**(Project Name)**

**Change Management Plan[[1]](#footnote-1)**

Client: XXXX

Last Update: July 20, 2017



Project Management Office

**Table of Contents**

[Change Initiative 3](#_Toc488330753)

[Change Characteristics 3](#_Toc488330754)

[Organizational Assessment 6](#_Toc488330755)

[Project Risk Assessment 8](#_Toc488330756)

[Change Management Strategy and Plans 8](#_Toc488330757)

# Change Initiative

## **Business Need/Customer Requirement**

Provide a brief description of the change initiative including who or what is driving this change.

## **Business Owner(s)**

List business owner and executive sponsor.

# Change Characteristics

## **Scope of Change**

* Describe the scope and nature of the change(s)
* Which groups are most impacted?
* Which groups are least impacted?

## **Target Audience**

Identify who is impacted by the change(s):

* Number of staff by role (administrators, financial analysts, approvers, budget officers, etc.)
* Faculty
* Suppliers
* Other?

## **Type of Change**

What areas of the organization will be changing?

* Process
* System or technology
* Policy
* Job roles
* Organization
* Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Amount of Change**

This change initiative is classified as:

* Type 1 – Incremental: Change will take place over a relatively long period of time. The objectives of the change will be incremental improvement to business success and usually has a recurring component such that the improvement efforts continue over time. These types of changes are not typically driven by financial crisis or immediate demand for improvement, but rather a general focus on improving key business areas over time.
* Type 2 – Radical: Dramatic change is required over a short time period. Often driven by critical issues facing the business. Changes are intended to produce dramatic performance improvement. The business change is often not an improvement on today’s processes, but rather a replacement of the current processes with something brand new.

## **Timeframe**

Key project milestone dates:

\_\_\_\_\_\_\_\_ Project Kick-off

\_\_\_\_\_\_\_\_ Business Requirements Compete

\_\_\_\_\_\_\_\_ Design Complete

\_\_\_\_\_\_\_\_ Development Complete

\_\_\_\_\_\_\_\_ Testing Compete

\_\_\_\_\_\_\_\_ Go No-Go Decision (including campus readiness)

\_\_\_\_\_\_\_\_ Cut-Over Start

\_\_\_\_\_\_\_\_ Cut-Over Complete

## **Change Characteristic Profile**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| ***Scope of change* Score** | | | | | |
| Workgroup Department Division Enterprise | | | | |  |
| 1 | 2 | 3 | 4 | 5 |
| ***Number of impacted employees*** | | | | | |
| Less than 10 Over 1000 | | | | |  |
| 1 | 2 | 3 | 4 | 5 |
| ***Variation in groups impacted*** | | | | | |
| All groups impacted Groups will experience  the same the change differently | | | | |  |
| 1 | 2 | 3 | 4 | 5 |
| ***Type of change*** | | | | | |
| Single aspect, Many aspects,  simple change complex change | | | | |  |
| 1 | 2 | 3 | 4 | 5 |
| ***Degree of process change*** | | | | | |
| No change 100% change | | | | |  |
| 1 | 2 | 3 | 4 | 5 |
| ***Degree of technology and system change*** | | | | | |
| No change 100% change | | | | |  |
| 1 | 2 | 3 | 4 | 5 |
| ***Degree of job role changes*** | | | | | |
| No change 100% change | | | | |  |
| 1 | 2 | 3 | 4 | 5 |
| ***Amount of change*** | | | | | |
| Incremental change Radical change | | | | |  |
| 1 | 2 | 3 | 4 | 5 |
| ***Reduction in staffing needs*** | | | | | |
| No change expected Significant change expected | | | | |  |
| 1 | 2 | 3 | 4 | 5 |
| ***Timeframe for change*** | | | | | |
| Very short (< month) or 3 -12 month  Very long (> year) initiative | | | | |  |
| 1 | 2 | 3 | 4 | 5 |
| **Sum of change characteristics profile**  **(out of 50 total)** | | | | |  |

## **Note**: A score of 30 or higher is considered a large change initiative requiring more change management resources and activities to be successful.

# Organizational Assessment

## **Organizational Change Culture**

Is the organization resistant to change or change-ready? Why?

## **Employee Value Structure**

Does the current employee value system allow change to be easily mandated from above, or is the value system resistant to top-down changes? Why?

Identify the institutions, policies or practices that reinforce this value structure.

## **Change Capacity**

Describe the current changes that are already underway. Is the organization over saturated with change or are only a few changes taking place?

List any key initiatives that overlap or interact with your change.

## **Leadership Style and Power Distribution**

Power and authority:

* resides with a few key leaders (centralized)
* is spread among many managers (distributed)

Identify the key “power positions” in the organization (i.e. where does the true power reside?)

