

Date:

15 April

Learning partner?

## Change

- What's been done differently in the past weeks? Has your role changed?
- Have you improved your process in any way as a result of COVID 19?
- Did your decision-making process alter?
- ◆ EXISTING ROLE = NON-CRITICAL
- ◆ NEW ROLE = ESSENTIAL BASED ON MY SKILL SET AND PREVIOUS EXPERIENCES.
- ◆ NEW ROLE CREATING NEW PROCESS FOR DEALING WITH DEMAND FROM PUBLIC AND TO PROVIDE SUPPORT FROM EXISTING STAFF SUPPLY. ALL PROCESSES MUST BE COMPLIANT, LEGAL AND SUPPORT BOTH PUBLIC AND STAFF VOLUNTEERS. THIS HAD TO EXIST WITHIN THE SPAN OF A FEW DAYS SINCE COMMUNICATIONS WERE ISSUED.
- ◆ I WAS RESPONSIBLE FOR ALL DECISION MAKING IN RELATION TO THE PROCESS WITHOUT HAVING TO CHECK OR SEEK APPROVAL. TRUST WAS THE HIGHEST I HAVE EXPERIENCED WITHIN MUCH OF MY LOCAL GOVERNMENT CAREER.

## Sustain

- How do you embed the good new practice that's emerging?
- How can we be transparent and accountable at every level?
- How do we get and keep leadership involved and championing the new?
- ◆ THIS IS THE TRICKIEST ELEMENT. NEW PRACTISES BEGIN TO BE OVERWHELMED BY LAYERS OF BUREAUCRACY AND THE CHANGE AGENTS NEED TO FLEX THEIR CHANGE MUSCLES TO TRY AND HELP EVERYONE KEEP THAT FOCUS.
- ◆ NEW COMMUNICATION CHANNELS OPENED UP AND MANAGERS BEGAN TO TRUST STAFF.
- ◆ IT WAS IMPORTANT TO MAINTAIN REGULAR AND CONSISTENT COMMUNICATION WITH ALL GROUPS AS THE PACE MOVED INTO PHASE 2.
- ◆ LEADERSHIP NEED TIME TO REFLECT ON WHAT WAS POSSIBLE AND LISTEN TO FEEDBACK FROM STAFF ABOUT HOW THE NEW OPERATING MODEL WAS DIFFERENT/BETTER AND WHAT ELEMENTS COULD BE KEPT.
- ◆ CHANGE AMBASSADORS AND AGITATORS ARE KEY IN THIS PROCESS - USING DATA, EXAMPLES AND TESTIMONY FROM THE PAST MONTH TO SHOW WHAT'S POSSIBLE AND WHY WE MUST LEARN FROM THIS EXPERIENCE.

## Understand

- WHY have you been able to do it?
- Has your voice/opinion been respected, rejected or ignored?
- ◆ MY SKILLS AND EXPERIENCES WERE OF UTMOST VALUE.
- ◆ PERSONALITY, POLITICS AND DOUBLE CHECKING WERE OBSOLETE OVERNIGHT.
- ◆ TRUST, AUTONOMY AND DELIVERY BECAME THE KEY FACTORS IN THE WORKPLACE MEANING INDIVIDUALS FELT EMPOWERED TO MAKE DECISIONS, REVISIT THEM, KNOWING THEY WERE DOING EVERYTHING TO THE BEST OF THEIR ABILITY.
- ◆ I FELT RESPECTED, EVEN IF A DIFFERENCE OF OPINION EXISTED, IT WAS GIVEN 5 MINUTES OF AIR TIME, COMPROMISE MADE AND MOVED ON.
- ◆ MEETINGS WERE 5 MINUTES, NOT 60 MINUTES!

