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CHANGE MANAGEMENT IN THE NTPS

Better Practice Guide

A GUIDE FOR MANAGERS

September 2012



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Related documents: Change Management in the NTPS – Industrial Obligations and
Considerations Under NTPS Enterprise Agreements

INTRODUCTION

“In public services, the complexity of change is high as it equally deals with the transformation of complex patterns of interaction and relating. Successful change management practices in public service organisations should therefore take account of unpredictability, uncertainty, self-governance, and emergence.”¹

Change management in public sector organisations typically involves changes to processes, technology, roles and organisational culture and structures. In some circumstances, change may be incremental. In others, it may involve a much more radical transformation. Change can be emergent, in that it unfolds in a spontaneous way, or it can be planned—in that it is a product of conscious reasoning and deliberate action. This highlights an important aspect of managing change, namely understanding that organisational change is a process that can be facilitated by planning and implementation phases. However, it is vital to acknowledge that change can never be fully isolated from the effects of the external context, uncertainty and chance.²

MANAGING CHANGE IN THE NTPS

In the 2011 NTPS employee survey, 47% of employees indicated that they were dissatisfied with the manner in which agencies manage change in the workplace. Although “every change initiative will have its sponsors and opponents, research shows an average of 20% of an organisation’s employees tend to support a change from the start, 50% are sitting on the fence, and 30% are opponents.”³

There are inherent and long term benefits in consulting with employees whenever change is envisaged. This can result in some great ideas being incorporated into the process as well as a more receptive take up of the change.

NTPS enterprise agreements have recognised that organisational and technological change is ongoing and that good change management is necessary to achieve further efficiency and productivity. To this end, all NTPS enterprise agreements include clauses that deal with the management of change. It is therefore essential to refer to the provisions in relevant agreements when considering and preparing for change.

In the NTPS 2010 - 2013 Enterprise Agreement (the Agreement), management of change is dealt with in clause 17.

Further information about requirements (including consultation process) under these agreements can be found in the companion document [“Change Management in the NTPS – Industrial Obligations and Considerations Under NTPS Enterprise Agreements”](#).

¹ & ³ Karp, T & Helgo, T 2008, From Change Management to Change Leadership, Journal of Change Management, Vol. 8, No. 1, 85-96

² Adapted from Western Australia Public Service Commission, Structural Change Management.

GENERAL CHANGE MANAGEMENT PRINCIPLES

The following points highlight good organisational change management principles and may assist during a change process.

Change is:

- considered and planned, based on consultation with relevant people and completed as soon as reasonably possible;
- transparent, consistent and based on the principle of human resource management;
- continuously communicated to the relevant people in an appropriate and timely manner, explaining the outcomes and reason for those decisions;
- compliant with relevant policies and procedures; including the applicable enterprise agreements, or;
- monitored, evaluated and based on best practice.

Section 5C(c)i of the *Public Sector Employment and Management Act* states “the human resource management principle that human resource management in the Public Sector must be directed towards promoting working environments in which employees are treated fairly, reasonably and in a non-discriminatory way.

ROLES OF CENTRAL AGENCIES

Department of the Chief Minister	<ul style="list-style-type: none">• Inform agencies of Chief Minister’s decisions on machinery of government changes• Clarify any issues relating to functions
Department of Treasury and Finance	<ul style="list-style-type: none">• Advise agencies regarding transfer of budgets and appropriations, accounting, reporting, banking, legal and governance structures issues• Advise on mechanisms and standards for the transfer of information, records and data between agencies• Arrange transfer of staffing in PIPS system• Shared Services establish structures, records and transition corporate information.•
Office of the Commissioner for Public Employment	<ul style="list-style-type: none">• Advice on movement of staff and Public Sector Management Act (PSEMA) and Enterprise Bargaining provisions• Advice in relation to change management requirements
Agency Chief Executive Officers	<ul style="list-style-type: none">• Manage change in accordance with the PSEMA and Enterprise Bargaining provisions and ensuring that consultation is being undertaken.• Ensure transitions are managed well, in a timely manner and that agency specific transition tasks are being met.

MODELS OF CHANGE MANAGEMENT

There are almost as many models, instruments and techniques for managing change as there are change initiatives. As there is no single one-sized-fits-all approach that will suit all change activities. Appendix A shows a snapshot of some of some of the more well-known examples to assist with the development of change management plans. However, regardless of the approach, there are a number of key dimensions that feature in successful change efforts. These should be considered in the context of the culture of the organisation and the environment the change is happening in.



