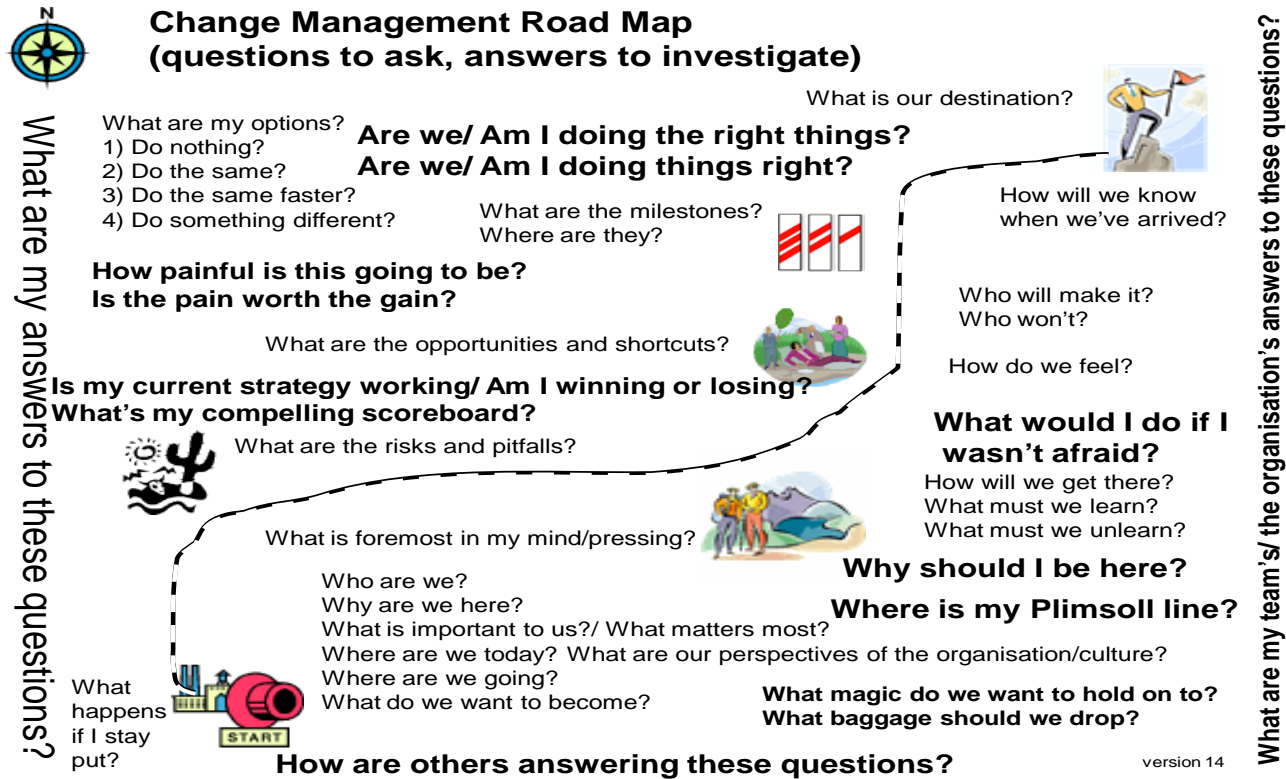


# XXXXXXX CHANGE PLAN

## JANUARY 2012-MARCH 2013



### Overview

This Change plan brings together some of the learning from the XXXXX in December 2011 which looked at:

- The implications of the YYY Review as a team, and agreement of a response to the report and appropriate feedback
- The opportunity to air fears and concerns about the implications of change, and discuss strategies for change management, both as a team and as individuals

