

WCG BEHAVIOUR CHANGE STRATEGY

TRANSITION TO A NEW WAY OF WORK

Supporting Annexures

Annexure A - Identification of Behavioural Shifts

- Current & Desired Culture Mapped on Competing Values Framework
- Current & Desired Behaviours Themed

Annexure B - Proposed Behavioural Shifts and Evaluation Questions

Annexure C – Culture Measurement Framework: Example of Cross Group Collaboration

Annexure D – Overview of WCG Transversal Culture Initiatives from 2015 to 2019

Annexure E – Enabling Levers (Initiatives & Intervention Descriptions)

Annexure F – Draft Integrated high-level Implementation plan

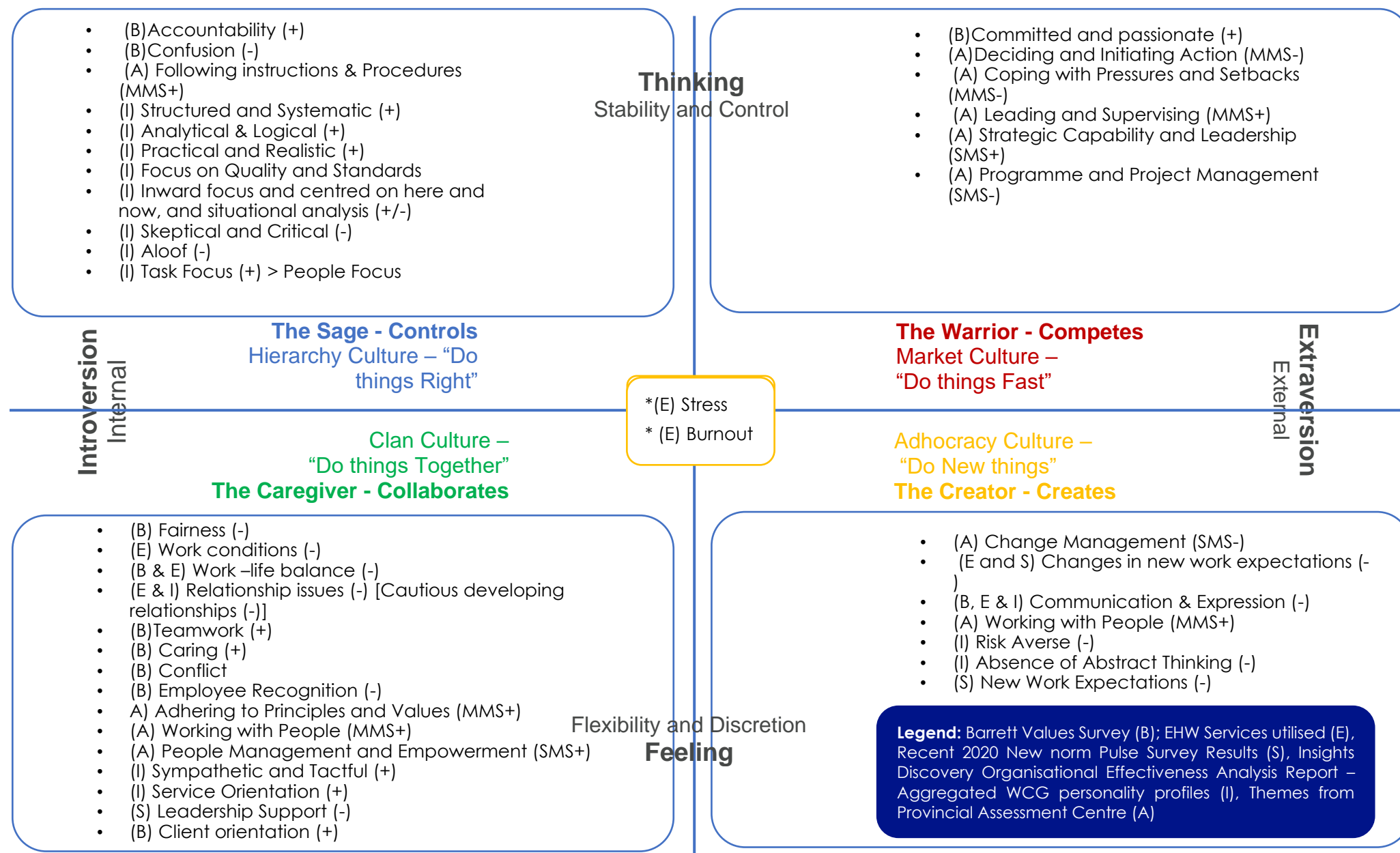
Annexure G - Outcomes & Behavioural shifts – Initiative Matrix

