

OEP AT THE DEPARTMENT OF DEFENCE –

**A three year OEP case study written
by the Department of Defence**

OEP

The worlds leading organisational and multi team effectiveness improvement process.

TEP

Leading effectiveness improvement process for leaders and their team.

LEP

Leadership effectiveness improvement software – the missing link for truly effective leadership programs.

SEP

Build and maintain the highest levels of sales team effectiveness – attract and retain the very best sales people.

Plus:

Employee opinion surveys (that actually drive change), sales effectiveness improvement, employee retention optimisation, change readiness, organisational effectiveness metrics and diagnostics – bespoke and off the shelf, post merger integration, leadership effectiveness improvement ...

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Background

The article below appeared in a recent issue of the Australian Defence Journal of the Department of Defence. It describes the use of OEP in a 300 employee unit of Defence over the past three years and the benefits it has helped deliver.

Coordination and Public Affairs

Improvement from the bottom up – the OEP experience

Organisational Effectiveness Profiling (OEP) is set to re invigorate people effectiveness in Defence with initial participants, Navy Aviation Systems Program Office (NASPO) management, responding to staff feedback and achieving significant improvements in communication, core values and behaviours, as well as management style and behaviour. OEP is now also being trialled in CPA Division. Wayne Pryor explains.

NASPO is an organisation of approximately 300 personnel that has been using OEP over the last three years to achieve significant improvements in the effectiveness of the internal workings of the organisation. NASPO sits in the Helicopter Systems

Division inside the Defence Material Organisation. It has an important role in acquiring Navy aviation capability and sustaining that capability with engineering and logistics support.

Every organisation faces change – upsizing, downsizing, restructures, refocus and re-skilling. Some of the changes are driven by internal imperatives; others are forced by external factors. The challenge is to manage and implement the changes and to continue delivering the outputs required. *more.*

So how do you measure how effective you are in improving your organisation?

The OEP model proposes that three elements are critical for organisational success. The ‘Culture/Behaviour’, ‘Strategic Intent’ and ‘Business Process/Systems’ must all be effective. These three elements are broken down to 19 drivers – such as ‘Purpose and Vision’, ‘Communication’ and ‘Information and Communication Equipment’. Through an on-line survey, the organisation assesses its effectiveness across all 19 drivers.

OEP is not just another survey tool. The OEP process starts with a survey, uses team workshops to evaluate data and propose actions and then works to implement actions, both large and small, that will make a difference to how effective the organisation is. Importantly, it does this against a backdrop of understanding what is important to the organisation in delivering its outputs – its purpose or reason for being.

(The OEP model is owned by the Centre for Organisational Innovation. More information about OEP use in Defence can be obtained through Defence Renewal at *more.*)

Maximising organisational, team and individual effectiveness.

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No, it isn't all roses for NASPO – over the same three years the 'Information and Communication Equipment' driver reflected a slide in effectiveness. The data reflects reality and different teams within the organisation have different results reflecting the different issues, challenges and areas for improvement. The data backs up and reflects the gut feel. NASPO now has the data to back up the emotion.

The OEP tool also allows for 'benchmarking' of data against the wider organisation and the full data set (over 2 million results). NASPO data now shows equal to or better than benchmark results for 13 of the 19 drivers.

What are the resources needed?

NASPO has run the OEP program using a small group of in-house facilitators with the support of the Business Activities Section. Full day workshops for teams and a cross-NASPO workshop have taken people out for a day away from their normal activities, and resources within teams have been used to implement the actions at a team and organisation level.

NASPO feels that one of the reasons the OEP program has been successful is that it has been integrated into normal business processes. The process assists with implementing change through a 'bottom-up' approach. People can become part of the solution and address their local issues. NASPO has taken the standard OEP tool and

adjusted it to ensure there is a good fit with the business planning, change management and continuous improvement processes. NASPO uses the OEP tool alongside section business planning activities to achieve alignment and a sense of common purpose.

Wayne Pryor is Business Activities Section Manager, NASPO.

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