# COVID-19 Learning Loop

## Failure

- Has your organisation embraced failure, learnt from shortcomings or altered their "risk appetite" in any way?
- What happened? How was it communicated to the public? How did the public respond?
- ◆ EVERY ONE WAS IN A CHANGE ENVIRONMENT, SOMETHING WHICH IS NOT FAMILIAR TO ALL, BUT THAT WE WERE ALL IN IT GAVE A SENSE OF UNITY AND WORKING TOWARDS THE SAME GOAL, AT THE SAME PACE.
- ◆ WE DIDN'T FAIL, WE JUST LISTENED TO THE PROCESS, MADE ENHANCEMENTS, STOPPED THINGS THAT ADDED NO VALUE AND REFINED THE PROCESS UNTIL IT WAS WORKING. WE DID THIS WITH THE PROCESS LIVE.
- ◆ WE ALLOCATED ROLES AND RESPONSIBILITIES EARLY - PROCESS OWNER, DATA CONTROLLER, DATA CLEANSER ETC. PEOPLE JUST GOT ON WITH THEIR ELEMENT.
- ◆ WE PUT IN PLACE DAILY CALLS TO HELP IRON OUT ISSUES AND TAKE STEER FROM WORKING GROUP IF NECESSARY BUT IN ALMOST ALL CASES CHANGES WERE MADE LIVE, WITH NOTIFICATION BEING PROVIDED IN DAILY UPDATES, NOT APPROVAL OR CONSENT.
- ◆ NO ONE WAS TALKING ABOUT FAILURE OR SUCCESS - JUST DELIVERY, LEARNING AND COLLABORATION.
- ◆ WE COMMUNICATED EARLY WITH THE PUBLIC, WE CREATED CALL SCRIPTS AND ENSURED THE MESSAGING WAS CONSISTENT - EVEN WHEN IT WAS CHANGING, THE CORE MESSAGE WAS "HELP IS AVAILABLE BUT BEAR WITH US". THE PUBLIC RESPOND TO HONEST AND OPEN COMMUNICATION.

## Imagine

- Have you felt, despite the overlaying fear and panic, ever so slightly more engaged? Why do you think that might have been?
- How can you translate what you've done recently into long lasting policy changes or communication changes?
- ◆ YES, IN ABUNDANCE. I'VE SEEN LONG STANDING PUBLIC SERVANTS FEEL THE SAME AS WELL, ACHIEVING MORE IN DAYS THAN IN ENTIRE MONTHS/YEARS PRIOR. I IMAGINE THIS WAS BECAUSE HIERARCHY DISAPPEARED, CUSTOMER AND PRODUCT DELIVERY WAS THE FOCUS, MUCH LIKE IN THE PRIVATE SECTOR. WE NEED SOMETHING AND WE NEED IT FAST - THERE WAS A GENUINE BURNING PLATFORM AND PEOPLE WERE ABLE TO RESPOND.
- ◆ IT MIGHT BE POSSIBLE TO USE THIS EXPERIENCE TO DEMONSTRATE HOW MANY LAYERS OF MANAGEMENT ARE UNNECESSARY, HOW FAST DECISION MAKING CAN BE POSSIBLE WITHIN LOCAL GOVERNMENT, AND THAT THE MODEL OF LEARNING AND IMPROVING CAN BE DONE SIDE BY SIDE WITH SERVICE DELIVERY.
- ◆ WE DESIGNED A PROCESS, ROLLED IT OUT AND THEN CHANGED IT EVERY DAY BASED ON FEEDBACK FROM CALL HANDLERS, DATA ENTRANTS, AND CUSTOMERS. THE PROCESS DIDN'T SETTLE FOR 2 WEEKS BUT THIS RAPID IMPROVEMENT EVENT ALLOWED PEOPLE TO UTILISE THEIR SKILLS, AUTONOMY AND NEW DECISION MAKING POWERS TO CHANGE AND ADAPT FAST, WITHOUT COMMITTEE APPROVAL. IT WAS NOTICEABLE AS MORE MANAGEMENT LAYERS BECAME INVOLVED, WHILST SOME BIGGER ISSUES WERE UNPICKED, PROGRESS OTHERWISE SLOWED, DISCUSSION GREPT IN AND WE HAD TO REMIND OURSELVES OF THE IMMEDIACY TO MAINTAIN THE PACE.