Annexure H - Interventions Planned for Enablement Phase 2020/21

Organisational Behaviour

Identification of Behavioural Shifts

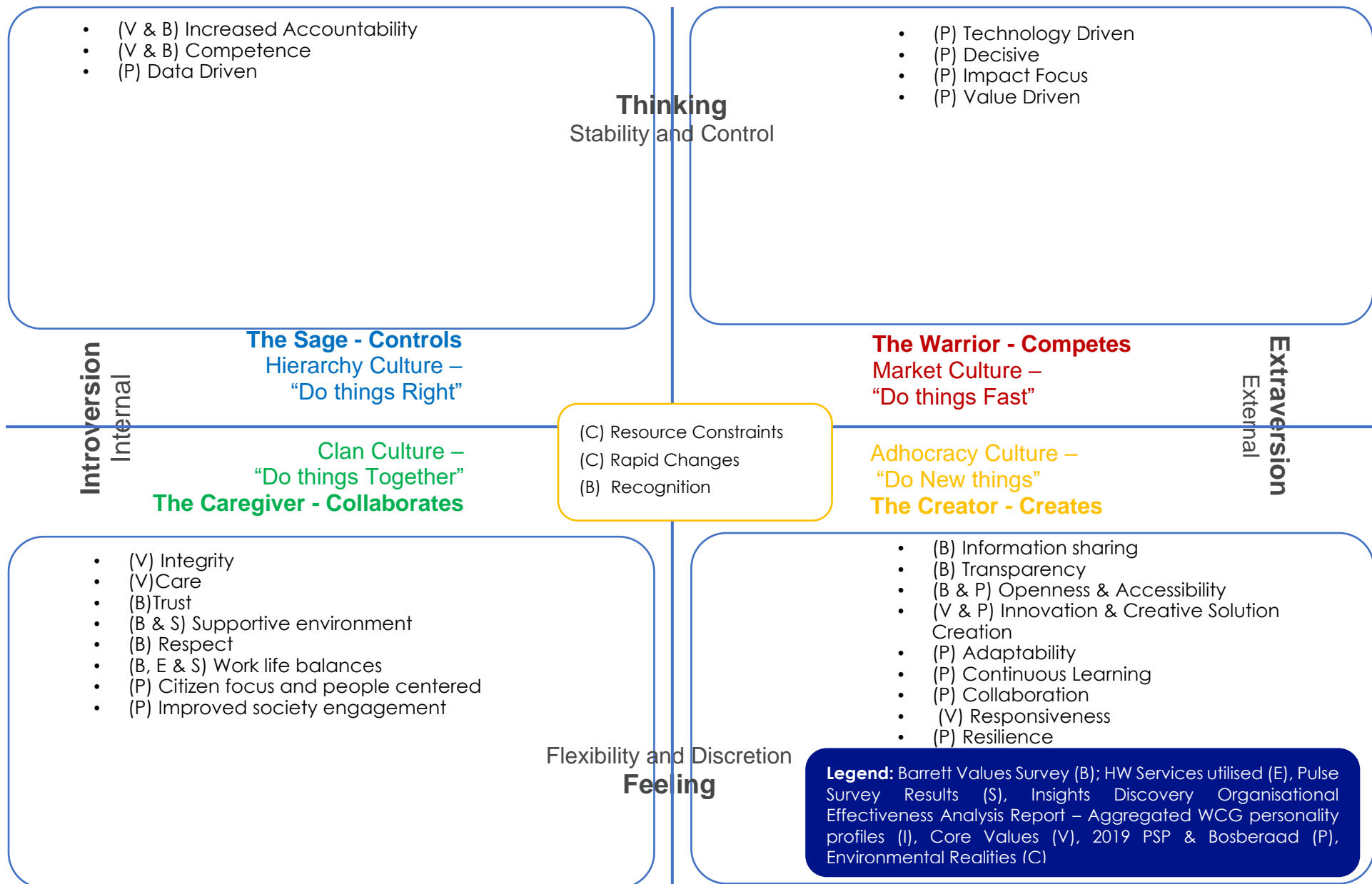
Current Culture Mapped on Competing Values Framework



Current Behaviours Themed

Rigid/ Systematic and Structured	Controlling	Confusion/ Unclear Communication	Employee Impressions and Descriptive Data	Silo-mentality
<ul style="list-style-type: none"> • Hierarchy Culture • Following instructions & Procedures (MMS+) • (I) Structured and Systematic (+) • (I) Analytical & Logical(+) • (I) Practical and Realistic (+) • (I) Inward focus and centred on here and now and situational analysis (+/-) • (I) Skeptical and Critical (-) • Clan Culture • A) Adhering to Principles and Values (MMS+) • (E & I) Relationship issues (-) [Cautious developing relationships(+)] • (B) Fairness (-) • Market Culture • (A)Deciding and Initiating Action (MMS-) • (A) Coping with Pressures and Setbacks (MMS-) • Adhocracy Culture • (A) Change Management (SMS-) • (E and S) Changes in new work expectations (-) • (I) Risk Averse (-) • (I) Absence of Abstract Thinking (-) • (S) New Work Expectations (-) 	<ul style="list-style-type: none"> • Hierarchy Culture • (I) Focus on Quality and Standards • (I) Inward focus and centred on here and now and situational analysis (+/-) • (I) Skeptical and Critical (-) • (I) Aloof (-) • (I) Task Focus (+) > People Focus • (B)Accountability (+) • Clan Culture • A) Adhering to Principles and Values (MMS+) • (E & I) Relationship issues (-) [Cautious developing relationships(+)] • (B) Fairness (-) • (B & E)Work –life balance (-) • (B) Conflict (-) • (S) Leadership Support (-) • Market Culture • (A)Deciding and Initiating Action (MMS-) • Adhocracy Culture • (A) Change Management (SMS-) • (E and S) Changes in new work expectations (-) • (B, E & I) Communication & Expression (-) • (I) Risk Averse (-) • (I) Absence of Abstract Thinking (-) • (S) New Work Expectations (-) 	<ul style="list-style-type: none"> • Hierarchy Culture • (B)Confusion (-) • Clan Culture • (B) Fairness (-) • (E) Work conditions (-) • (E & I) Relationship issues (-) [Cautious developing relationships(+)] • (B) Conflict (-) • (S) Leadership Support (-) • Market Culture • (A)Deciding and Initiating Action (MMS-) • (A) Coping with Pressures and Setbacks (MMS-) • (A) Programme and Project Management (SMS-) • Adhocracy Culture • (A) Change Management (SMS-) • (E and S) Changes in new work expectations (-) • (B, E & I) Communication & Expression (-) • (S) New Work Expectations (-) 	<ul style="list-style-type: none"> • Hierarchy Culture • (I) Inward focus and centred on here and now and situational analysis (+/-) • Clan Culture • (B) Fairness (-) • (E) Work conditions (-) • Market Culture • None • Adhocracy Culture • (B, E & I) Communication & Expression (-) • (A) Working with People (MMS+) 	<ul style="list-style-type: none"> • Hierarchy Culture • (I) Inward focus and centred on here and now and situational analysis (+/-) • (B)Accountability (+) • (I) Skeptical and Critical (-) • Clan Culture • (E & I) Relationship issues (-) [Cautious developing relationships(+)] • (B) Conflict (-) • (B) Fairness (-) • (E & I) Relationship issues (-) [Cautious developing relationships(+)] • (S) Leadership Support (-) • (B) Teamwork (+) • Market Culture • None • Adhocracy Culture • (B, E & I) Communication & Expression (-) • (I) Risk Averse (-) • (I) Absence of Abstract Thinking (-) • (S) New Work Expectations (-)