* See **Appendix B** for a communication checklist

** See **Appendix C** for an example of a change management plan

CONCLUSION

Change is a constant, and across the sector, agencies, people and practices have always adapted as the world around us evolves. By taking a proactive and planned approach agencies can achieve successful outcomes, which are cost effective and enhance employee engagement and retention.

Although there is no one size fits all approach, this Better Practice Guide is intended to be a starting point to assist agencies in preparing and managing change in their organisations. It is important to consider this document in conjunction with the document [“Change Management in the NTPS – Industrial Obligations and Considerations Under NTPS Enterprise Agreements”](#), which outlines NTPS specific requirements relating to change management, consultation requirements in substantial change, provisions regarding filling of vacancies, and provides a framework for the key issues to consider under the Public Sector Employment and Management Act and the Enterprise Agreements.

Inevitably the very nature of change is that it is unpredictable, so change management practices and approaches in the public sector will need to adjust to suit the emerging context. This will require change agents to be mindful of the human elements of change as well as the implications for other aspects such as governance, decision making and communication.

KEY EVIDENCE-INFORMED APPROACHES TO CHANGE⁴

Approach	Type	Purpose
Action research (e.g., Community based; Participatory Action Research)	Technique	Action research is a cyclical approach to change in which researchers and decision makers work together (in large or small contexts) to initiate change. There are many adaptations but essentially all adapt and adjust the change process based on lessons learned through a disciplined process of planning, initiating, implementing, and reflecting on the change process.
ADKAR	Model	ADKAR is a goal-oriented model that allows teams to focus their activities on specific results. The model was originally used as a tool for determining if change management activities were having the desired results. The acronym stands for: AWARENESS of the need to change; DESIRE to participate and support the change; KNOWLEDGE of how to change and what the change looks like; ABILITY to implement the change on a day-to-day basis; and REINFORCEMENT to keep the change in place.
Appreciative Inquiry	Technique	Appreciative Inquiry is a form of action research that articulates a future vision, and then uses a disciplined process of identifying strengths, designing changes to maximize those strengths, and then implementing those designs.
Balanced Scorecard	Tool	The Balanced Scorecard integrates measures derived from strategy so managers can guide an organisation to achieve results under a balance of related management perspectives. The perspectives focus on achieving the vision of the organization. In its classic form, a Balanced Scorecard defines performance objectives under financial, customer, internal business processes and learning and growth perspectives.
Bridges Transition Model	Model	Bridges approach addresses the psychological transitions of the people impacted by the change. It is a three-phase process of: (1) ending, losing, and letting go of previous processes; (2) getting through the neutral zone; and (3) accepting a new beginning.
Business Process Engineering	Technique	The primary goal of Business Process Engineering (BPR) is to effect change to improve either efficiency or effectiveness of core business processes.
CAS tools: dialogue conferences, communities of practice etc.	Tools	These tools attempt to bring diverse and sometimes competing individuals and groups together and take them through disciplined processes of interaction and communication, aimed at 'meaning making' together; and gaining multi-individual and group support for actions required for change to happen.
Change Handbook – a Definitive Resource	Tools, techniques	A compendium of 61 practices and processes (e.g., future search; open space) aimed at supporting individuals who are committed to changing whole systems – organizations and communities. Individuals pick and choose the particular approach germane to their context and purpose.
Change-Related Commitment Measure	Instrument	Jansen (2004) developed a Change-Related Commitment measure consisting of eight items assessing organizational members' agreement and willingness to work toward the change goal. It can be used to assess readiness for change in a sample of organisational members.
Complex Adaptive Systems approach	Conceptual Process	A four-stage conceptual approach, employing a Complex Adaptive Systems (CAS) perspective, is based on the premise that in large systems, CAS is more applicable than the more linear approaches that are used in clinical redesign.
Force-field analysis	Tool	Force field analysis identifies the driving and resisting forces associated with any change, and to achieve success, ensures that driving forces outweigh resisting forces.
Instruments to measure culture	Instruments	Nine instruments identified by Scott et al (2003) are available to assess organisational culture, all of which have limitations in terms of their scope, ease of use, or scientific properties. The choice of instrument should be determined by how organisational culture is conceptualized, the purpose of the investigation, intended use of the results, and availability of resources.

⁴ Adapted from Canadian Health Services Research Foundation, 2012, Evidence-Informed Change management in Canadian Healthcare Organizations.