## **Past Changes**

Past changes were typically:

* successful
* failures

Are employees skeptical of change, perceiving initiatives as just the next “flavor of the month”? Why?

What key lessons can be learned from past changes?

What caused past changes to succeed or fail?

## **Middle Management Predisposition**

List any immediate and anticipated challenges presented by middle managers and supervisors.

Identify potential *advocates, neutralizers, renegades or villains*.

## **Organizational Attributes Profile**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| ***Culture – responsiveness to change* Score** | | | | | |
| Very adaptive to change Very resistant to change | | | | |  |
| 1 | 2 | 3 | 4 | 5 |
| ***Culture – organizational reinforcement*** | | | | | |
| Organization rewards and Organization is skeptical of change, doesn’t  encourages successful change encourage change or risk-taking | | | | |  |
| 1 | 2 | 3 | 4 | 5 |
| ***Culture – communication*** | | | | | |
| Open and receptive to Closed and defensive to  new ideas and feedback new ideas and feedback | | | | |  |
| 1 | 2 | 3 | 4 | 5 |
| ***Culture – value system*** | | | | | |
| Employees are rewarded for Employees are rewarded for  for following the rules accountability and ownership | | | | |  |
| 1 | 2 | 3 | 4 | 5 |
| ***Current change capacity*** | | | | | |
| No changes Some changes A lot of change Everything is  changing | | | | |  |
| 1 | 2 | 3 | 4 | 5 |
| ***Past changes*** | | | | | |
| Successful and Many failures and  well managed poorly managed | | | | |  |
| 1 | 2 | 3 | 4 | 5 |
| ***Impact of past changes on employees*** | | | | | |
| Impacted employees taken care Impacted employees neglected  of and well informed or surprised by change and impact | | | | |  |
| 1 | 2 | 3 | 4 | 5 |
| ***Leadership style and power distribution*** | | | | | |
| Centralized Decentralized | | | | |  |
| 1 | 2 | 3 | 4 | 5 |
| ***Middle management predisposition*** | | | | | |
| Generally supportive Generally opposed | | | | |  |
| 1 | 2 | 3 | 4 | 5 |
| ***Sponsorship*** | | | | | |
| Managers & executives demonstrate Managers & executives are not  effective sponsorship on projects effective sponsors of change | | | | |  |
| 1 | 2 | 3 | 4 | 5 |
| **Sum of organizational attributes profile**  **(out of 50 total)** | | | | |  |

## **Note**: A score of 30 or higher represents a change-resistant organization that will require more change management activities and resources.

# Project Risk Assessment

Assess the degree of project risk based on the organizational attributes and the change characteristics.



# Change Management Strategy and Plans

## **Change Management Team**

Based on the analysis of the change characteristics and organizational attributes profiles, define the resources required to support the change.

## **Sponsorship Model**

Define the project sponsorship model and recommend any changes. Complex change initiatives in change resistant organizations require strong sponsorship to be successful.

## **Recommendations for Special Tactics**

Document anticipated points of resistance and any special steps that may be required to support the change.

* Resistance points:
  + Are you able to anticipate any specific points of resistance?
  + Are there any middle managers or supervisors involved with a history of resistance?
  + Are there any front-line employee groups that may pose significant resistance?
* Special steps:
  + Does the type of change require special consideration?
  + Are there particular organizational attributes which require special consideration?
  + Will different groups be moving through the change at different times?
  + How many different “audiences” will the change management team be working with?

***Checkpoint:*** *Consider reviewing assessment results with the project sponsor and project team and make any adjustments to your strategy based on the review*

**Communication Plan**

Describe communication objectives, key stakeholders, core messages and considerations. Detailed Communication Plan will be created after business requirements are complete, during the Development Phase. Provide target completion date.

**Training Plan and Scope**

Describe the overall approach towards training and scope of work effort (i.e. impact on current training and online performance support resources).

Detailed Training Plan (including analysis, design, development, implementation and evaluation) will be created after business requirements are complete, during the Development Phase. Provide target completion date.

**Support Plan and Scope**

Define implementation and ongoing support needs including online performance support materials (i.e. Fingate, knowledge base) and client support plan.

**Change Reinforcement**

Recommend methods for collecting and analyzing feedback:

* Listening to employees and gathering their feedback
* Auditing compliance with new processes, systems and roles
* Analyzing change management effectiveness

Recommend methods for diagnosing gaps and managing resistance:

* Identifying root cause and pockets of resistance
* Developing corrective action plans
* Enabling sponsors and coaches to manage resistance

Define methods for:

* Implementing corrective action plans
* Celebrating early successes and reinforcing the change
* Conducting “After Action Reviews” and transferring ownership

1. Template adapted from Financial Management Services [↑](#footnote-ref-1)