Desired Culture mapped on the Competing Values Framework





Desired Themed Behaviours

Adaptability	Innovation	Continuous Learning	Empathy & Compassion	Cross-group Collaboration	Data Intelligence	Sense-making
<ul style="list-style-type: none"> •(C) Resource Constraints •(C) Rapid Changes •Hierarchy Culture •(V & B) Competence •(P) Data Driven •Market Culture •(V) Responsiveness •(P) Technology Driven •(P) Decisive •(P) Impact Focus •(P) Value Driven •(P) Resilience •Adhocracy Culture •(B & P) Openness & Accessibility •(P) Adaptability •(P) Continuous Learning •Clan Culture •(P) Citizen focus and people centered 	<ul style="list-style-type: none"> •(C) Resource Constraints •(C) Rapid Changes •Hierarchy Culture •(V & B) Competence •(P) Data Driven •Market Culture •(V) Responsiveness •(P) Technology Driven •(P) Decisive •(P) Impact Focus •(P) Value Driven •Adhocracy Culture •(B & P) Openness & Accessibility •(V & P) Innovation & Creative Solution Creation •(P) Continuous Learning •Clan Culture •(P) Citizen focus and people centered 	<ul style="list-style-type: none"> •(C) Resource Constraints •(C) Rapid Changes •Hierarchy Culture •(V & B) Competence •(P) Data Driven •Market Culture •(V) Responsiveness •(P) Technology Driven •(P) Impact Focus •(P) Value Driven •(P) Resilience •Adhocracy Culture •(B) Information sharing •(B) Transparency •(B & P) Openness & Accessibility •(V & P) Innovation & Creative Solution Creation •(P) Adaptability •(P) Continuous Learning •(P) Collaboration •Clan Culture •(S & B) Supportive environment •(P) Citizen focus and people centered •(P) Improved society engagement 	<ul style="list-style-type: none"> •(B) Recognition •Hierarchy Culture •None •Market Culture •None •Adhocracy Culture •(B & P) Openness & Accessibility •(P) Collaboration •Clan Culture •(V) Integrity •(V) Care •(B) Trust •(S & B) Supportive environment •(B) Respect •(B, E & S) Work life balances •(P) Citizen focus and people centered •(P) Improved society engagement 	<ul style="list-style-type: none"> •(C) Resource Constraints •(C) Rapid Changes •Hierarchy Culture •(V & B) Accountability •(V & B) Competence •(P) Data Driven •Market Culture •(V) Responsiveness •(P) Impact Focus •(P) Value Driven •(P) Resilience •Adhocracy Culture •(B) Information sharing •(B) Transparency •(B & P) Openness & Accessibility •(V & P) Innovation & Creative Solution Creation •(P) Adaptability •(P) Continuous Learning •(P) Collaboration •Clan Culture •(P) Citizen focus and people centered •(P) Improved society engagement 	<ul style="list-style-type: none"> •(C) Resource Constraints •(C) Rapid Changes •Hierarchy Culture •(V & B) Accountability •(V & B) Competence •(P) Data Driven •Market Culture •(V) Responsiveness •(P) Technology Driven •(P) Decisive •(P) Impact Focus •(P) Value Driven •Adhocracy Culture •(B) Information sharing •(B) Transparency •(B & P) Openness & Accessibility •(V & P) Innovation & Creative Solution Creation •(P) Adaptability •(P) Continuous Learning •(P) Collaboration •Clan Culture •(P) Citizen focus and people centered •(P) Improved society engagement 	<ul style="list-style-type: none"> •(C) Rapid Changes •Hierarchy Culture •(V & B) Accountability •(V & B) Competence •(P) Data Driven •Market Culture •(V) Responsiveness •(P) Technology Driven •(P) Decisive •(P) Impact Focus •(P) Value Driven •Adhocracy Culture •(B) Information sharing •(B) Transparency •(B & P) Openness & Accessibility •(V & P) Innovation & Creative Solution Creation •(P) Adaptability •(P) Continuous Learning •(P) Collaboration •Clan Culture •(P) Citizen focus and people centered •(P) Improved society engagement

Proposed Behavioural Shifts and Evaluation Questions

Current Behaviour	Description		Desired Behaviour	Description	Evaluation Questions
Rigidity	The organisational system is not flexible or responsive to innovation and new ways of working. It is difficult to change and accommodate changing needs of citizens and employees. It does not allow for mistakes. Example - clock watching and not output and impact watching.		Adaptability Innovation	<p>Adaptability refers to employees and leaders being able to change their actions, course or Strategy to doing things in order to suit a new situation. We constantly change our lifestyles because our world is changing always.</p> <p>Adapting our thinking or Strategy to the requirements of the situation. Fostering an environment of openness to change and tolerance for disruptive innovation. Applying innovative thinking to ensure that we deliver the best possible service to citizens.</p>	<p>Are employees amending projects and approaches as a respond to environment and client/citizen inputs?</p> <p>Are we able to embrace a digital innovative culture while working in a manner that fosters partnerships to maximise the organisational success, productivity and wellbeing /happiness?</p>
Employee Impressions and Descriptive Data	Decision-making and planning is reliant on those who have held positions long with in government to draw from past learnings. Further to this theoretical models and private sector research influences understanding of what the best actions are to take.		Data Intelligence Sense-making	<p>Focusing on analysis and interaction with information in a meaningful way to promote better decision-making in the future, that drives actionable business outcomes. Data analytics should be used to understand data, uncovering alternative explanations, resolving issues, and identifying future trends to improve strategic decisions. Data sets for future planning is key to start anticipating needs as WCG responds to more and more complex societal and climate issues with fiscal constraints.</p> <p>Sense-making is an important process for any organisation since it deals with understanding data, it involves the process of assigning meaning to experiences and facts that relate to the unknown or ambiguous situations. It covers the entire process from collecting data, organising findings, forming hypothesis, and sharing the outcomes and analysis process to make informed strategic business decisions.</p>	<p>Are we supporting the development the data policies and initiatives for a strong data eco-system which allow for strategic evidence-based decision-making?</p> <p>Are we sharing and gathering experiences, learnings and feedback information with key stakeholders to make informed strategic decisions?</p>

Current Behaviour	Description		Desired Behaviour	Description	Evaluation Questions
Silo mentality Confusion	<p>The reluctance to share information and collaborate outside of one's group or team, for a greater good. Empire building mentality.</p> <p>Information not filtering through to all levels of employees. When communicating sometimes also overcommunicating by overloading employees with strategic documents and context which makes the key message unclear. In certain circumstances deliberately omitting crucial information for self-serving intent.</p>		Cross group Collaboration	<p>Working in an integrated and coordinated way with employees, teams, stakeholders, or units outside of one's own, in order to achieve a broader goal. Encouraging and creating a co-operative culture. Ensuring that a common purpose / understanding exist within and across teams. Openly and transparently sharing information where possible. Foster and support healthy, professional interpersonal relationships between people and groups.</p>	<p>Are we delivering collaboratively in an integrated approach to improve efficiencies and impact?</p>
Controlling	<p>Hands-on supervision and less willing to delegate. This leader is nit-picky and critical of people who do not do things their way. They often feel the need to control the outcome almost everything and everyone around them. They may even step over appropriate boundaries and attempt to control situations that are not relevant to their own job duties.</p>		Continuous Learning Empathy and compassion	<p>Continuous learning refers to the ability to continually develop and improve your skills and knowledge in order to perform job-related tasks effectively and adapt to changes in the workplace. The best type of continuous learning combines training with "several other elements that enable and encourage employees to engage and learn in various ways.</p> <p>Empathy is the ability to step into someone else's shoes, be aware of their feelings and understand their needs from their perspective. Compassion is about having concern for that individual's situation. Empathy and Compassion shows a deep respect and that you care for people. It is about listening and understanding someone else's position in order to support and find ethical solutions.</p>	<p>Are we sharing and gathering experiences, learnings and feedback information with key stakeholders and employees to drive and support iterative learning cycles?</p> <p>Is the WCG listening to people and employees in order to find valuable solutions that respond to their needs?</p>

