

Queensland Government Chief Information Office

Change Management Plan
Workbook and Template

Information

Queensland Government

Chief

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Office
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Purpose of this document

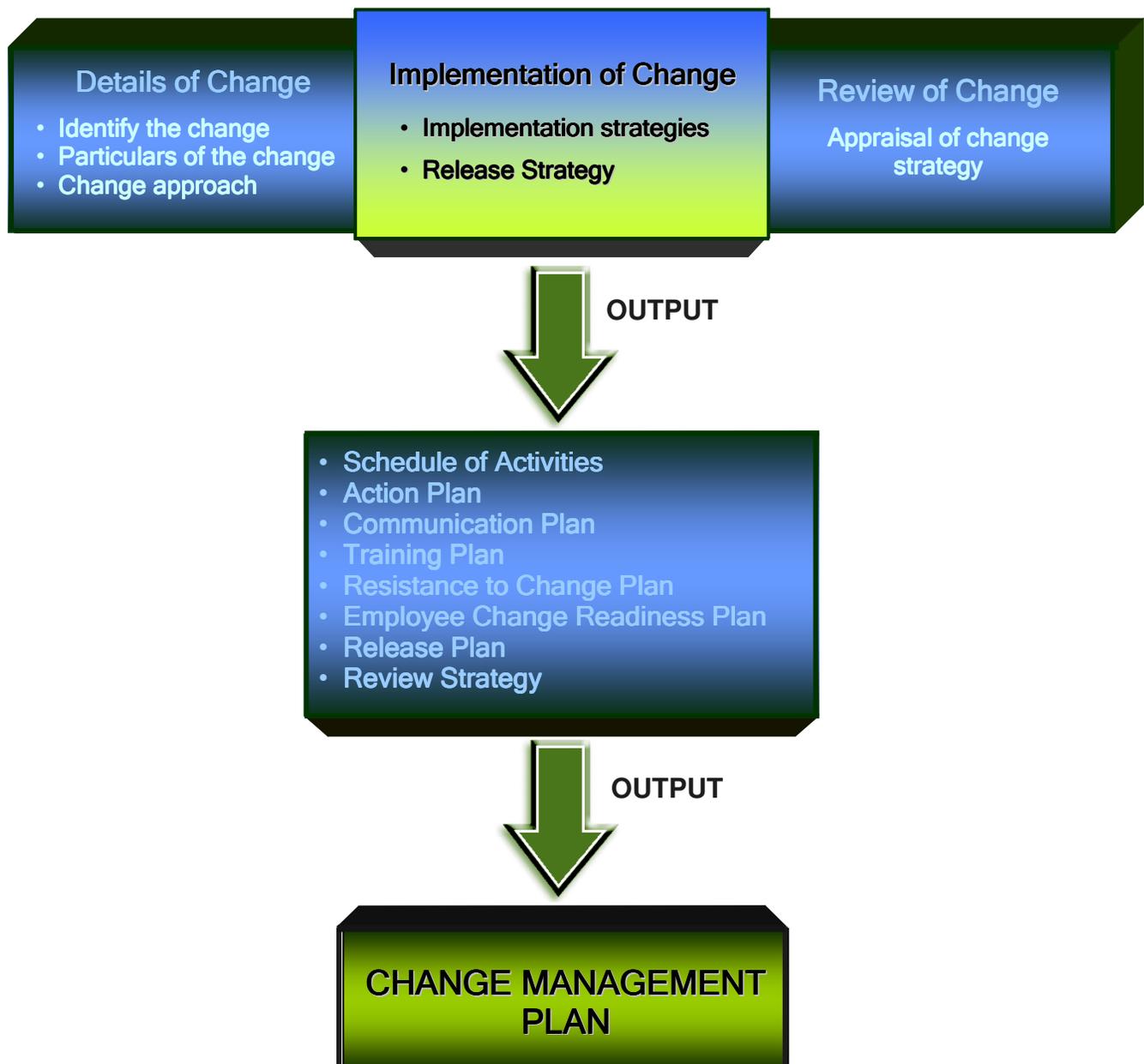
The Change Management Plan has been developed to assist the Business Process Owner. It is useful when a change is made to a process or system to ensure that it is implemented effectively into the business. It assists in designing and estimating the scale of the change effort, mobilising the will to change and gaining the buy-in. This document is designed to be used alongside or can be incorporated into the proper project plan.

The Change Management Process

Change management is a process that should be included in the planning and delivery of a project from the very beginning. Often times change is not taken into consideration in the development of project plans. It is for this reason that change management has been addressed as separate component to the usual project methodology that you maybe currently using. Once the change management plan has been developed it should be integrated with the project plan and can be included at any point after start up.

