



Employee Compliance A Key Factor For ITIL Process Implementation

Pink Elephant
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Employee Compliance (def): Employee Compliance is the degree to which employees adhere to the organization's defined policies, processes, and procedures.

So you have spent the last six months developing your policies, processes and procedures with as much stakeholder involvement as feasible. You went out and purchased a state of the art Service Management tool. You have defined roles and responsibilities and made sure your communication plan is raising awareness of what is coming.

My question to you is: Why do you think anyone will change what they are doing today and follow these new methods? If there is one constant in the universe it is that people don't like to change unless they feel personally accountable or are changing to something perceived as better than what they were doing before.

To quote a popular line from the movie A Field of Dreams "If you build it they will come" doesn't work when it comes to organizational change. Three key elements have to be in place before you will successfully encourage people to adopt and practice the new policies, processes and procedures you have so carefully and painstakingly crafted.

Knowledge – Time – Motivation

During your project you have most probably developed training plans to increase knowledge and skill. New roles have been defined with time and resources to actually do the work provided. However, what is still lacking is the motivation to actually comply with these new ways of working once you go live.

Without going into organizational science and looking at Hertzberg's motivators we can boil motivation to comply with the new order down to three perspectives: Positive incentives, negative consequences and a sense of personal accountability. While the first two are arguably effective they are short term solutions and will no longer encourage motivation if they are removed. However, a sense of personal accountability is by far the best and most long term motivator to achieve employee compliance.

The question then becomes: How do we motivate employee compliance through personal accountability?

The answer to this question lies in establishing an ongoing focus on five key employee compliance drivers.

1. Clearly defined and communicated policies and procedures: I have been told what I need to do
2. Acknowledgement: I sign off on the fact that I have been told what I need to do
3. Testing: I prove I understand what I need to do
4. Contribution: I help create and improve what I need to do
5. Audit: What I am doing will be periodically checked and verified

Each of these drivers builds on each other and removes the typical excuses for not following the policies, processes and procedures once they are deployed. In addition to improving the likely success of a process improvement project the organization also reaps the legal benefit of being able to prove to an outside auditor that it has a clear and auditable approach to ensuring employee awareness, understanding and compliance to key policies and procedures.



For those readers that are familiar with Professor John Kotter's model of organizational change, a planned strategy for employee compliance achieves his last and final step of the model. "Anchoring new approaches in the culture."

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