Culture Measurement Framework: Example of Cross Group Collaboration

Current Behaviour	Description		What is the business imperative/Outcomes?	Desired Behaviour	Description	Behavioural Statements	What evaluation question are we trying to answer?	What is the measure of success?	Maturity Levels	What is the right metric for the business outcome?
Silo mentality	The reluctance to share information and collaborate outside of one's group or team, for a greater good. Empire building mentality.		1. Improved citizen engagement 2. Enhanced partnerships across government spheres and private sector	Cross group Collaboration	Working in an integrated and coordinated way with employees, teams, stakeholders, or units outside of one's own, in order to achieve a broader goal. Encouraging and creating a co-operative culture. Ensuring that a common purpose / understanding exist within and across teams. Openly and transparently sharing information where possible. Foster and support healthy, professional interpersonal relationships between people and groups.	1. Identify and prioritize key stakeholders for strategic collaboration.	1. Are we delivering collaboratively in an integrated approach to improve efficiencies and impact?	1. Citizen satisfaction; 2. Enhanced partnerships across government spheres and private sector; 3. Cross group Collaboration awareness interventions 4. Cross group Collaboration competence (workshops) 5. Collaboration part of PM system for Exec	<div>Yr. 1: Key strategic projects</div> <div>↓</div> <div>Yr. 2: All Strategic projects</div> <div>↓</div> <div>Yr. 3: All Dept. programmes and Strategic projects</div>	1. # of strategic projects' strategies including stakeholder analysis and communication plans describing delivery and collaborative approach (proving enhanced partnerships); 2. Increase in % of Citizen satisfaction 3. # Service schedules mapped with responsibilities, obligations and standards for all integrated milestones (proving enhanced partnerships - collaboration agreements) 4. # Sessions on cross group collaboration - % of people reached/ attended 5. # awareness interventions
Confusion	Information not filtering through to all levels of employees. When communicating sometimes also overcommunicating by overloading employees with strategic documents and context which makes the key message unclear. In certain circumstances deliberately omitting crucial information for self-serving intent.					2. Decide how to engage key stakeholders. 3. Collaborate with key stakeholders based on decisions reached. 4. We focus on the best results to serve the people of the Western Cape 5. We demonstrate an understanding of and work together to achieve our role in our constitutional and electoral mandate 6. We are committed to delivering to agreed outputs on time 7. We hold each other accountable and know we can trust each other to do as we say we will 8. We engage with each other, our stakeholders and the media, providing full information 9. Development of trusting relationships 10. Exchange of up-to-date information 11. Use of networks across the system to expand situational awareness 12. Encouraging and creating a co-operative culture				

Overview of WCG Transversal Culture Initiatives from 2015 to 2019

Key Lever	Initiatives from 2015 to 2019
1. Strategic Alignment	Org. Alignment <ul style="list-style-type: none"> • People Management Strategy was developed which included the Employer of Choice attributes; • Strategic Management Information initiated the Data Governance programme; • The Data Governance Strategy was approved and the Digital Transformation Plan (DTP) was initiated; • An area-based approach was initiated in Khayelitsha, Saldanha, Drakenstein and Manenberg based on a Whole of Society approach, and • People Management Practices created a policy on Alternate Work Arrangements.
	Person-Job Culture-Fit <ul style="list-style-type: none"> • Person-Job fit was supported through psychometric assessments done for middle management applications by the Assessment Centre with continued support to line managers to understand the assessment results and implications for development, and • Leadership Values Assessment coaching tool was implemented to emphasize the leadership strengths, areas of improvement and opportunities to grow.
	Recognition <ul style="list-style-type: none"> • The organisational process competencies was incorporated in senior management performance agreements, and • The value of Innovation was included in the Service Excellence Awards category.
2. Leadership	Values-based Leadership Programme (VBL): <ul style="list-style-type: none"> • The Leadership Philosophy encapsulating Leadership Excellence and creating a vision for WCG leadership was approved; • The Values-based Leadership Development Framework (VBLDF) and Programme (VBLDP) was designed and approved in 2018. Due to the impact of Covid-19, the implementation of the programme was postponed, and • The Leadership Colloquiums was held allowed on topical leadership areas.
	Leadership Support: <ul style="list-style-type: none"> • The Chief Directorate Organisation Development assisted the line managers to develop their respective culture journeys, empowering them to navigate and drive their own unit's culture, and • A Culture Conversation toolkit was created that guided leaders on how to have a conversation on values and culture, and to obtain actionable information relevant to designing a unit's culture journey.
	Sponsorship <ul style="list-style-type: none"> • Throughout this strategy leadership has been engaged in strategic discussions to motivate for culture, clarify culture requirements and understand organisational culture expectations which has influenced the uptake of Culture as a key provincial priority at the end of this strategy. Active sponsorship of culture from these leaders were seen in varying degrees and more work is required to ensure that all top management are sponsors of Culture Change.

Key Lever	Initiatives from 2015 to 2019
3. Measurement	Organisational Assessment: <ul style="list-style-type: none"> The Barrett Values Survey was used as organisational assessments. Supported by results analysis, reports created and communicated to the 13 Departments; Culture Conversations were supported through the creation and sharing of a culture conversation toolkit, and Expert interventions were driven to support culture journeys based on survey results; majority utilising the Insights Discovery methodology, the Nine Conversations in Leadership and the Leadership Values Assessment.
	Leadership Assessment: <ul style="list-style-type: none"> 360-Degree Leadership Value Assessments (LVA) were coordinated and facilitated on request for departments, and MMS and SMS Coaching was included as part of the Employee Health and Wellness contract which was coordinated for departments.
	Governance <ul style="list-style-type: none"> Feedback was provided to HOD's on each assessment. Status reports was provided to PTM after each Barrett survey. The espouse culture shifts was presented from the commencement of the values survey.
4. Communication	Culture Forums: <ul style="list-style-type: none"> Measurement results were communicated to create understanding of culture within the WCG, and Through these culture forums, the behavioural statements and the five (5) core values were developed, and the Innovation value was included later.
	Magazine: <ul style="list-style-type: none"> Articles and Corporate Communication messages were created focusing on how to live the core organisational values.
	Website: <ul style="list-style-type: none"> An internal Culture portal was created.
	Roadshows/ Visible Commitment: <p>Creative ways were found to showcase the values visibly throughout the organisation namely:</p> <ul style="list-style-type: none"> Posters were framed and showcased in Leadership offices across WCG; Mugs with descriptions of the values were handed out to people attending culture journey sessions; Mirrors with the values were displayed throughout the organisation, and Notebooks with the values were shared with employees attending Culture Journey sessions.

