CSU Organisational Change and Renewal Framework
The Eight Dimensions of Effective Organisational Change and Renewal

1. Laying the Foundation For New Ways - Leadership & Readiness for Change

Forums: VCF; CHoS; MMF; SMF; SWF; Professorial; CCs; PEN
OD Frameworks: Continual Professional Development, Performance, Leadership & Management, Workforce Planning (WPF)
Leadership Programs: FLM; LDW; GCULM;
MQL/Executive Coaching
Culture: Climate Survey ('06); focus groups ('07)
CSU Enterprise Agreement 2005-2008: Managing Change

2. Establishing a Sense of Importance (Clarity of Purpose)

External: DEEWR – Learning & Teaching Fund; AUQA; Carrick Institute; risk & compliance; triple bottom line sustainability; market position & student numbers; technology; labour & skills shortages
Internal: University Strategy: creating the vision; WPI/BPM: working in different ways; WFP; financial; infrastructure; leadership

3. Forming a Change Team/ Defining Change Management Interventions

Leaders & change enablers/stakeholders working as a team with shared commitment; CSU project and change management, methodology, plans & tools

4. Creating Strategic Alignment

University Strategy 2007-2011 & plans: include “creating a culture responsive to organisational change & renewal” and “one university” approach; Approval processes - Initiatives Management; Line-of-sight Performance Management

5. Communicating the Vision for Change

Build a communication plan using all means: VC’s roadshows/staff meetings/bulletin; staff forums/conferences; induction; yourCSU; What’s New; CSU News; focus groups

6. Maximising Connectedness

Increase transparency of decision making processes & create opportunities for staff engagement & trust at all levels; high performing teams & culture; identify & remove barriers (systems, structure & people) to change; Identify and foster stakeholder relationships

7. Creating and Celebrating Short-Term Wins

Establish & celebrate short term, realistic milestones; Report on progress against strategy, market position: course profile & student load
Staff & organisational rewards & recognition: VCs awards for excellence; PBF; internal & external research funding; Carrick awards & citations; AUQA; individual organisational units

8. Consolidating Performance Improvements & Institutionalising New Ways

PIRI: Plan, Implement; Review; Improve; change systems, policies & processes (WPI/BPM); WFP: employee recruitment, retention, promotion & development; create a culture responsive to organisational change & renewal, innovation, creativity; transformational leadership & learning; mentoring & coaching; Performance Management /line of sight continual improvement