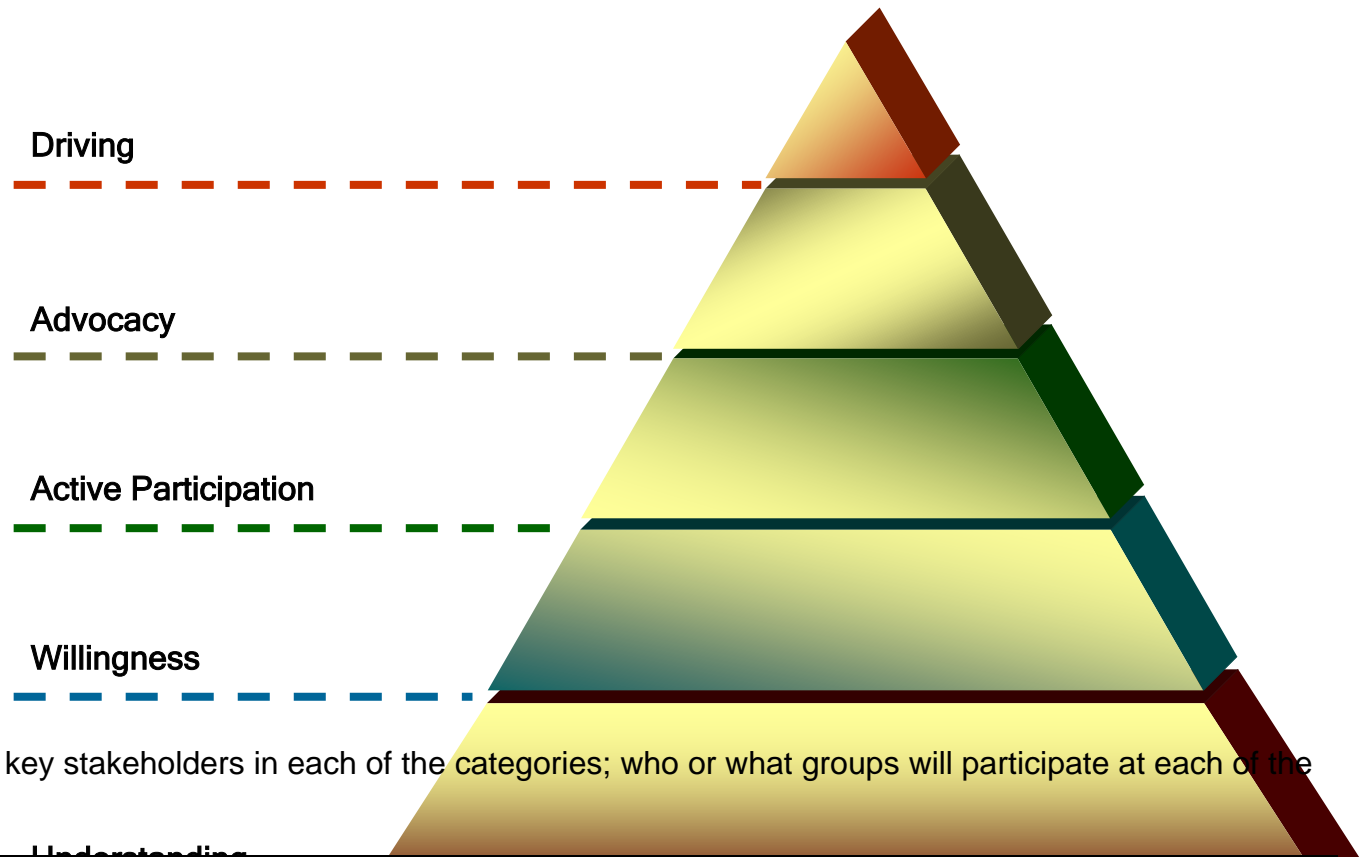
*The Change plan covers:*

- 1. A stakeholder analysis framework*
- 2. Formation of a XXXX Change Management team, and possible participation in YYY Team*
- 3. A Communication plan that will include key stakeholders and others*
- 4. A training plan for staff*
- 5. An action plan to coordinate and review all agreed actions and timescales*

## **1. Stakeholder Analysis**

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)



Using the table below, think about each of your key stakeholders in each of the categories; who or what groups will participate at each of the levels?

Level of participation	Description of stakeholder	List the groups/people in each category
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<b>Driving</b>	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	
<b>Advocate</b>	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.	
<b>Active participation</b>	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.	
<b>Willingness</b>	Stakeholders at this level are not directly impacted by the change however they may be asked to provide some assistance in the change process.	
<b>Understanding</b>	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.	

## 2. Formation of a Change Management team, and possible participation in yyy 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.

**What is your approach to the development of an in house Change Management Team?**

**What is your approach to contributing to the NSC change management process?**

### **3. Communication Plan that will include Stakeholders and others**

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 i.e. other project teams, staff, sponsors or key stakeholders.

When developing your communication plan address the following:

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

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

#### 4. Training Plan for staff

- 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 programme.
- Who will do the training?

- Who will fund the training?
- What time commitment will this involve?
- What will be the preferred method of delivery?

**Note here the approach to developing training plans for the team and individuals here:**

## ACTION PLAN

Actions		Responsible Person	Timeframe
IT Activities	Hardware:		
	Software:		



	<b>Network:</b>		
<b>Stakeholder analysis actions</b>	Communications strategy to the outside; e.g. presentations to Boards of change plans		
<b>Change management team and participation in NSC change plans</b>	Work with the XX and contribute to the YY Communications and change strategy		
<b>Communication Activities</b>	Openness with each other through communications and team meetings, respect and holding people in high regard		
	Development of a Data report that coordinates data over the last 10 years and celebrates the work of the xxxxx		
	Longer communication meetings to incorporate reflection and how people are feeling, and social events		
<b>Training plan for</b>	Providing opportunities for ongoing development of each individual in the Team, considering transferable skills		

<b>staff</b>	Prince 2 Training, that includes a zzzzz		

# SCHEDULE OF ACTIVITIES

Name of Task	Duration	Start Date	End Date	Resources
Milestone One				
Activities				
Milestone Two				
Activities				
Milestone 3				
Activities				
Milestone 4				
Activities				
Milestone 5				
Activities				