Enabling Levers

Key Lever	Initiatives & Intervention Description
1. Wellbeing and Engagement	<p>OHS COVID-19 Risk Workplace Readiness Plan:</p> <p>This plan includes all physical safety elements that are being put into place to ensure the wellbeing and safety of employees. This includes establishment of the Departmental OHS Committee and the driving of communication/ hygiene & cleaning measures/ social distancing/ medical surveillance/ PPE/ emergency response systems.</p>
	<p>Employee Health & Wellness (EHW) Services:</p> <p>The EHW Services offer all employees access to mental health and other wellness interventions. This provision of Psycho-social Development; Leadership Coaching; Reasonable Accommodation; Group and Individual Therapy, assists employees in creating individual and organizational wellbeing in a time where the new reality of work means that many are facing personal fears and dealing with change.</p>
2. Leadership Alignment	<p>Leadership Excellence:</p> <p>The Leadership Philosophy describes Leadership Excellence in the WCG, reminding leaders of what is needed and provides guidance on the behaviours which will help the organisation achieve success.</p> <ul style="list-style-type: none"> • Leadership Philosophy: By promoting the Leadership Philosophy in Corporate Communications including but not limited to emails, focused on management as well as the Better Together Magazine will help create awareness and sharing of the document. Peer support and a space for shared learnings and leadership collaboration will be enabled and encouraged through group sessions. • Values Based Leadership Development Programme: To empower WCG leaders through the development and maturation of character, people skills and leadership agency. The focus being on building 'softer' competencies required by leaders. The maturation and culture change journey is enabled through character building works in conjunction with the competency programmes already in play.
	<p>Leadership development:</p> <p>Leaders will be supported to think and act differently to create the desired direction for all WCG employees. To enable leaders to face the changing work environment and drive leadership excellence; opportunities for development will be created through easily accessible material like guides, toolkits, as well as various context relevant webinars. Areas of focus are described in more detail below.</p> <ul style="list-style-type: none"> • Improving the wellness and resilience of leaders: In order to drive organisational wellness, we need leaders to understand the importance of their own wellness which will also motivate employees to take care of their own. Through the promotion of services available to them and clear guides on managing their personal health, we will support leaders in maintaining and creating their own well-being. A webinar on Resilient Organisations will also be offered to top management. • Improving the capacity of leaders to engage, support and care for employees during a time of constant transitioning: We will offer guidance and support on how to live the WCG values with a specific focus on re-entry into the workplace and a longer-term view of sustainable behaviour change aligned to the new norm. A variety of guides to help leaders manage the new way of working e.g. flexible hours, virtual engagements, supporting employees' and showing care, as well as a different style of engagement (move from a telling to more participatory style) will be placed in an easily accessible repository. These will guide leaders on how to adapt to current needs and to lead from the heart. • Capacity to work virtually and have healthy and effective communications, including effective feedback and listening skills: Enabling leadership to work virtually and remain effective. A specialised survey will be run that will create personalised guides that help the transition on how to be effective, working remotely. This will help leaders understand what actions can create a rich working environment.

Key Lever	Initiatives & Intervention Description
3. Enabling Environment	<p>Skills Development:</p> <p>A key part to achieving change is to ensure that the vision of what the end will feel and look like is created with inputs from various stakeholders and that broad-based enlistment is achieved.</p> <p>We will drive a transversal engagement process to create awareness, understanding, support and desire to all WCG employees to adopt the WCG way (the new way of working in the WCG).</p> <p>Enabling the workforce to develop the required skills and competencies of the future, by learning from remote locations.</p> <p>Cultural norms and the competencies required to thrive are developed. Skill gaps are identified and closed.</p> <p>Productivity improvement measures conducted.</p>
4. Strategic Alignment	<p>Organisational Alignment:</p> <p>Geared at reviewing key People Management and I.T Strategies and Policies, an institutional review will align the structure to enable collaboration and learning. Furthermore, identifying key transversal and frontline core processes to improve to embed and drive the new normal.</p> <p>Digital Government:</p> <p>The Digital Transformation Plan (DTP) encompasses a myriad of initiatives geared at capacitating all employees to work virtually and remain productive. From hardware, infrastructure and software, to skills development in this regard. Accelerated implementation of this plan is called for in the current environment. Other projects that is key to digitally enabling the organisation and its employees is the improvement of data governance and knowledge and information management. These projects will allow employees to stay connected and access the right information and the right time from device on the network. This will further drive cross-collaboration through transparency and information sharing.</p> <p>Acknowledgement and Performance Management:</p> <p>Reviewing the way, we recognise, appreciate and reward excellence, with consideration of desired behavioural norms as indicators of success. This is achieved by reviewing the PMDS as well as Service Excellence awards categories.</p>
5. Measurement	<p>Employees:</p> <p>Pulse surveys will be conducted periodically to gauge employees' current experiences, with the intention to understand the issues and finding ways to address them. This will guide implementation in terms of success achieved and to make adjustments where required.</p>
	<p>Measurement Framework Desktop Model:</p> <p>The culture measurement framework development will be to link the business outcomes to the specific behavioural shifts required to bring about that outcome. Further to this it is necessary to identify the evaluation question and measures required for success.</p>
	<p>Citizen:</p> <p>Citizen concerns, fears and issues need to be gauged in order to understand how to address issues and apply appropriate measures and interventions. This will be done by gathering direct feedback and creating themes of what is required as well as identifying key points or processes to be for improved better service delivery.</p>
6. Communication	<p>Integrated Communications Strategy and Plan:</p> <p>Integrated Strategic Communication is the vehicle by which strategic change in culture is driven. Through awareness, buy-in is achieved, a shared understanding of organisational initiatives and purpose is created. Employees also know what is expected of them in the course of common purpose.</p>
7. Change Capability Development	<p>Programme Alignment & Change Network:</p> <p>An integrated approach will ensure alignment between the various projects that will each be a driving part of the behaviour change.</p> <p>A change network leveraging various existing networks within the organisation will play a key role in taking people along on the journey. By keeping the change network abreast of what is to come and building shared understanding of the end goal, will create an area-based awareness and a broad-based enlistment to the change.</p>