Instruments to measure readiness	Instruments	Five instruments are suggested. Klarner et al's (2007) instrument measures organizational capacity for change. Jansen (2004) developed a Change-Related Commitment measure. Holt and colleagues (2007) developed a Readiness for Organizational Change Instrument. Herscovitch and Meyer (2002) developed a Commitment to Change measure. The ORCA (Helfrich et al, 2009) was designed to test readiness for change related to implementing evidence-based improvements in practice. The choice of instrument should be determined by what aspects of readiness need to be determined.
Klarner model	Assessment Tool	Klarner et al's (2007) instrument measures organisational capacity for change, based on a conceptual model for change that combines both the process and context determinants of change. An analysis of an organisation's change capacity allows it to better deal with the determinants of change capacity, which increases adaptation and survival.
Kotter's 8 stages of change	Model	Kotter's model outlines eight critical components of generating transformation in organizations. These components take the manager through a disciplined process of initiating change, planning change, implementing change, and institutionalizing the change (drawn from private sector).
Kübler-Ross Model	Model	Commonly known as The Five Stages of Grief, is a hypothesis first introduced by Elisabeth Kübler-Ross in her book On Death and Dying. The stages, popularly known by the acronym DABDA include: Denial, Anger, Bargaining, Depression, Acceptance.
Lewin Model	Model	Kurt Lewin's change model is a simple three-step change model. The first step in the process of changing behaviour is to unfreeze the existing situation. Only then can change, or movement, occur (the second step). Finally, to make the new behaviours stick, a third, refreezing step is necessary.
Lomas' change approach	Model	Theoretical framework for connecting research and policy to facilitate change. This framework emphasizes the importance of not only sharing information and evidence to impact policy, but also using formal and informal networks for dialogue and exchange with stakeholders.
McKinsey's 7-S model	Model	Developed by well-known business consultants Robert H. Waterman, Jr. and Tom Peters in the 1980s. The 7S are structure, strategy, systems, skills, style, staff and shared values. The model is most often used as a tool to assess and monitor changes in the internal situation of an organisation. The model is based on the theory that, for an organisation to perform well, these seven elements need to be aligned and mutually reinforcing. So, the model can be used to help identify what needs to be realigned to improve performance, or to maintain alignment (and performance) during other types of change. Whatever the type of change – restructuring, new processes, organisational merger, new systems, change of leadership, and so on – the model can be used to understand how the organisational elements are interrelated, and so ensure that the wider impact of changes made in one area is taken into consideration.
PDSA cycle	Technique	This model tests ideas in rapid cycles for improving a component of the system. The four steps are Plan the work; Do the work; Study whether the outcome was achieved, or not; and Act on the change by adopting/adjusting as needed.
Readiness for Change Instrument	Instruments	Holt and colleagues (2007) developed a Readiness for Organisational Change Instrument.
Six Sigma	Technique	Six Sigma seeks to improve the quality of process outputs by identifying and removing the causes of defects (errors) and minimizing variability in practices.
Swedish Change Model	Model	This 'top down, bottom up' model outlines a set of 11 criteria by which to examine the quality of the change process and how likely it will succeed. The model seems to work well for adaptability and handling contextual dependency.
Transformation Cycle	Conceptual Approach	The transformation cycle integrates key cornerstones of transformational change; a model of transformational leadership; connecting them with strategic/business planning, execution, and performance monitoring.

COMMUNICATION CHECKLIST

Most employees will understand that Government can change administrative arrangements and review staffing levels, however the way in which this is done may still give rise to legitimate concerns such as: “How will this affect my job/project/work colleagues?” “What can I say to my clients?” etc. It is therefore important to listen carefully to staff as well as regularly give responsive and consistent messages. Remember that people are different and will ‘listen’ at different times depending on their circumstances and state of mind.

- ✓ Is my message consistent with that of HR, executives, and other managers? What additional information do I need to effectively communicate with my direct reports?
- ✓ Are my formal and information communications timely, honest, and accurate?
- ✓ Do communications detail the business rationale behind the change? Do the messages achieve the following:
 - Give reasons for the change and explain the benefit?
 - Ask for staff’s help in making the change work effectively?
 - Show support for the change (i.e., help others accept the change)?
 - Clarify the vision, plans, and progress of the change initiative?
- ✓ Does the communications strategy effectively relay how the change will affect employees and the business in the short and long term? Does the message do the following:
 - Provide as many details as possible?
 - Address the “What’s in it for me?” question?
 - Supply realistic detail of both the positives and negatives of the change?
 - Let employees know that the organisation has an appreciation of the effects of change on staff?
- ✓ Have I addressed employee questions and issues, and have I captured and escalated important employee concerns or communicated the outcomes of decisions so that they reflect the nature of the issues raised?
- ✓ Has the organisation determined how to clearly communicate what is expected of employees and resources available to them to help them transition?
- ✓ Do I communicate proactively and adjust my communication approach depending on employee reactions?
- ✓ Do I create opportunities for two-way, face-to-face dialogue and follow-up on items of concern following these conversations?
- ✓ Am I effectively reaching my audience via numerous channels?
- ✓ Have I made people aware of dispute resolution processes (both individual and collective)?