This change management plan template provides the necessary flexibility required and is designed to meet the needs of the project irrelevant to the phase of the project.

The change management process has three stages, and should be considered alongside the nature and magnitude of the change.



CHANGE MANAGEMENT PLAN WORKBOOK

How to use this Toolkit

The following toolkit takes you through a series of steps that help to identify each of the key components of the change management process. This tool will help build a roadmap to effectively design, plan, lead and monitor the change.

The format of the toolkit consists of two sections:

- **Section One** is the **Change Management Plan Workbook** which is broken down into the three stages of change and provides guidelines, processes and checklists to help you analyse the change for successful implementation of your project.
- **Section Two** is a **template** that can be completed whilst working through the workbook activities. This information will provide the basis for the development of a successful change management plan.

STAGE A: DETAILS OF THE CHANGE

IDENTIFY THE CHANGE

STEP 1

At the end of this step you will have:

- Identified the situation that has brought about the change
- Identified the size and the characteristics of the change
- Defined the current state
- Defined what the future will look like
- Identified the concept shifts
- Identified the organisational readiness to change

1.1. Type of change

- Describe the type of change.
- Which of the following does it look like?
 - 🐾 Policy change
 - 🐾 Process change
 - 🐾 System change
 - 🐾 Changed job roles
 - 🐾 Scale of the change - large or small
 - 🐾 Speed of change - fast or slow
 - 🐾 Other

1.2. Reason for the change

- Describe the reason for the change - example: Business benefit

1.3. Scope the change

- Describe who in the business it includes?
- How far reaching in the organisation is the change?
 - 🐾 Department
 - 🐾 People
 - 🐾 Work Groups
 - 🐾 Systems
 - 🐾 Business Unit
 - 🐾 Other
 - 🐾 Division
- Is it the same for each of the business units?

1.4. Where are you now?

- Describe the situation in the organisation currently.
- Describe the problem.
- What is the cause?
- Define the context and challenges surrounding your initiative.

1.5. Where do you want to be?

- Describe what the future state will bring.
- Describe what it will feel like.
- Describe what it will look like.
- Describe what you will see people doing / saying.
- Describe what will be done differently.
- Describe what roles will be affected in the organisation and how.
- Describe what will improve.

The SLM Maturity Framework could be used as a benchmarking tool here to articulate the key areas of improvement from the current state to future state. It can be found in the SLM Implementation Toolbox on the QGCI0 site [SLM Implementation Toolbox](#).

1.6. What are the five (5) concept shifts required for this change to occur?

In order to bring about this future state it will require new ways of thinking. This is usually brought about by a paradigm or mind shift.

- Describe what will be the gap.
- Describe how people will need to think differently about this change.

1.7. Check organisational change readiness

- A detailed readiness checklist must be completed to ensure all elements of the change have been addressed.
- Identify preliminary work to be assessed prior to implementation.
- Training needs analysis.
- Workforce capacity.

See Attachment 1 - Organisational change readiness checklist



PARTICULARS OF THE CHANGE

STEP 2

At the end of this step you will be able to:

- Consider a range of options, solutions and actions to implement the change
- Estimate the cost of change
- Assess the risks involved in implementation of the change.

2.1. How will you get there?

There will be a number of areas in the organisation that will be impacted on as a result of this change and each area needs to be given consideration.

Rational

- Do you need a new organisation structure?
- Do you need new systems?
- Will you need new processes?

Non-rational

- What relationships will change?
- Will the culture embrace or reject this change?
- How will the stakeholders share information and transfer knowledge?

2.2. Process Change

Process changes tend to be more complex so you may want to consider the following questions to add more clarity.

- Does this change represent a completely new process for the organisation, or a different application of an existing process?
- What are the major changes to processes?
(You may need to 'break this down' into discrete components to allow tangible descriptions.)
- What is going to be done differently?
(You may need to 'break this down' into discrete components to allow tangible descriptions.)

2.3. People Change

In the process of making this change there may be an affect on people's job roles and responsibilities. Change will invariably confront many relationships especially those that require a set of new behaviours.

- What roles within the organisation are affected, and how?
- What pre-requisite knowledge or training is required?
- What work practices will be affected?
- Is there a need for new relationships to be built? (third party)
- What new behaviours are required?

The Roles and Responsibility Guide from the QGCIO site [SLM Implementation Toolbox](#) could be used as a guide for new role descriptions.

