management*

(Note: Numbering follows that in the report)

Annex D

CIPD's suggested diagnostic checklist for connected change

Dimensions of change	Objective	Change
Organisation design	Fit with future business structure and strategy Realistic time-scale for implementation Completed gap analysis of existing and new structures	Senior management sign-off
Capability	Comparisons of current and required capabilities Contingency plans for closing capability gaps Development and updating of skills of existing employees Internal or external recruitment	HR documentation
Ways of working	Clarity of new roles and responsibilities Competencies and behaviours required in future defined and communicated New performance criteria understood	Communication and training
Process change	New processes scoped and defined Transition activities planned Plan of action to remove obsolete processes	Project management
Equipment, offices, facilities, physical impact	Accommodation requirements planned Equipment requirements established IT, technology and infrastructure in place	Facilities management documentation
Risks	Compliance with legal requirements Risk analysis conducted and monitored Contingency plans in place	Legal team sign-off, senior management team sign-off
Customers and suppliers	Customers and suppliers consulted Communication channels open	Meetings, awaydays, conferences
Assumptions and dependencies	Assumptions and dependencies of change defined Review and monitoring mechanism in place	Documentation

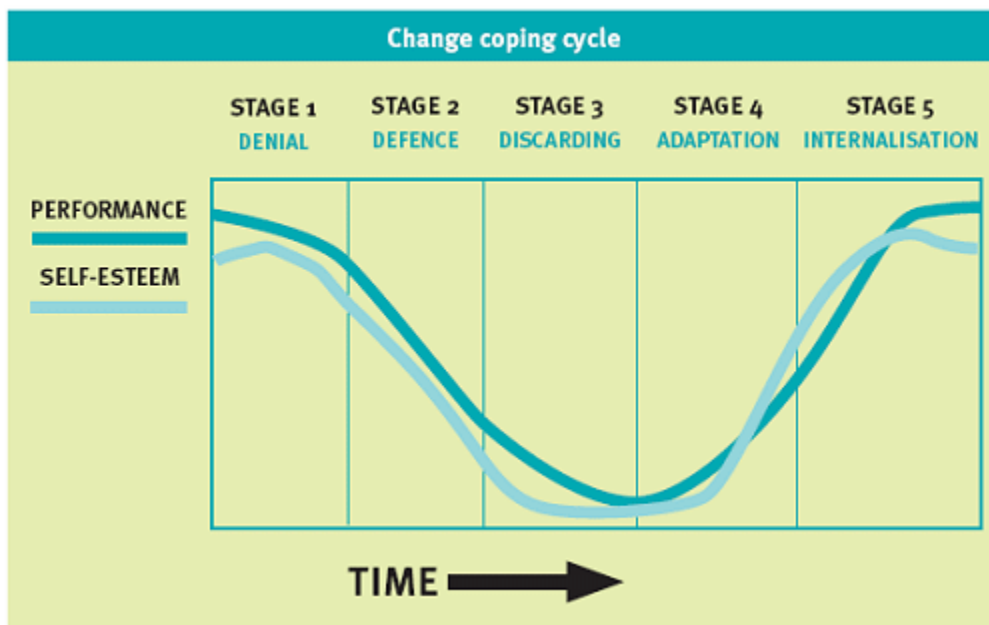*Source:* CIPD (2005) *Approaches to change: Key issues and challenges*

Annex E

Coping with change

CIPD's change cycle
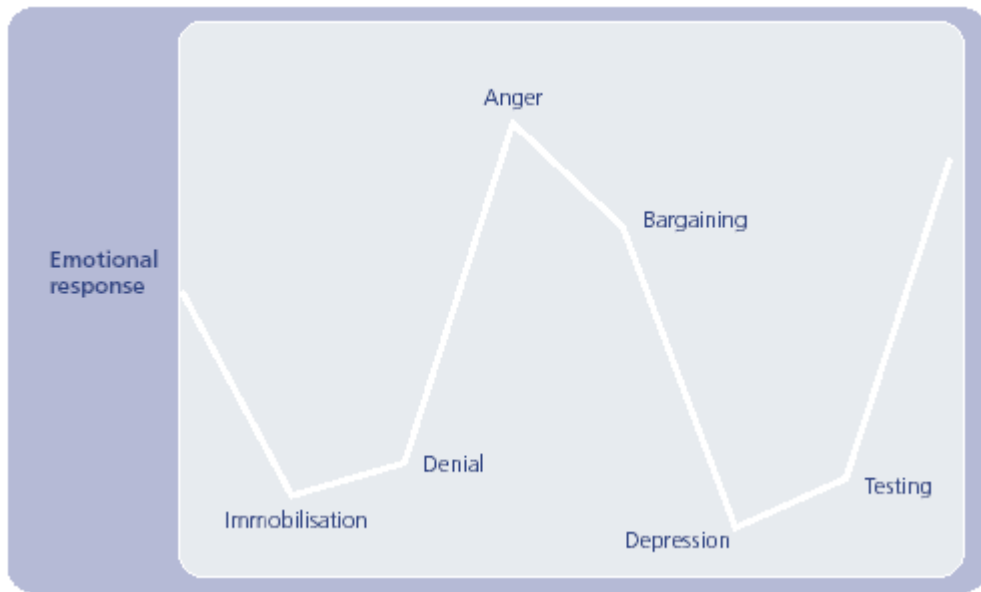
Source: CIPD (2005) *Approaches to change: Key issues and challenges*

Coping Cycle (from Carnall)

Source: Carnall, C. (2005) *Personnel Today One-stop guide on change management*

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Mindsets

Existing dominant mindset	Proposed new mindset
Fragmented process	Continuous process
Focused on implementation	Focused on strategy, design, implementation and use
Push-based system	Pull-based system
Supply-dominated	Customer-dominated
User participation	User ownership
User resistance to change	Participation of experts
Focus on technology	Systemic view
Focus on organizational goals	focus on multiple goals
Managerial emphasis	Emphasis on pluralism
"Change management"	"System design and use" or "Organizational development"

Source: Clegg, C., Walsh, S., (2004), 'Change management: Time for a change', *European Journal of Work and Organizational Psychology,* vol 13(2)