CHECKLIST TO MANAGE THROUGH THE FIVE STAGES OF EMOTIONAL RESPONSE TO CHANGE

EMOTIONAL RESPONSE	EMPLOYEE REACTION	SUGGESTED MANAGER RESPONSE
Denial	Individual believes that the problem has corrected itself and will be over soon	Review the business case
	Individual displays apathy and numbness (e.g., "I don't care what happens" or "It doesn't matter to me.")	Emphasize that the change will happen
	Individual tries to rationalize the change away (e.g., "They're not seriously going to lay off any employees.")	Allow time for the change to sink in
Anger	Individual tries to sabotage the change effort	Acknowledge legitimacy of anger
	Individual tends to "shoot the messenger"	Distinguish between feelings and inappropriate behaviour
	Individual withdraws from the team	Redirect the blame from the change agent to the real reason necessitating the change (eg goals of the organisation/business case)
Bargaining	Individual tried to "cut a deal" to spare himself or herself	Focus on how the individual or his/her area will benefit from the change
	Individual suggests other concerns to redirect problem solving away from change	Keep problem solving focused on the root cause
Depression	Individual expresses a loss of control over the work environment	Provide a series of specific next steps and follow up frequently
	Individual's absenteeism increases	Reinforce positive actions the individual can take to adjust to the change
Acceptance	Individual expresses ownership for solutions	Use the individual as a coach or mentor for others
	Individual focuses on achieving benefits promised by the change	Provide recognition for their efforts

Note: Communication must be two way; legitimate concerns should be acknowledged, considered and addressed as far as possible.

Example of a Change Management Plan

Stage one – Preparing for Change

This Stage provides the opportunity for organisations to review their human resources, plan the communication process and put systems and processes in place that ensure continuity of information flow. Early intervention in issues arising provides better opportunity to achieve reduction of stress and staff turnover. This will also allow for better time management by reducing time spent on staff issue resolution, conflict, recruitment and induction as all parties are better informed and able to address staff uncertainties and community concerns.

ROLES AND RESPONSIBILITIES FOR CHANGE⁵



⁵ Adapted from Corporate Leadership Council, Change Management: Case for Action and Manager’s Toolkit, 2007

ELEMENT	OBJECTIVES	ACTIONS	RESPONSIBILITIES
Planning and design	Consideration of the range of issues and interactions required including development of key objectives, and how the change is to be implemented.	<ul style="list-style-type: none"> ▪ Draft structure to deliver organisational outcomes ▪ Ensure appropriate risk management processes are applied ▪ Document the case for change and outline business drivers ▪ Define outcomes being sought ▪ Identify impact on employees and stakeholders ▪ Pre-empt any service delivery impacts 	Chief Executive
Implementation team	Advise CE and Executive Leadership Team of key priorities, issues and coordinate approach.	<ul style="list-style-type: none"> ▪ Chief Executive to nominate members ▪ Develop Terms of Reference ▪ Ensure roles and responsibilities are clear 	Chief Executive
Machinery of Government⁶	Ensure relevant aspects of MOG are managed in a timely and effective manner.	<ul style="list-style-type: none"> ▪ Liaise with DTF and DCM to finalise Administrative Arrangements Orders and to determine any budgetary transfers or governance matters such as delegations, financial and other systems, financial policies and procedures ▪ Liaise with DTF regarding any other financial management issues such as: <ul style="list-style-type: none"> • split of assets, liabilities, revenues and expenses • financial accounting matters, management reporting and chart of accounts, funding and budgets • creation of ABN • shared service arrangements ▪ Liaise with DTF to arrange changes to an employee's location or reporting arrangements ▪ Identify changes needed to corporate policies, plans, ownership of records, and stationery, signage and uniforms ▪ Liaise with DTF Information Management (TRIM) regarding transfer of files and other records, the impact of transfer of functions between agencies, and recordkeeping responsibilities, such as: <ul style="list-style-type: none"> • identifying and transferring appropriate records and documents, and • updating records management tools 	Chief Executive