2.4. Information Sharing

Throughout the process of change information will be distributed and interpreted by staff in many different ways. It is this process that will be important in managing expectations and dealing with the rumour mill.

- What policies and procedures need to be changed?
- What methods are used for sharing current and updated information and does there need to be new channels developed? (Intranet, daily messages etc.)
- What processes are in place to manage the knowledge about the project?

2.5. Cost of change

Understanding the real cost to the organisation in implementing a change initiative is one way of overcoming key barriers to successful change. Gaining the right level of resourcing is important and should be considered upfront.

- What would be an estimate of the total cost for the activities required to carry out the change initiative?
- Where will the funds come from?
- Has this been negotiated with the customer and sponsor?

2.6. Risk Assessment

In the process of considering the different aspects of the change we need to consider what might happen leading up to and implementing the change as well as what may be the unintended consequences of the change. Keep in mind that the larger and more disruptive the change the greater the risk whereby small and incremental change will have less risk. The Risk Matrix will allow you to assess the likelihood and consequences of the change to indicate whether the activity is a low, medium or high risk to the project.

- What risks may occur upfront, during implementation and after implementation?
- What tactics will you put in place to minimise these risks?

The The Risk Assessment Template (GEA) could be use. It can be found in the SLM Implementation Tool box on the QGCIO site [SLM Implementation Toolbox](#).

See Attachment 2 - Risk Assessment Matrix and Table



CHANGE APPROACH

STEP 3

In designing your approach to the change you will be able to:

- Identify the stakeholders and their roles
- Identify barriers of resistance
- Identify a change management team with their roles and responsibilities

3.1 Stakeholder Analysis Pyramid

Identifying the levels of participation of stakeholders in the change process allows you to make sure that a wide variety of interests are taken into account. The impact assessment of the change at each of the participation levels will provide you with valuable information as to how stakeholders may react to the change. This information will also identify at what level stakeholders need to be engaged at i.e. advocates, drivers, or participators etc.

- What are the specific target groups/audiences that will be impacted by this change?
- Who might be able to help you the most? (advocates, early adopters)
- Who might present the most resistance?
- Who will be the change levers? (drivers)

List the roles in the following diagram or use the table to identify who or what groups of people will participate at each of the various levels.

In the case of the sponsors role in driving the change you may want to consider the skills level they may have in change management. If this is limited then a coaching plan should be considered.