ANNEXURE F
WCG BEHAVIOUR CHANGE STRATEGY - TRANSITION TO A NEW WAY OF WORK
DRAFT INTEGRATED HIGH-LEVEL IMPLEMENTATION PLAN

KEY LEVER	INITIATIVE	PLANNED INTERVENTIONS	IMPLEMENTATION HORIZON & PHASES				RESPONSIBILITY	
			(2020) Adjustment	(2020/21) Enablement	(2021/22) Strengthen & Sustain	(2022/23) Growth	LEAD	PRIMARY STAKEHOLDERS
1. Wellbeing and Engagement	1.1. Occupational Health & Safety	1.1.1. Covid19 Risk: Workplace Readiness	X	X			OHS	OHS Reps
	1.2. Employee Health and Wellness Services	1.2.1. Counselling	X	X	X	X	DotP: OB	DotP: EHW Contract
		1.2.2. Managerial Consultancy	X	X	X	X	DotP: OB	DotP: EHW Contract
		1.2.3. Trauma Debriefing (Workplace & Personal)	X	X	X	X	DotP: OB	DotP: EHW Contract
		1.2.4. Psychosocial Interventions	X	X	X	X	DotP: OB	DotP: EHW Contract
		1.2.5. Group Therapeutic Sessions	X	X	X	X	DotP: OB	DotP: EHW Contract
		1.2.6. Awareness Campaign	X	X	X	X	DotP: OB	DotP: Corp Comms
2. Leadership Alignment	2.1. Leadership Development	2.1.1. Leadership Support & Wellbeing		X	X	X	DotP: OB	DotP: EHW Contract
		2.1.2. SMS & MMS Coaching	X	X	X	X	DotP: OB	DotP: EHW Contract
		2.1.3. Leadership Capacitation through Topical shared learning (webinars, guides and toolkits)		X	X	X	DotP: OB	DotP: PTE
	2.2. Leadership Excellence	2.2.1. Leadership Philosophy			X	X	DotP: OB	Leaders, DotP: Corp Comms
		2.2.2. Values Based Leadership Development Programme		X	X	X	DotP: OB	Leaders
3. Enabling Environment	3.1. Skills Development	3.1.1. Defining Cultural Norms and skills through Behaviour Conversations (The New Way of Work)		X			DotP: OB	DotP: PTE & CEI
		3.1.2. Identify and develop programmes for skill gaps		X	X	X	DotP: PTI & CEI	DotP: OB
		3.1.3. LEAN management programme		X	X		DEDAT	DotP: CD OD
		3.1.4. RemoteWorkQ Assessment		X	X		DotP: OB	Departments

KEY LEVER	INITIATIVE	PLANNED INTERVENTIONS	IMPLEMENTATION HORIZON & PHASES				RESPONSIBILITY	
			(2020) Adjustment	(2020/21) Enablement	(2021/22) Strengthen & Sustain	(2022/23) Growth	LEAD	PRIMARY STAKEHOLDERS
4. Strategic Alignment	4.1. Organisational Alignment	4.1.1. Review People Management Strategies, Policies and Practices		X	X		DotP: PMP	OB/ Org D/ PTE
		4.1.2. Review SCM Practices/ Policies		X	X		PT	DOTP: PDI
		4.1.3. Collaboration; Learning and Adaptability Enabled Structures		X	X	X	DotP: OD	PMP/ PTE/ CEI/ Change Network
		4.1.4. Improving Transversal & Frontline Processes		X	X	X	DotP: OD	Departments
		4.1.5. Culture Measurement Framework		X	X	X	DotP: OB	DotP SMI
	4.2. Work environment	4.2.1. Develop Employee Value Proposition		X	X	X	DotP: PMP	DotP: OB
	4.3. Digital Government	4.3.1. Digital Transformation Plan	X	X	X	X	DotP: CEI	Departments
		4.3.2. Provincial-wide Data Governance	X	X	X	X	DotP: SMI	Departments
		4.3.3. Knowledge and Records Management Strategy (MyContent)	X	X	X	X	DCAS: MyContent Team	Departments
	4.4. Acknowledgement & Performance Management	4.4.1 Service Excellence Awards (Category for CORE Values)		X	X		DotP: OD	DotP: PDI/ OB
		4.4.2 PMDS Review (Values Aligned)			X	X	DotP: PMP	DotP: OD

WCG - TRANSITION TO A NEW WAY OF WORK – DRAFT INTEGRATED HIGH-LEVEL IMPLEMENTATION PLAN continue...



Western Cape
Government

BETTER TOGETHER.

KEY LEVER	INITIATIVE	PLANNED INTERVENTIONS	IMPLEMENTATION HORIZON & PHASES				RESPONSIBILITY	
			(2020) Adjustment	(2020/21) Enablement	(2021/22) Strengthen & Sustain	(2022/23) Growth	LEAD	PRIMARY STAKEHOLDERS
5. Measurement (including survey development, data gathering to data analysis and feedback)	5.1. People	5.1.1. Research of new employee survey & drafting of business case		X	X		DotP: OB	Change Network Corp Com
		5.1.2. Polling & Data Gathering to understand Behavioural shifts	X	X	X	X	DotP: OB	Corp Comms Change Network
	5.2. Measurement Framework Desktop Model	5.2.1. Development & Consultation		X	X	X	DotP Cel, SMI & EG4C	DotP OB
	5.3. Citizen Satisfaction Survey	5.3.1. Partner and provide input on the behavioural statements		X	X	X	DotP Cel, SMI & EG4C	DotP OB
6. Change Capability Development	6.1. Programme Alignment	6.1.1. Facilitate Integrated Approach		X	X	X	DotP: OB	Workstreams
	6.2. Change Network	6.2.1. Change Network Activation & Support		X			DotP: OB	Change Network
		6.2.2. Change Network Enablement		X	X	X	DotP: OB	Change Network/ Exec Sponsor
7. Communication	7.1. Integrated Communications Plan in support of all workstreams		X	X	X	X	DotP Corp Comms & HOCs	Workstreams
	7.2. Creation, design and delivery of WCG transversal massages (BT Magazine, BT Newsflashes, Newsletters; MyGov, Posters)							
	7.3. DG (Sponsor) messaging and videos							

ANNEXURE G
WCG BEHAVIOUR CHANGE STRATEGY - TRANSITION TO A NEW WAY OF WORK
OUTCOMES – BEHAVIOURAL SHIFTS – INITIATIVE MATRIX


BETTER TOGETHER.

