

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 these.

Cultural Evaluation

Blue Edge was commissioned to create a diagnostic process which could assess the current culture at PSNI and set this against the blueprint for change.

A questionnaire was devised and distributed to 17,000 employee across the region. This was coupled with discussion groups with a dozen stakeholder groups and interviews with the Chief and Assistant Chief Constables.

From the data gathered our psychologists were able to draw conclusions and make recommendations for change, which were agreed by senior management within PSNI.

These recommendations were translated into an action plan of changes to more closely align the culture with that described in the Patten report (2001), to ensure that the organisation's culture remained 'fit for purpose'.

Change initiatives

Following the initial diagnostic, Blue Edge was retained to implement the change programme in collaboration with PSNI. This began with a joint initiative across both sides of the border to facilitate behavioural change through diversity training.

Throughout the design stage, numerous interviews and focus groups were run with both communities to ensure the level of community engagement remained high. The final programme incorporated: case studies, theoretical and behavioural training, video clips, role play and psychometric testing. This multi-method approach created a more engaging learning environment for delegates that would deliver behavioural change.

Re-evaluation

Due to the success of the initial culture change project, in 2008 Blue Edge was asked to conduct a pulse check audit. The purpose of this audit was to re-assess the culture and identify where positive and/or negative shift had been made as a result of the change programme.

The methodology used for this project was similar to the original project scope, using questionnaires, focus groups and interviews. The data was collated, analysed and compared against the original findings. The findings showed that the organization had made significant positive shifts against all areas targeted by the change initiatives.

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 required.
- The multi-method approach to the project guaranteed that the organization was placing resource exactly where it was needed to get maximum benefit in the shortest possible time.