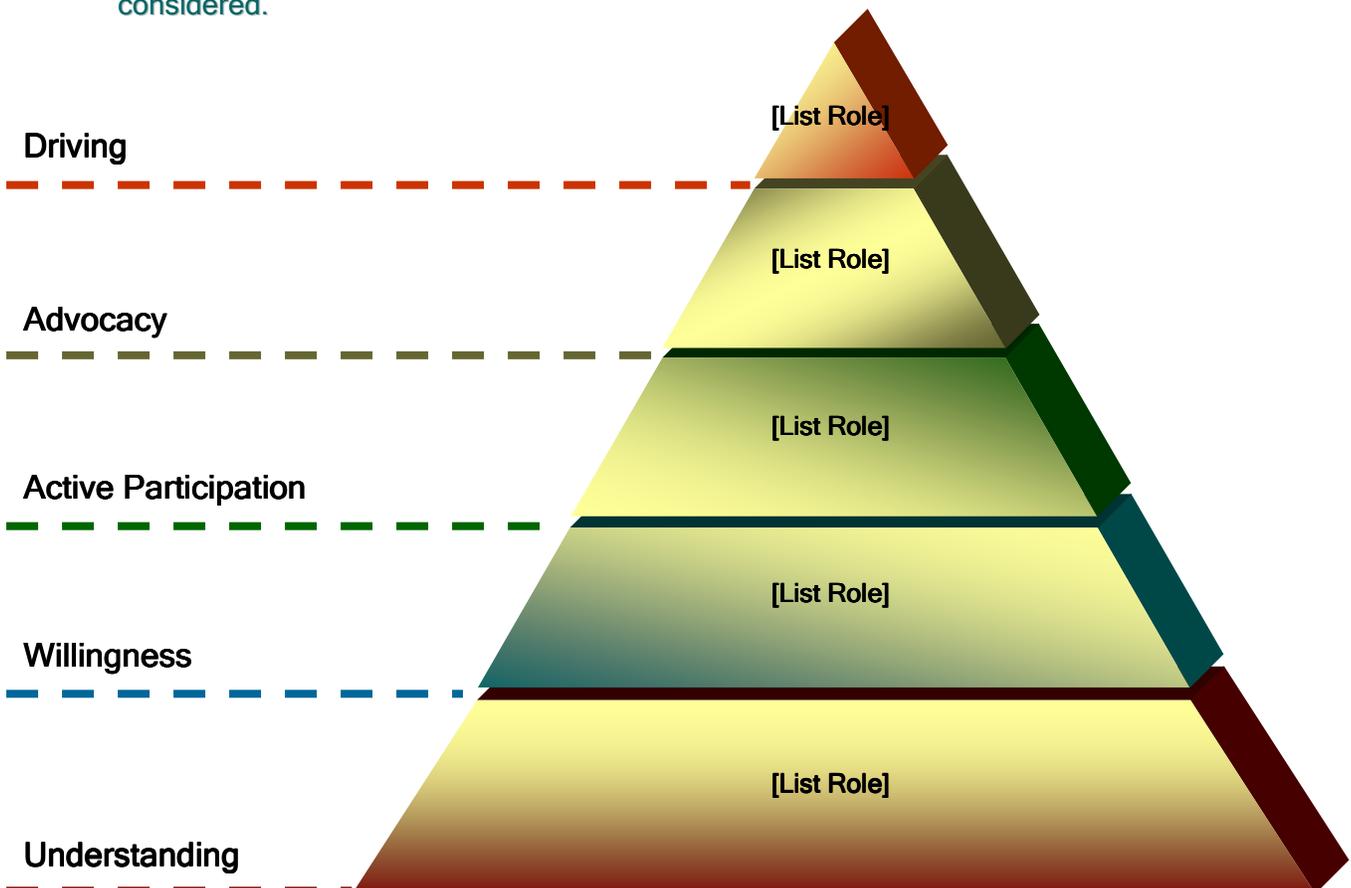


Diagram 1: Levels of Participation

Level of Participation	Who	Description of Stakeholder
Driving	List the name of the generic role of Individuals or Groups	Stakeholders at this level are directly impacted by the change and have some responsibility for the change process. Additionally, there is an expectation that their role requires them to lead the implementation of the change either at a site or a strategic level. This usually can include the sponsors group.
Advocate		Stakeholders at this level are directly impacted by the change and have some responsibility for the change process. Their role involves facilitation of the change process through support, encouragement and ability to influence others.
Active Participation		Stakeholders at this level are directly impacted by the change and will be required to change some aspect of what they do in their role and/or how they do it.
Willingness		Stakeholders at this level are not directly impacted by the change however they may be asked to provide some assistance in the change process.
Understanding		Stakeholders at this level are not directly impacted by the change however it is preferable that they have a basic understanding or awareness of the change so that they feel informed.

3.2 Resistance to change

Resistance is a natural and unavoidable part of any change process. It is a survival mechanism within organisations. There a number of reasons why staff resist change, so it is important to identify the root causes in order to plan some of your strategies for implementation. Identifying the root cause can be carried out in a number of ways. You can identify resistance by employee feedback, supervisor input, project team issues, and compliance audits.

A general survey tool has been provided that covers a broad range of areas that are usually barriers to projects. This information gathered by surveying various groups impacted on by the change is useful to formulate your communication and resistance plan in the next section.

See Attachment 3 - Resistance Assessment Survey

3.3 Role of Change Management Team

- In the development of your change strategies you may want to consider developing a change management team who can help drive the implementation of the change.
- The team members should represent a variety of functions, departments and levels in the organisation whilst representing a cross section from the stakeholder analysis pyramid.
- They need to have excellent communication skills, have business influence, be committed to the change, know the business, be a team player and some change management experience would be an asset.
- The team does not have to be working on your project full time but must be able to commit some time to the project.
- The team may require some team development to provide a common understanding of the business issues that motivated the change and the future state for the organisation.
- The team need to identify roles and responsibilities in the implementation of the change plan.

STAGE B: IMPLEMENTATION OF CHANGE



IMPLEMENTATION STRATEGIES

STEP 4

Analysis of the information from the previous areas will provide the basis for the development of the following plans:

- Action plan
- Communication plan
- Training plan
- Business systems plan
- Resistance plan

4.1 Action Plan

List the activities, responsibilities and timeframes for the project to be rolled out.

Activity	Responsibility	Timeframe
Eg .Communication activities		

Develop a schedule for the integration of activities required to implement the change plan.

[See Appendix A - Action Plan](#)

[See Appendix B - Schedule Detail](#)

4.2 Communication Plan

When developing a communication plan, it is important to create reporting protocols specifically for your project and identify who will be the responsible member from the project team to have overall responsibility for the rolling out of communication. Make sure you include all stakeholders ie. Other project teams, staff, sponsors or key stakeholders.