KEY LEVER	INITIATIVE	PLANNED INTERVENTIONS	BEHAVIOURAL SHIFTS	OUTCOMES				
				Improved Employee Engagement; (BROADER OUTCOMES)	Improved new behavioural norms: agility/ adaptability, and empathy and compassion	Digital and data transformation	Improved citizen engagement, (BROADER OUTCOMES)	Enhanced partnerships across government spheres and private sector.
1. Wellbeing and Engagement	1.1. Occupational Health & Safety	1.1.1. Covid19 Risk: Workplace Readiness	Empathy and Compassion; Cross group Collaboration					
	1.2. Employee Health and Wellness Services	1.2.1. Counselling	Empathy and Compassion; Adaptability					
		1.2.2. Managerial Consultancy	Sense-making; Empathy and Compassion					
		1.2.3. Trauma Debriefing (Workplace & Personal)	Empathy and Compassion					
		1.2.4. Psychosocial Interventions	Empathy and Compassion; Continuous Learning					
		1.2.5. Group Therapeutic Sessions	Adaptability; Empathy and Compassion					
		1.2.6. Awareness Campaign	Continuous Learning; Empathy and Compassion					
2. Leadership Alignment	2.1. Leadership Development	2.2.1. Leadership Support & Wellbeing	Empathy and Compassion; Adaptability					
		2.2.2. SMS & MMS Coaching	Continuous learning; Adaptability					
		2.2.3. Leadership Capacitation through Topical shared learning (webinars, guides and toolkits)	Continuous Learning; Innovation					
	2.3. Leadership Excellence	2.3.1. Leadership Philosophy	Cross group Collaboration; Continuous Learning					
		2.3.2. Values Based Leadership Development Programme	Adaptability; Continuous Learning					
3. Enabling Environment	3.1. Skills Development	3.1.1. Defining Cultural Norms and skills through Behaviour Conversations	Sense-making; Cross-group Collaboration					
		3.1.2. Identify and develop programmes for skill gaps	Continuous Learning; Adaptability					
		3.1.3. LEAN management programme	Cross group Collaboration; Adaptability					
		3.1.4. RemoteWorkQ Assessment	Continuous Learning; Adaptability					

WCG BEHAVIOUR CHANGE STRATEGY - TRANSITION TO A NEW WAY OF WORK OUTCOMES – BEHAVIOURAL SHIFTS – INITIATIVE MATRIX continue...



BETTER TOGETHER.

KEY LEVER	INITIATIVE	PLANNED INTERVENTIONS	BEHAVIOURAL SHIFTS	OUTCOMES				
				Improved Employee Engagement; (BROADER OUTCOMES)	Improved new behavioural norms: agility/ adaptability, and empathy and compassion	Digital and data transformation	Improved citizen engagement, (BROADER OUTCOMES)	Enhanced partnerships across government spheres and private sector.
4. Strategic Alignment	4.1. Organisational Alignment	4.1.1. Review People Management Strategies, Policies and Practices	Empathy and Compassion; Adaptability					
		4.1.2. Review SCM Practices/ Policies	Innovation; Adaptability					
		4.1.3. Collaboration; Learning and Adaptability Enabled Structures	Cross group Collaboration; Adaptability					
		4.1.4. Improving Transversal & Frontline Processes	Continuous Learning; Cross group Collaboration					
		4.1.5. Culture Measurement Framework (bringing employee, and citizen measurement together)	Cross group Collaboration; Sense-making					
	4.2. Work environment	4.2.1. Develop Employee Value Proposition	Empathy and Compassion; Adaptability					
	4.3. Digital Government	4.3.1. Digital Transformation Plan	Innovation; Adaptability					
		4.3.2. Provincial-wide Data Governance	Data Intelligence; Adaptability					
		4.3.3. Knowledge and Records Management Strategy (MyContent)	Data Intelligence; Adaptability					
	4.4. Acknowledgement & Performance Management	4.4.1. Service Excellence Awards (Category for CORE Values)	Cross group Collaboration; Empathy and Compassion					
		4.4.2. PMDS Review (Values Aligned)	Continuous Learning;					

WCG BEHAVIOUR CHANGE STRATEGY - TRANSITION TO A NEW WAY OF WORK OUTCOMES – BEHAVIOURAL SHIFTS – INITIATIVE MATRIX continue...



Western Cape
Government

BETTER TOGETHER.

KEY LEVER	INITIATIVE	PLANNED INTERVENTIONS	BEHAVIOURAL SHIFTS	OUTCOMES				
				Improved Employee Engagement; (BROADER OUTCOMES)	Improved new behavioural norms: agility/ adaptability, and empathy and compassion	Digital and data transformation	Improved citizen engagement, (BROADER OUTCOMES)	Enhanced partnerships across government spheres and private sector.
5. Measurement (including survey development, data gathering to data analysis and feedback)	5.1. People	5.1.1 Research of new employee survey & drafting of business case	Sense making; Continuous learning					
		5.1.2 Polling & Data Gathering to understand Behavioural shifts	Sense making; Continuous learning					
	5.2. Measurement Framework Desktop Model	5.2.1. Development & Consultation	Cross group Collaboration; Continuous learning					
	5.3. Citizen Satisfaction Survey	5.3.1. Partner and provide input on the behavioural statements	Cross group Collaboration; Data intelligence					
6. Change Capability Development	6.1. Programme Alignment	6.1.1. Facilitate Integrated Approach	Cross group Collaboration; Sense-making					
	6.2. Change Network	6.2.1. Change Network Activation & Support	Cross group Collaboration; Empathy and Compassion					
		6.2.2. Change Network Enablement	Sense-making; Adaptability					
7. Communication	7.1. Integrated Communications Plan in support of all workstreams							
	7.2. Creation, design and delivery of WCG transversal messages (BT Magazine, BT Newsflashes, Newsletters; MyGov, Posters)							
	7.3. DG (Sponsor) messaging and videos							

