

Delivery Review Project
Post Implementation Review (PIR) October 2014
Executive Summary

This PIR was conducted over six weeks in September and October, 2014. The review included individual interviews, focus groups and site visits covering over 100 individuals and extensive desktop research. In addition, an on-line survey drew responses from 1006 staff. The review was conducted by Taribon directors Alan Moloney, Joe Landro and Justin O'Connell.

The Department of Conservation which exists today is a result of the interaction of the Delivery Review, the Shared Services Review and the pre-existing culture.

DoC staff are passionate about their work and have a strong desire to succeed even though there is some confusion about the goal.

The rationale which drove the Delivery Review - the need to do more with less – remains relevant but the overwhelming majority of staff believe DoC is now less efficient than before the organisational changes.

The '7S' framework provides a means of analysing the factors which contribute to this outcome:

Staff

DoC staff have a strong commitment to conservation but most are frustrated at how the organisation is working. While most agree there was a need for change they do not feel that the organisation has improved. Staff are divided over whether this is due to a fundamentally flawed design or the result of inadequate implementation.

Shared Vision

DoC has a well-publicised purpose although the use of the term "prosperous" is a matter of contention for some. What DoC lacks is a compelling goal or goals against which to measure success.

Strategy

The goal of growing conservation requires a focus on the higher complexity, strategic work aimed at step change improvement. Instead, leaders who should be focussing on growth are being dragged into delivery of today's services. This is particularly the case for the Partnerships division.

Structure

The manifest intent of the Delivery Review was to create two groups designed around different work. However, in implementation, all customer facing and relationship building work was located in Partnerships. The result is that Partnerships is attempting to deliver Business as Usual (BAU), incremental growth AND step-change growth.

Regional Conservation Partnerships and Conservation Services are both working on BAU and incremental improvement. They are forced to work through each other resulting in inefficiency as multiple people attend meetings and events. There is confusion as internal and external parties try to identify who to talk to.

The confusion is magnified as a result of the Shared Services review breaking pre-existing internal customer relationships.

Most importantly, the accountability hierarchy has been replaced by committees (e.g. OMT) with an inclination to consensus decision making.

The result is that DoC is not currently able to deliver on its growth objective.

Style

The leadership task of communication is not working. Decisions are mostly driven by consensus and tasks largely self-assigned.

There is no leadership presence close enough to monitor or coach. More than 25% of rangers are not located with their manager and output teams are too big for monitoring in any case.

Systems

Systems have been designed at too low a level. Typically, system design has been undertaken by setting up committees and delegating the integration and direct output to people working in front line roles.

The internal communications system is not working and, in fact, is displacing the core leadership task of communication. In turn this inhibits DoC's ability to learn

Skills

There is an absence of a shared model of leadership with staff having been taught contradictory models.

The organisation lacks support for product development and solutions design for growth. This results in a non-strategic pursuit of growth, a "market compelled" approach and non-standardised delivery of conservation growth strategies.

Recommendations for recovery (year one)

- Formalise a front-line leadership role and train in the TL/TM model.
- Demolish OMT, Finance Committee and stop saying SLT.
- Establish BHAG and articulate gap – initiate strategic thinking cycle
- Focus and align energy around execution of strategic work
- Establish Transformation Task Forces Teams as single point accountability and TARR reporting to DG:
 - Leader Led Safety
 - Te Urewera – Tuhoe Treaty implementation
 - DoC's Process Design
- Trial re-focused Partnerships/Services in one geographical area.