When developing your communication plan address the following:

Date	<ul style="list-style-type: none"> 🌻 When should the given message be communicated? 🌻 What is the negative impact of communicating too soon or too late? 🌻 How frequently should you repeat the message?
Audience	<ul style="list-style-type: none"> 🌻 Who is the target audience of the piece of information? 🌻 What are the needs, priorities and special interests of the audience? 🌻 How can you best frame the message so that it addresses the audience’s interests? 🌻 Would you need to tailor a special message for each segment of the audience? 🌻 How might they respond to the message and if the response may be negative or open to misinterpretation, what else needs to be said?
What is the reason for the communication?	<ul style="list-style-type: none"> 🌻 What are you trying to achieve as a result of this communication? 🌻 What do you expect the target audience to do, say, think or feel as a result of this communication?
Risk	<ul style="list-style-type: none"> 🌻 What is the worst thing that can happen if you communicate this information? 🌻 What is the worst thing that can happen if you chose not to communicate this information?

	<ul style="list-style-type: none"> ✿ How badly can this information be misinterpreted? ✿ What can you do to minimise the misinterpretation and negative perceptions?
Activities	<ul style="list-style-type: none"> ✿ What method and medium would you use to announce this message? ✿ What communication network would you use - informal or formal?
Key Messages	<ul style="list-style-type: none"> ✿ What are the essentials of the message? ✿ What is the most positive interpretation it can receive? ✿ What is the most cynical response it can receive?
Generally	<ul style="list-style-type: none"> ✿ Are there resource implications for your communications strategy? ✿ How do you gain sponsors buy-in to the communication plan? ✿ Are there any restrictions on who can receive the communications? ✿ How will you deal with anger about the restricting of communications due to confidentiality considerations?

See Appendix C - Communication Plan

4.3 Training Plan

- Identify the current level of skills and knowledge and behaviours of the group that will be impacted on.
- What prerequisite knowledge do these groups need?
- What are the training strategies?
- Identify requirements for a training program.
- Who will do the training?
- Who will fund the training?
- What time commitment will this involve?
- What will be the preferred method of delivery?

See Appendix D - Training Plan

4.4 Business Systems Plan

- Identify the hardware, software and network needed to implement the change.

4.5 Resistance Plan

Identify the key areas of resistance and develop a resistance management plan that can be managed by the change management team. The direct supervisor is usually the best person to deliver the survey to identify the level of employee resistance.

This plan will be reviewed as the project progresses as more points of resistance may emerge whilst project is being implemented.

- Use the information from the “Resistance Assessment Survey” or gather feedback from other sources or methods to identify the areas of resistance.
- Identify the main cause of resistance
- Provide some ongoing coaching opportunities for the employee or managers that are resistant to the change.
- Communicate the consequences to staff if not supporting the change.
- Implement some of the consequences for not supporting the change.

See Appendix E - Resistance Management Plan

DEVELOP IMPLEMENTATION PACKAGE FOR PROJECT RELEASE

STEP 5

Prior to releasing the implementation of the project and to ensure that implementation goes smoothly make certain that the following activities have been checked off and addressed.

ACTIVITY			
Policy	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
Procedures Manual	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
Communication Plan	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
Communication Materials	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
Identified the Process Owner	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
Training Plan	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
Training Materials	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
Reporting Plan	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
Key Performance Indicators	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
Review Plan for ongoing feedback and monitoring	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
Organisational Readiness Assessment	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
Audit Checklist	Yes	<input type="checkbox"/>	No <input type="checkbox"/>

STAGE C: REVIEW OF CHANGE

REVIEW CHANGE STRATEGY

STEP 6

6.1. Ongoing Monitor and Review

Assessing your results, implementing corrective action and celebrating success are all key parts to review the change.

Gathering evidence to show the success of the implementation can be carried out by:

- Collecting feedback from users - anecdotal or survey;
- Carrying out compliance audits on new processes, systems and job roles;
- Reviewing areas of resistance and work with sponsors and direct supervisors to work through any strategies; and
- Identifying areas of success for the project. Make these visible in the organisation to reinforce the change.

