

# Factsheet

## Change Impact Assessment

A change impact assessment is the starting point for developing your change plan so that you can actively manage the implications of your change project. Your change impact assessment is successful if you have a realistic understanding of how the change will impact your agency or department and key stakeholder groups.

Use your stakeholder engagement plan/map and change impact assessment tools to identify groups of people, internal and external, who may be impacted directly or indirectly by the change and then assess impacts to the following categories:

Category	Explanation
<b>Legislation</b>  <b>Awards</b>	<b>The Legislation and Awards operating in the Service:</b> <ul style="list-style-type: none"> <li>▪ State and Federal pieces of legislation which may constrain and/or require amendment.</li> <li>▪ Awards may constrain and/or require amendment.</li> </ul>
<b>Structure</b>	<b>The formal and informal structures used to organise:</b> <ul style="list-style-type: none"> <li>▪ Formal diagrams of organisational structure and reporting relationships.</li> <li>▪ Spans of control; number of organisation levels.</li> <li>▪ Informal chains of command, relationships and networks.</li> <li>▪ Approvals required to make day-to-day decisions.</li> </ul>
<b>Process</b>	<b>Formal and informal guidelines for daily work activities; policies provide general guidelines while procedures define specific action requirements:</b> <ul style="list-style-type: none"> <li>▪ Administrative and business procedures and policies.</li> <li>▪ Quality standards and criteria.</li> </ul>
<b>Measures</b>	<b>Formal and informal guidelines for the management of organisational and individual performance. Based on:</b> <ul style="list-style-type: none"> <li>▪ Measurement standards and criteria.</li> <li>▪ Performance agreement frameworks and agreements.</li> <li>▪ Internal and external perceptions.</li> <li>▪ Staff survey and client feedback.</li> </ul>

Category	Explanation
<b>Skills</b>	<p><b>The special knowledge, skills, or capabilities required of the workforce to effectively perform their jobs:</b></p> <ul style="list-style-type: none"> <li>▪ Specialised skills required for specific new tasks.</li> <li>▪ General knowledge for improved work performance.</li> <li>▪ Tools and job aids.</li> <li>▪ Physical or mental traits necessary to perform work tasks.</li> <li>▪ Management/supervisory/leadership skills.</li> </ul>
<b>Systems</b>	<p><b>The underpinning enablers for the functions of the organisation to be performed consistently and efficiently:</b></p> <ul style="list-style-type: none"> <li>▪ IT platforms.</li> <li>▪ Standardised reporting templates.</li> <li>▪ Information management and communications channels.</li> </ul>
<b>Behaviour</b>	<p><b>The basic fabric and beliefs of your agency or department; the organisation's 'way of life' based on assumptions that have been adopted:</b></p> <ul style="list-style-type: none"> <li>▪ Individual and company norms, values, and beliefs.</li> <li>▪ Management/supervisory style of philosophy.</li> <li>▪ Attitudes towards employees and customers.</li> <li>▪ Measures of success.</li> </ul>

**Reference:** Adapted from South Australia's Change Management Resources 2014.