⁶ For further information see APS Implementing Machinery of Government Changes: A Good Practice Guide http://www.apsc.gov.au/_data/assets/pdf_file/0015/3732/machineryofgovernment22December2011.pdf

ELEMENT	OBJECTIVES	ACTIONS	RESPONSIBILITIES
Internal Staff Communication	<p>Effective dissemination of information to affected staff about reasoning for establishing the Remote Infrastructure Program Office.</p> <p>Consistency of messaging across all amalgamating work units.</p>	<ul style="list-style-type: none"> ▪ Chief Executive face-to-face meeting with all affected employees ▪ Establish one communication protocol ▪ Establish communication channels ▪ Maintain and update appropriate intranet (if available) or internet services to keep staff informed ▪ Prepare FAQ's 	<p>Chief Executive</p> <p>Newsletter</p> <p>Chief Executive</p> <p>Executive Team to lead</p>
Enterprise Agreements and Industrial Issues	<p>Relevant unions and Office of the Commissioner for Public Employment advised of the change.</p>	<ul style="list-style-type: none"> ▪ Write to relevant unions and if appropriate raise through the Public Sector Consultative Committee ▪ Advise Commissioner for Public Employment and seek advice where necessary 	<p>Chief Executive</p> <p>Chief Executive</p>
Employment Contracts	<p>Employment contracts will be subject to contractual obligations and entitlements. Employment contracts expiry dates are known.</p>	<ul style="list-style-type: none"> ▪ Collate and review terms of all employment contracts ▪ Identify contracts approaching end of term and negotiate extension where necessary 	<p>Director HR</p>
Workforce, Job Roles and Responsibilities	<p>All current roles, responsibilities, skills, knowledge and capacity in the organisation are identified.</p>	<ul style="list-style-type: none"> ▪ Prepare Instrument of Transfer for affected staff ▪ Identify and review all roles and responsibilities and collate all available position descriptions ▪ Resolve Supernumerary SUPN positions ▪ Ensure compliance with current Northern Territory Government staffing policy ▪ Ensure performance agreements reflect new arrangements ▪ Assess the impact of any recruitment and/or retention issues arising from new positions or job redesigns ▪ Identify any redundancy issues ▪ Determine and case management transfers 	<p>Director HR</p> <p>Division Heads</p>
Employee Support	<p>All employees are provided with a support framework to address potential stress, staff turnover, head hunting and misinformation. Counselling services are available to support all employees.</p>	<ul style="list-style-type: none"> ▪ HR Consultant available for support to Directors, Managers and employees affected ▪ Promote Employee Assistance Program services and ensure staff are made aware of availability of service providers ▪ Provide and communicate an employee question and answer forum and updates 	<p>Director HR</p> <p>Division Heads</p>

ELEMENT	OBJECTIVES	ACTIONS	RESPONSIBILITIES
Corporate Policy and Procedures	There is a unified approach to any changes to policy and procedures.	<ul style="list-style-type: none"> ▪ Conduct organisational orientation sessions for all employees affected by the change ▪ Conduct corporate policy and systems training for relevant employees ▪ Updating existing policies and procedures ▪ Update/revise delegations ▪ Update website (internet and intranets) ▪ Determine any lapsing programs ▪ Update phone listings 	Directors
Location in new Workplace	Ensure smooth transfer of staff and associated equipment and access to systems is delivered (with minimal disruption).	<ul style="list-style-type: none"> ▪ Resolve accommodation and layout ▪ Transfer phones, computers, vehicles etc ▪ Provide access to systems 	Directors
Financial Implications and Budget Requirements	Appropriate funding is in place.	<ul style="list-style-type: none"> ▪ Develop a budget for the new division ▪ Negotiate appropriate funding transfer arrangements with DTF ▪ Arrange any changes to renaming bank accounts and signatories 	Directors and Chief Executive

Stage Two – Managing the Transition

Once the integration planning process commences, the effective management of activities during this Stage is critical to the success of the transition process. Leaders will need to demonstrate strong leadership while working in what will often be a difficult environment; **Capability Leadership Framework – Steers and implements change and deals with uncertainty**. The ability of staff to work together cooperatively during this time will largely determine the success of the transition. There may be confusion for staff in relation to reporting requirements. These matters will need to be clarified early in the period to ensure clear understanding by all parties. During this Stage, all the detailed work for the change will be undertaken. All arrangements for future operations including the permanent staffing structure, systems and facilities must be completed during this Stage. Responsibilities will be outlined in the new roles and job descriptions.

