Implementing E.O. 366

A Practical Guide
for Managing
the Change Processes
of the
Rationalization Program

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"There is nothing wrong in change if it is in the right direction. To improve is to change, so to be perfect is to have changed often."

- *Winston Churchill*

MESSAGE

The need to work within resource constraints while providing better services and coping with a rapidly changing economic order requires Government to effect positive change where they are most needed.

Executive Order No. 366 sets the direction and purpose for the change journey that Government is expected to follow. It is a move to transform the Executive Branch into a high-performing, results-oriented government from one that is saddled with bureaucratic overlaps and redundancies. It aims to focus government efforts on its vital/core functions and channel government resources to these core public services.

This guidebook provides the heads of agencies and the Change Management Teams with approaches, practical tools, and techniques to aid them in making a successful change journey, from initiating and planning the rationalization effort to implementing it in their respective agencies. In coming out with this manual, we recognize that the heart of change lies with the people in the organization. A good part of managing the change process therefore deals with the concerns of agency personnel: those who have been tasked to manage the change, as well as those who will be affected by the rationalization.

One thing is clear: there is no single, cookie-cutter approach to managing change; there are only valuable lessons to be learned from those who blazed the trail or continue with their journey unfazed by obstacles along the way.

I would like to thank all our partners in the Rationalization Program and those who provided technical assistance and support in making this guidebook possible. To all who wish to see government change for the better and contribute to making it better—this manual is for you.

Mabuhay and I look forward to seeing a truly energized public sector in the service of the Filipino!

ROLANDO G. ANDAYA, JR.
Secretary
Department of Budget and Management

MESSAGE

The seed for the Government's Rationalization Program was planted and nurtured by the Presidential Committee on Effective Governance (PCEG), which was tasked to oversee and coordinate institutional reforms in the bureaucracy. The PCEG was a multi-disciplinary committee representing various agencies of Government. Initially, the PCEG's review of structures, mandates, and functions of agencies and corporations was done piecemeal. It was during this review process that the idea to develop a comprehensive and sustainable strategy for a bureaucracy-wide reengineering was born.

The PCEG identified the administrative track as the available and more definite option for reform. This entailed strategic streamlining within existing statutes and presidential powers. Long before Executive Order No. 366 was issued, the PCEG had already drawn up its blueprint, providing, among others, a mechanism for agencies to manage their respective rationalization programs. After the Committee's disbandment, the Civil Service Commission and the Department of Budget and Management took on the task of completing the Rationalization Program.

This guidebook provides a theoretical framework for change management as well as insights drawn by the CSC and DBM from shepherding and/or handholding the rationalizing agencies. The experience has been rich and instructive. Indeed, any change in the bureaucracy is a Herculean process. The concerns that were brought to the Change Management Teams, the CSC, and DBM cover a whole range of issues, from organizational to sectoral, to very personal and individual problems that demanded the same amount of attention, time, and energy.

Difficult as government rationalization is, the outcomes of a better, more efficient, more effective, more purposive, and more robust bureaucracy far exceeds the price.

KARINA CONSTANTINO-DAVID
Chairperson
Civil Service Commission

CONTENTS

Introduction **1**

Understanding and Managing Change **3**
The Nature of Change 3
The Technical and Human Dimensions of Change 4
Strategies for Managing Change 5
Initiating Change 8
Develop a Sense of Urgency 8
Assess the Need for Change 9
Set Up a Coalition 10
Key Roles In The Change Process 10
Develop a Change Vision 12
The *Hows* of Change: Managing the Process Issues 13
How do we gain support and commitment? 13
How do we enlist participation? 14
How do we handle conflicts? 14
How do we solve problems and make decisions? 15
How do we build up capability to cope with the change? 15
How do we handle resistance? 16
The Internal Process of Transition 18
The Ending Phase 18
The Neutral Zone 19
The Beginning Phase 20
Communication as a Tool for Successful Change 20
The Elements of Communication 21
Communication Channels 21
Source of the Messages 22
Barriers to Communication 22
The Skills Needed to Manage Change 23
Political Skills 23
Analytical Skills 24
People Skills 24
Leadership 24
Information Skills 25
Communication Skills 25
System Skills 26
Business Skills 27

The Content of Change: E.O. 366 and its Requirements 28

Preparing the Rationalization Plan 30
Assess Readiness for Change 30
Create a Policy Base for Change 32
Engage Key Stakeholders 32
Choose the Appropriate Time Scale 34
Manage Resistance 35
Mitigate the Impact of the Rationalization 36
Anchor Change on the Culture 38

Implementing the Rationalization Plan 40
Moving from the Current to the Rationalized Structure 40
Set Up an Appeals Mechanism 41
Generate Short-Term Wins 42
Manage Work Groups 43

Building on the Gains from Rationalization 44
Review Assumptions 44
Measure Performance 45
Change the Culture 46
Document the Process 46
Create More Change 47

TOOLKIT: Useful Tools and Techniques 49

Defining the Strategic Shifts 50
Mandates Review 50
PESTLE Analysis 51
Stakeholder Analysis 51
SWOT Analysis 52

Problem Analysis 52
Fishbone Diagram 53

Decision-making 53
Force Field Analysis 53
Pareto Analysis 54
Grid Analysis or Decision Matrix 55

Securing Information **55**
Mind Mapping 56

Removing the Barriers to Communication **57**
Credibility 57
The Message 57
Feedback 57
Sensitivity to Context. 58
Effective Listening 58
Modeling 58
Using Redundancy 58

Managing Conflict **59**
Bargaining as a Tool to Agreement 59

Leadership Motivation **60**
Need–Effort Bridge 61

Assessing Change Readiness **61**

Managing Resistance **62**
Dealing with Negative Reactions to Change 62

Project Management **63**
Microsoft Project® 63
Gantt Chart 64

Managing Meetings **65**

References **69**
On the Rationalization Program 69
On the Management of Change 70
On Useful Tools and Techniques 70