

## Award for Organisational Change and Development

The Award for Organisational Change and Development recognises excellence in outstanding initiatives that demonstrate innovation and a responsible approach to organisational change and development.

This category is recommended for those organisations which demonstrated excellence in initiatives and strategies facilitating organisational change, including, but not limited to, restructures, mergers and acquisitions.

### Submission Requirements

For this award, applicants have the option to complete a written submission or to create a video submission.

#### Video Submission

If a video submission is selected, please ensure that all criteria is addressed within the two minute time limit. Videos longer than two minutes will not be accepted. Applicants that submit by video will still be required to fill in their referee contact details and upload their supporting evidence using the online submission form. Videos should be submitted to [events@hrinz.org.nz](mailto:events@hrinz.org.nz) using an online file hosting service such as Dropbox.

#### Written Submission

All applicants for this Award will be required to include the following information in their application:

##### Organisation Statement

100 word statement about the organisation in which the initiative has been implemented

- This is a maximum word count
- Should the applicant be selected as finalist in this category, the statement will be used in marketing materials.

##### Initiative Statement

100 word statement about the initiative

- This is a maximum word count
- Should the applicant be selected as a finalist in this category, the statement will be used in marketing materials.

##### Awards Statements

The awards statements must clearly address all criteria

- Challenge Statement (500 words maximum)
  - Statement should clearly outline what challenge the organisation was facing.
- Initiative Statement (1000 words maximum)

- Statement on the initiative/programme/strategy that was introduced to address the challenge.
- Outcomes Statement (500 words maximum)
  - Statement on the outcomes achieved.

### **Supporting Evidence**

Up to 15 single sided pages of evidence supporting the submission statements.

### **Referee Contact Details**

Contact details for the three required referees as specified below.

**Referee Statements:** If selected as a finalist in this category, the assessment component is the completion of referee statements from the chief executive, non-HR senior executive and an HR senior executive. These three people will be contacted by the judging panel or HRINZ employee to undertake the referee check.

## Award for Organisational Change and Development Criteria:

| Criterion:              | Defined as:  | Evidenced by:   |
|-------------------------|--|---|
| Employee Consultation   | The organisation involves its employees at all levels in seeking solutions in response to the need for change.                         | Evidence of employees engaged in discussion of issue/solution e.g. business case, minutes of meeting, invitation to contribute.<br>Details of consultation process including who across the organisation were involved e.g. representation on organisation charts, committee/staff structures etc.  |
| Alternatives to Layoffs | The organisation actively employs alternatives to layoffs and makes layoffs a last resort rather than a first resort.                  | Evidenced by plan setting out details, outcomes, communication process for other initiatives developed that may retain employees e.g. emails, intranet, minutes of meetings, job sharing, remuneration and rewards schedule, voluntary redundancy offers made and accepted.   |
| Employee Value          | Evidenced that the organisation sees its employees as assets to be developed rather than as costs to be cut.                           | Evidence may include details of investment in development of employees e.g. L&D programmes, career planning, succession planning, talent retention etc.   |
| Innovation              | The initiative is based on/incorporates a new approach to addressing the specific challenge the organisation is facing.                | Details of how the initiative came about - strategy sessions/minutes/survey/research etc e.g. planning minutes, analysis, research undertaken, early versions of initiatives tabled.  |
| Impact and Outcomes     | The programme or initiative has addressed the challenge, achieved the desired outcomes and/or positively impacted on the organisation. | Evidence of improvements and outcomes identifiable as resulting from the initiative.<br>Stakeholder surveys conducted pre/post initiative being introduced e.g. climate survey, staff engagement results or other survey relating specifically to the initiative.<br>Budget implications of initiative e.g. metrics to support the results. |

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|------------------------------|---|--|
|                              |   | Reporting on initiative results to organisation and/or Board/governing body e.g. Board paper, intranet, staff meetings.  |
| Strategic Business Alignment | The programme or initiative is aligned with organisational purposes and addresses strategic and business goals of the organisation. | Evidence of how the programme is aligned to strategic/business goals/organisational purpose e.g. organisational strategy, business goals, meeting minutes etc.   |
| Sustainable                  | The outcomes achieved are sustainable and/or replicable to meet future needs.   | Evidence that the initiative is being rolled out in other areas of the organisation e.g. implementation plan/schedule.<br>Plans for ongoing use of the initiative e.g. implementation plan, training, growth strategy.<br>Results of repeated implementation or initiative e.g. changes to policies/procedures/business. |
| Community                    | The outcomes of the initiative provide benefit outside of the organisation and can be used to educate others.                       | Evidence that the initiative or outcomes of the initiative are being shared/used outside of the organisation/across industry e.g. newsletters, training, representation.   |