ELEMENT	OBJECTIVES	ACTIONS	RESPONSIBILITIES
Communication	Implementation of communication plans to ensure effective dissemination of information throughout the establishment process. Ensure these are re-evaluated, adjusted as required and applied with diligence to ensure that questions, complaints and suggestions are satisfactorily addressed.	<ul style="list-style-type: none"> ▪ Staff representation on the Implementation Team ▪ Monitor issues or concerns and effectiveness of communication programs ▪ Maintain and update appropriate intranet to inform staff ▪ Conduct staff surveys and focus groups as needed ▪ Review, adjust and continue internal and external communication plans 	Directors
Team Building	Build and nurture a new team culture and dynamics. Opportunities to meet and discuss common issues continue. This also assists in team building. The contribution and future plans of staff who are moving to new arrangements are recognised and celebrated.	<ul style="list-style-type: none"> ▪ Develop a team building process that includes facilitating and supporting new team culture development ▪ Commence integration of future teams as soon as practicable ▪ Maintain social engagement occasions and team building activities 	Directors
Industrial Relations	Open and constructive communication with employees and relevant unions.	<ul style="list-style-type: none"> ▪ Meet with union representatives to monitor effectiveness of change management plan in achieving a smooth and effective transition ▪ Prepare and implement communication plan with unions and relevant employee /employer representative groups 	Chief Executive
Job Security	Clear understanding by employees of their entitlements. Inclusive and transparent approach to any restructure.	<ul style="list-style-type: none"> ▪ Communicate with employees regarding job security entitlements, expectations and transition progress 	Director HR

ELEMENT	OBJECTIVES	ACTIONS	RESPONSIBILITIES
Review of Positions	Review of all positions following transfers / recruitment of positions.	<ul style="list-style-type: none"> ▪ Review position descriptions for all positions in final structure following transfer or recruitment process complete 	Director HR Division Heads
Organisational Structure	An interim organisational structure will be required during the transition stage and for the commencement of the new division.	<ul style="list-style-type: none"> ▪ Establish transitional organisational structure including clear reporting responsibilities for implementation on changeover day ▪ Email affected employees outlining the arrangements to apply specifically to them on changeover day ▪ Identify opportunities to reduce duplication/overlapping of roles ▪ Create organisational chart 	Chief Executive
General	Ensure all other aspects are covered off and don't slip through the cracks.	<ul style="list-style-type: none"> ▪ Appoint fire wardens and first aid officers ▪ Obtain post office box 	

Stage Three – Post implementation and Review

This stage is an often forgotten but important part of managing change. Staff will need ongoing support, structures may need modification and organisational strategic plans will need to be refined. It is also important that time is taken to reflect on lessons learned. It is in this way that continuous learning takes place and others can learn from the experience.

ELEMENT	OBJECTIVES	ACTIONS	RESPONSIBILITIES
Organisational Structure	Organisational structure developed, communicated and filled.	<ul style="list-style-type: none"> ▪ Establish reporting framework and timeframes ▪ Establish organisational structure ▪ Identify excess or duplicated roles ▪ Retrain or recruit to fill identified gaps 	Chief Executive
Strategic Plans	Ensure the organisations strategic plan is aligned with the new direction.	<ul style="list-style-type: none"> ▪ Ensure a complete understanding of the new business drivers ▪ Review strategic plan, operational plan, business plan, service delivery system and resource distribution to identify human resources, skills and knowledge requirements and gaps 	Chief Executive
Training and Professional Development	Corporate systems training and organisational orientation is provided for all employees and ongoing as required.	<ul style="list-style-type: none"> ▪ Conduct corporate systems training for relevant employees ▪ Conduct organisational induction sessions for all new employees 	Director HR
Ongoing Team Building	Nurturing and development of the new and integrating teams at all levels. Recognise and celebrate the contribution and future plans of staff who are moving to new arrangements; also contributions which staff are bringing forward to the new entity.	<ul style="list-style-type: none"> ▪ Maximise opportunities for social interaction, team building, and collaboration 	Directors
Evaluation of the process	To foster continuous and shared learning.	<ul style="list-style-type: none"> ▪ Ensure all outstanding matters have been satisfactorily resolved ▪ Conduct evaluation with cross section of key stakeholders ▪ Evaluate findings and prepare report 	Chief Executive

CHANGE MANAGEMENT DASHBOARD⁷



⁷ Adapted from Corporate Leadership Council, Change Management: Case for Action and Manager's Toolkit, 2007