WCG Behaviour Change Strategy Interventions Planned for Enablement Phase			
Lever	Activities	Stakeholder	
		Lead	Primary Stakeholders
Wellbeing and Engagement	1. Employee Health & Wellness (EHW): 1.1. Information and Communication Campaigns (Messages, Desk-drops, Articles) 1.2. Managerial Support – Improve leaders' capacity to engage, support and care for others during a time of constant transitioning and uncertainty 1.3. Psycho-social development interventions, through workshops and webinars. This will improve psychological agility, interpersonal skills and behaviour. 1.4. Wellness Relaunch Programme - Managerial & Resilience Capacitation to improve the awareness & wellness of Leaders 1.5. Launch of the EHW Portal	OB	Metropolitan Health Corporate Comms Cel
Leadership Alignment	2. Leadership: 2.1. Create MS Teams Groups for different groupings of leaders to allow for direct communication 2.2. Intranet Information Repository for easy access to information that can support in dealing with new situations impacted by Covid19. 2.3. Guides and Toolkits spread over an 8-month period: 2.3.1. Short guide or directory on where to find key information pertaining to COVID19, EHW, OHS, Other Corporate Comms key messages, Webinars 2.3.2. Infographic: Tips to manage your well-being. 2.3.3. Guide on EHW resources and services available 2.3.4. Guide on how to effectively support employees in the process of re-entering the workplace – this would be done with the aim of Reducing fear and building trust for a safer working environment 2.3.5. Guideline for leaders to effectively engage employees: destigmatizing Covid19, recognising burnout, how to conduct trauma containment 2.3.6. Guideline for leaders to use, share and reinforce key messages during the change 2.3.7. Infographic on how to be effective while working virtually 2.3.8. Infographic on how to have effective virtual meetings. 2.3.9. Quick guide on effective use of technology – using digital tools effectively 2.3.10. Guideline on how to receive and give feedback 2.3.11. Tips to conduct conversations under pressure 2.4. Arrange five top management webinars: 2.4.1. Multiple webinars are to be hosted to executive leadership by professionals across a range of industries to facilitate discussions on key challenges leaders might be facing during this extreme time of change 2.4.2. Train and be trained on hosting webinars effectively and efficiently 2.4.3. Implement poll on needs of leaders for knowledge and enablement modules 2.4.4. Podcast on Effective Leadership in a virtual workforce 2.5. Invitation to MS Teams Group to engage on the following: 2.5.1. Improve the awareness & wellness of Leaders: <ul style="list-style-type: none"> • Voluntary mental health screening • Online Leadership Support Group (therapeutic) – weekly 	OB	Corp Comms & PTI

WCG Behaviour Change Strategy Interventions Planned for Enablement Phase			
Lever	Activities	Stakeholder	
		Lead	Primary Stakeholders
	<ul style="list-style-type: none"> Challenge to leaders to establish healthy habits (E.g. Exercise, practice Mindfulness and Gratitude) 		
Enabling Environment	3. E-Learning expansion and enhancement (PTI): 3.1. Expansion and enhancement of learning opportunities through online and collaborative learning platforms. This includes the development of new learning programmes, the conversion of face-to-face learning programmes to the online environment, the upskilling of training staff to engage in online design and facilitation, collaboration with other providers of online learning.	PTI	OB
	3.2. Future-fit Competencies 3.2.1. Finalise CSC Trend Analysis 3.2.2. Investigate Future Skills requirement for WCG: Research 3.2.3. Future Skills Trend Analysis: Link CSC trends to future skills to determine gaps 3.2.4. Investigate possible development initiatives for skills gap (in combination with PTE)	OB	PTI PMP
	3.3. Technical Competencies 3.3.1. Technical Competencies Research and Business Case 3.3.2. Request funding for Technical Competency Framework 3.3.3. Procurement of Technical Competency Framework	OB	OD
	3.4. RemoteWorkQ Assessment 3.4.1. Procurement of RemoteWorkQ Assessment and vendor support 3.4.2. Conduct Engagement Sessions <ul style="list-style-type: none"> Activation – create awareness and obtain buy-in Enablement Develop knowledge 	OB	External Stakeholders All employees
	3.5. Living the WCG Way / The New Way of Work 3.5.1. Content Design for the NWOW including behavioural shifts in action (awareness and buy-in) 3.5.2. Defining Cultural Norms and skills through Behaviour Conversations 3.5.3. Living the WCG Way conversation (including cross group collaboration, resilience, adaptability as key topics)	OB	All Employees Executive Management Corporate Communication Various Stakeholders
	3.6. Service Excellence Awards: Recognition of employees 3.6.1. Proposal for Appreciation Awards	OD	Departments Corporate Communication Executive Management Executive Support Internal Audit
Strategic Alignment	4. People Management Practices 4.1. Work from home policy 4.2. Use DG circulars to guide people managers on how to manage their staff through this pandemic 4.3. Provide advisory notes and COVID-19 analytics	PMP	Corporate Communications & OD

WCG Behaviour Change Strategy Interventions Planned for Enablement Phase			
Lever	Activities	Stakeholder	
		Lead	Primary Stakeholders
	4.4. Completed alternative working arrangements guide 4.5. Review current practices e.g. online interviews, training and disciplinary hearings (PMP)		
	5. Digital transformation plan 6. PWDG 7. ECM MyContent	CEI SMI DCAS ECM	OD
Measurement	8. People (Measurement) 8.1. Pulse Survey 8.1.1. The impact of COVID-19 Pulse survey completed 8.1.2. Develop plan based on findings 8.1.3. Feedback results to employees 8.1.4. Communicate action to employees 8.2. Measurement Framework Desktop Model 8.2.1. Development of tool 8.2.2. Stakeholder consultations 8.2.3. Draft measurement framework 8.2.4. Conduct research write business case on Culture measurement tool 8.3. Citizen Satisfaction Survey 8.3.1. Partner and provide input on the behavioural statements	OD EG4C	All Employees Departments PMP, CEI (DTP), EG4C SMI, Health, WCED, PWDG DEDAT Innovation & RTRU OD Departments Citizen
Change Capability Development	9. Change Capability Development 9.1. Develop CM Strategy & High – Level Implementation Plan 9.2. Develop practical change approach or engagement model to empower different workstreams to include CM principles in implementation 9.3. Change Role Framework (Role clarification) 9.4. Engage Project Stakeholders – different workstreams which form part of the enabling levers on change approach and organizational change requirements 9.5. Conduct Change Network Engagement Sessions (OHS, BPC, HOCs, CRUs, SOMS, IT SMs) • Activation – create awareness and obtain buy-in • Enablement for role continuous through programme • Develop knowledge, reinforcement and resistance management 9.6. Develop Sponsor Roadmap with Corporate Communications 9.7. Gather Stakeholder Information/ Plans to facilitate an integrated approach 9.8. Develop Integrated Communications Plan linked to all Stakeholder Objectives 9.9. Develop Change Capability Business Case 9.10. Procure Training 9.11. Implement Change Capability Roadmap	OD	Workstreams & Change Network & Corporate Communications Cel PMP PTE DG HODs
Communication	10. Implement Integrated Communication Plan (aligned to stakeholder requirements)	Corporate Communication	OB