



Culture Change in Action



Background

For the Police Service of Northern Ireland (PSNI - what was the Royal Ulster Constabulary), Blue Edge were asked to assist in creating a more inclusive, impartial and accountable culture.

Given the history of the region and of the organisation itself, the client recognised the substantial challenges that existed in achieving the changes laid down by Lord Patten in his report of 2001.

Blue Edge was initially asked to create a diagnostic process which could assess the current situation at PSNI, and set this against the blueprint for change outlined in the Patten report. Discussion groups were held with a dozen stakeholder groups, as were interviews with the Chief and Assistant Chief Constables, with a questionnaire being devised and distributed to 17,000 employees across the region.

Following from this, conclusions and recommendations for change were drawn up and agreed by senior management within PSNI.

This was followed by the development of action plans and implementation of changes to more closely align PSNI's culture with that described in the Patten report, to ensure that the organisation's culture remained 'fit for purpose'.

Facilitation and Training Programme

Blue Edge was retained to develop the change programme with PSNI beginning with a joint initiative across both sides of the border to facilitate *behavioural change* through diversity training. This incorporated case studies, theoretical and behavioural training, video clips, role play and psychometric testing. Numerous interviews and focus groups were run with both communities, and key stakeholders to ensure the level of community engagement remained high.

Benefits

- The data collected during this project helped the PSNI to identify precisely which aspects of the Patten agenda for change were being met and where further work was going to be required.
- The multi-method approach to the project guaranteed the organisation that they were placing resource exactly where it was needed to get maximum benefit in the shortest possible time.
- As a result of the quality of the project delivered, Blue Edge were invited to become more deeply involved in the change process within PSNI, to run diversity training events at all levels within the organisation.