Action Plan

Appendix A

Actions		Responsible Person	Timeframe
IT Activities	Hardware:		
	Software:		
	Network:		
Business Unit / Product Group Activities			
Project Team Activities			
Communication Activities			
Training Activities			
Audit Preparation			



Schedule Of Activities

Appendix B

Name of Task	Duration	Start Date	End Date	Resources
Milestone One				
Activities				
Milestone Two				
Activities				

Communication Plan

Appendix C

Name of person as point of contact for all project communication:

Audience	Key messages	Delivery Method	Date	Length of session (if applicable)	Location
Example: Team Leaders Senior Managers					
Sender	Example: Project Manager				
Example: Staff Users					
Sender	Example: Supervisor				

Training Plan

Appendix D

Attach training schedule (if available)

Session Modules	Learning Outcomes	Objectives	Length of Training session	Target audience	Delivery mode	Facilitator

Resistance Management Plan

Appendix E

(Use with Attachment 3)

Key areas of resistance	Actions to address resistance	Responsible person



Organisation Change Readiness Checklist

Attachment 1

Deliverable: _____

Implementation Team Leader: _____

Implementation Sponsor: _____

PEOPLE READINESS	Action Required	When	Completed
Business Unit / Product Group Actions			
Have the business unit contacts been selected and notified?			
Have the business unit contacts been briefed by the project team?			
Has the priority for this project been set by the Business Unit Management Team?			
Training			
Has the target training audience been identified and nominated?			
Has a Training Needs Analysis been carried out?			
Is the Training Information Sheet available?			
Has the training provider been established?			
Has the Training co-ordinator been provided with the training details and put in place the necessary arrangements?			
Will all Field Readiness Criteria have been practically met prior to training roll-out?			

SYSTEMS READINESS	Action Required	When	Completed
Information & Communications Technology (ICT)			
Is the auditing and metering tool configured?			
Content			
Have the approved procedures/policies been published?			
Do the proposed users have access to appropriate documentation?			
Business Application			
Is there a software application relevant to this deliverable?			
Is there a support model for this application and are the details available for distribution?			
Has the relevant IT business unit been notified of installation and support requirements?			

LIKELIHOOD	CONSEQUENCES				
	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
A Almost Certain	Medium	High	High	Very High	Very High
B Likely	Medium	Medium	High	High	Very High
C Possible	Low	Medium	High	High	High
D Unlikely	Low	Low	Medium	Medium	High
E Rare	Low	Low	Medium	Medium	High

Risk is assessed as low, medium, high, or very high, depending on the likelihood of the risk leading to damage and the potential consequences of the damage. The following chart tells us that when a risk is assessed as High we need to do something about it immediately.

Very high Risk	Do something to control the risk immediately
High Risk	
Medium Risk	Do something about these risks
Low Risk	These risks do not need immediate attention

Risk Assessment Table

Risk No.	Date of risk occurring	Brief description of risk	Low	Medium	High	Mitigation action	Approval of commencement	Date of commencement
		Identify the risk and assess the significance and likelihood of it occurring and plan the contingency. ■ What risks may occur upfront? ■ Identify the key concepts that may arise along the way.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
		Identify the risk and assess the significance and likelihood of it occurring and plan the contingency. ■ What risks may occur upfront? ■ Identify the key concepts that may arise along the way.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
		Identify the risk and assess the significance and likelihood of it occurring and plan the contingency. ■ What risks may occur upfront? ■ Identify the key concepts that may arise along the way.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
		Identify the risk and assess the significance and likelihood of it occurring and plan the contingency. ■ What risks may occur upfront? ■ Identify the key concepts that may arise along the way.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

Resistance Assessment Survey

Attachment 3

Below is a list of potential areas for resistance that you maybe experiencing in the implementation of the SLM project. For each area indicate the degree to which you agree or disagree by placing your response in the box from the following scale.

1 (Strongly disagree)

2 (Disagree)

3 (Neither agree or disagree)

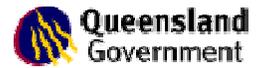
4 (Agree)

5 (Strongly agree)

Assess the scores individually and highlight any scores that are greater than three. This area should then become your primary focus for the greatest resistance to your project.

Areas of Resistance	Description	Rating
1. Lack of understanding of the purpose and drivers for the changes.	There maybe a lack of understanding of the purpose of the project. There maybe lack of awareness of the need for the change to occur.	
2. Feeling of losing control	People support what they have helped to create. If they feel they have not had sufficient input, resistance usually increases.	
3. Lack of support from various levels in the organisation.	If people perceive that key individuals or groups in their area are not genuinely supportive of the project, their acceptance is difficult to secure	
4. Feel there is a real threat to my existing power, job security or personal and career goals.	Resistance is increased if people believe the change will result greater emotional or career costs relative to what they may gain.	
5. Concerns about a lack of skills and knowledge	People may resist change if they believe they do not possess the skills or the ability for optimal performance during and after the change.	
6. High level of impact on daily work patterns	Failure to acknowledge and if possible, minimise the impact of project teams activities and changes on peoples work patterns tends to promote distrust and alienation.	
7. Lack of time to absorb the changes	The ability of staff to assimilate the change and all its consequences must be assessed.	
8. High level of uncertainty	Sometimes just the uncertainness of the situation can make people react negatively.	
9. Adverse changes to key working relationships	Adversely affecting the way they relate to others or who they work with or who they report to.	
10. High level of past resentments and dislikes	People may distrust or dislike sponsors or change agents or have had negative experiences around change a lack of acceptance and enthusiasm for the change will quickly materialise.	
11. Lack of incentives and rewards	Change involves learning and learning usually involves errors. When people are not given the freedom to make mistakes while learning they become afraid. People need to be rewarded for accomplishing the change in the form of something they truly value.	

CHANGE MANAGEMENT PLAN TEMPLATE



AGENCY AND PROJECT DETAILS

Agency Name (Full):

Project Name:

AGENCY PROJECT CONTACT DETAILS:

Project Manager Full Name:

Title:

Business Division:

Street Address:

Postal Address:

State: QLD **Postcode:**

Email Address:

Telephone Number:

Fax Number:

PROJECT PHASE:

Project Endorsement

<input type="checkbox"/>	Recommended by Project Manager	Signature:	Date
Name:	Project Manager	_____	00 / 00 / 00
<input type="checkbox"/>	Document Accepted by Project Sponsor	Signature:	Date
Name:	Project Sponsor	_____	00 / 00 / 00
<input type="checkbox"/>	Document Accepted by Project Customer	Signature:	Date
Name:	Project Customer	_____	00 / 00 / 00

Revision History

(add additional rows if required)

Version No	Date	Author	Status	Reviewers
1	00 / 00 / 00	Name	Eg: Initial Draft for review	Name(s)
2	00 / 00 / 00	Name	Eg: Initial Draft for review	Name(s)

Key Stakeholder Endorsement

	Position Name	Signature	Date
Example: Process or Business Owner	Executive Director / Director	_____	00 / 00 / 00
Example: Information Policy and Planning	Director / Manager	_____	00 / 00 / 00
Example: Learning & Development/Training	Director / Manager	_____	00 / 00 / 00
Example: Communications	Project Communications Co-ordinator	_____	00 / 00 / 00
Example: Organisational Development	Director	_____	00 / 00 / 00

Change Project Team

(add additional rows if required)

Name	Role in Team	Name of Business Unit of Members
Example: John Doe	Project Manager	
Example: Maryanne West	Change Champion	
Example: Paul Smyth	Communications Officer	

1. CHANGE IDENTIFICATION

1.1 Type of Change (Please tick or check)

- Policy Change Process Change Scale of the change - large or small
 Speed of change -fast or slow Job roles System change Other:

1.2 Reason for the Change Describe the reason for the change - example: Business benefit

1.3 Change Scope (Please tick or check)

- Department Work Groups Business Units Division
 People Systems Other:

Change of Scope Details: Describe who in the business it includes? How far reaching in the organisation is the change?
Is it the same for each of the business units?

1.4 Current Status Where are you now? Describe the situation in the organisation currently. Describe the problem. What is the cause? Define the context and challenges surrounding your initiative.

1.5 Future Status Where do you want to be? Describe what the future state will bring. Describe what it will feel like. Describe what it will look like. Describe what you will see people doing/saying. Describe what will be done differently. Describe what roles will be affected in the organisation and how. Describe what will improve.

2. CHANGE SPECIFICATIONS

2.1 Change Tactic How will you get there? There will be a number of areas in the organisation that will be impacted on as a result of this change and each area needs to be given consideration.



Rational

- Do you need a new organisation structure?
- Do you need new systems?
- Will you need new processes?

Non-rational

- What relationships will change?
- Will the culture embrace or reject this change?
- How will the stakeholders share information and transfer knowledge?

2.2 Process Change Process changes tend to be more complex so you may want to consider the following questions to add more clarity. ▪ Does this change represent a completely new process for the organisation, or a different application of an existing process? ▪ What are the major changes to processes? (You may need to 'break this down' into discrete components to allow tangible descriptions.) ▪ What is going to be done differently? (You may need to 'break this down' into discrete components to allow tangible descriptions.)

2.3 People Change In the process of making this change there may be an affect on people's job roles and responsibilities. Change will invariably confront many relationships especially those that require a set of new behaviours. ▪ What roles within the organisation are affected, and how? ▪ What pre-requisite knowledge or training is required? ▪ What work practices will be affected? ▪ Is there a need for new relationships to be built? (third party) ▪ What new behaviours are required?

2.4 Information Sharing Throughout the process of change information will be distributed and interpreted by staff in many different ways. It is this process that will be important in managing expectations and dealing with the rumour mill. ▪ What policies and procedures need to be changed? ▪ What are current methods of sharing information and does there need to be new ones developed?

2.5 Cost of Change Understanding the real cost to the organisation in implementing a change initiative is one way of overcoming key barriers to successful change. Gaining the right level of resourcing is important and should be considered

upfront.

- What would an estimate of the total cost of the activities required to carry out the change initiative?
- Where will the funds come from?
- Has this been negotiated with the customer and sponsor?

2.6a Risk Assessment

Attachment 2 - Risk Assessment Matrix and Table - completed and attached.

2.6b Risk Assessment


SLM CM_Risk
Assessment Matrix_A

Low Medium High Mitigation Action

Brief Description of Risk

Risk No.	Date Risk Occurred	Date of Commencement
	00 / 00 / 00	00 / 00 / 00

Identify the risk and assess the significance and likelihood of it occurring and plan the contingency.

- What risks may occur upfront?
- Identify the key concepts that may arise along the way.

Commencement Approval:

Low Medium High Mitigation Action

Brief Description of Risk

Risk No.	Date Risk Occurred	Date of Commencement
	00 / 00 / 00	00 / 00 / 00

Identify the risk and assess the significance and likelihood of it occurring and plan the contingency.

- What risks may occur upfront?
- Identify the key concepts that may arise along the way.

Commencement Approval:

3. CHANGE METHODOLOGY

3.1 Stakeholder Analysis

Identifying the levels of participation of stakeholders involved in the change process allows you to make sure that a wide variety of interests are taken into account. This assessment of the change at each of the participation levels will provide you with valuable information as to how stakeholders may react to the change as well as whether you need to engage the stakeholders - attracting and holding their understanding, buy-in, and advocacy.

- What are the specific target groups/audiences that will be impacted by this change?
- Who might be able to help us the most? (advocates, early adopters)
- Who might present the most resistance?
- Who will be the change levers? (drivers)

4. IMPLEMENTATION STRATEGIES

4.1a Action Plan

(Refer Appendix A)


SLM CM_Action
Plan_Appendix A.doc

Activity	Responsibility	Timeframe
Activity to be rolled out	Project responsibilities	Roll-out timeframe
Activity to be rolled out	Project responsibilities	Roll-out timeframe
Activity to be rolled out	Project responsibilities	Roll-out timeframe
Activity to be rolled out	Project responsibilities	Roll-out timeframe

4.1b Schedule Details

(Refer Appendix B)


SLM CM_Schedule of
Activities_Appendix B

Task	Duration	Start Date	End Date	Resources
Milestone One				
Activities				
Milestone Two				
Activities				

4.2 Communication Plan

(Refer Appendix C)


SLM
CM_Communication P

Audience	Key Messages	Delivery Method	Date	Length of Session (if applicable)	Location
Example: Team Leaders Senior Managers			00 / 00 / 00		
Sender	Project Manager				
Example: Staff Users			00 / 00 / 00		

Sender

Supervisor

00 / 00 / 00

4.3 Training Plan

(Refer Appendix D)



SLM CM_Training
Plan_Appendix D.doc

- Identify the current level of skills and knowledge and behaviours of the group that will be impacted on.
- What prerequisite knowledge do these groups need?
- What are the training strategies?
- Identify requirements for a training program.
- Who will do the training?
- Who will fund the training?

Session Modules	Learning Outcomes	Objectives	Length of Training Session	Target Audience	Location	Facilitator

4.4 Business Systems Plan

- Identify the hardware, software, network to be implemented for the change.

4.5 Resistance Plan

(Refer Appendix E)



SLM CM_Resistance
Management Plan_Ap

(Refer Attachment 3)



SLM CM_Resistance
Assessment Survey_

Key areas of resistance	Actions to address resistance	Responsible Person
Identify main cause of resistance	<ul style="list-style-type: none"> Provide some ongoing coaching opportunities for the employee or manager that are resistant to the change. Communicate the consequences to staff if not supporting the change. Implement some consequences for not supporting the change. 	
Identify main cause of resistance	(see above or refer 4.5 in Workbook)	
Identify main cause of resistance	(see above or refer 4.5 in Workbook)	
Identify main cause of resistance	(see above or refer 4.5 in Workbook)	