

# Project Management – Change Management Procedure

Procedure #

Description:

Outlines the steps for a Project Manager to manage change in an organization

## Overview

### Objective

To ensure that organizational change is managed in a consistent manner on all projects.

### Roles, Responsibility and Authority

Role	Responsibility	Authority
Sponsor	To validate that a change plan is included in the Project Development Plan (PDP - A document defining how the project will be executed, monitored, and controlled) and check progress at specific milestone events during the project lifecycle	
Project Manager	Develop a change management plan and execute the plan	
Change Manager	Support the PM in developing the change management plan in the PDP and lead specific elements as defined	
Care & Control Owner (receiver of the product or service)	To provide a champion from within their organization to lead the group that is impacted by the change	Has the authority to direct resources within the service area being impacted

## Procedure details

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## Introduction

Change management refers to the management of *organizational* change and as such, should not be confused with *change control*. Change management is a discipline which offers a structured approach that is aligned with the Project Management Institute (PMI) project delivery lifecycle. The purpose of change management is to promote and enable the adoption of changes that may occur as the result of project delivery, and thereby to support the achievement of project results and outcomes.

The City of Winnipeg has certified change managers located in every department who form a Change Management Working Group sponsored by the CAO. This group is a change management resource pool for projects. Its members are trained to apply tools and methods for change management within the change lifecycle framework.

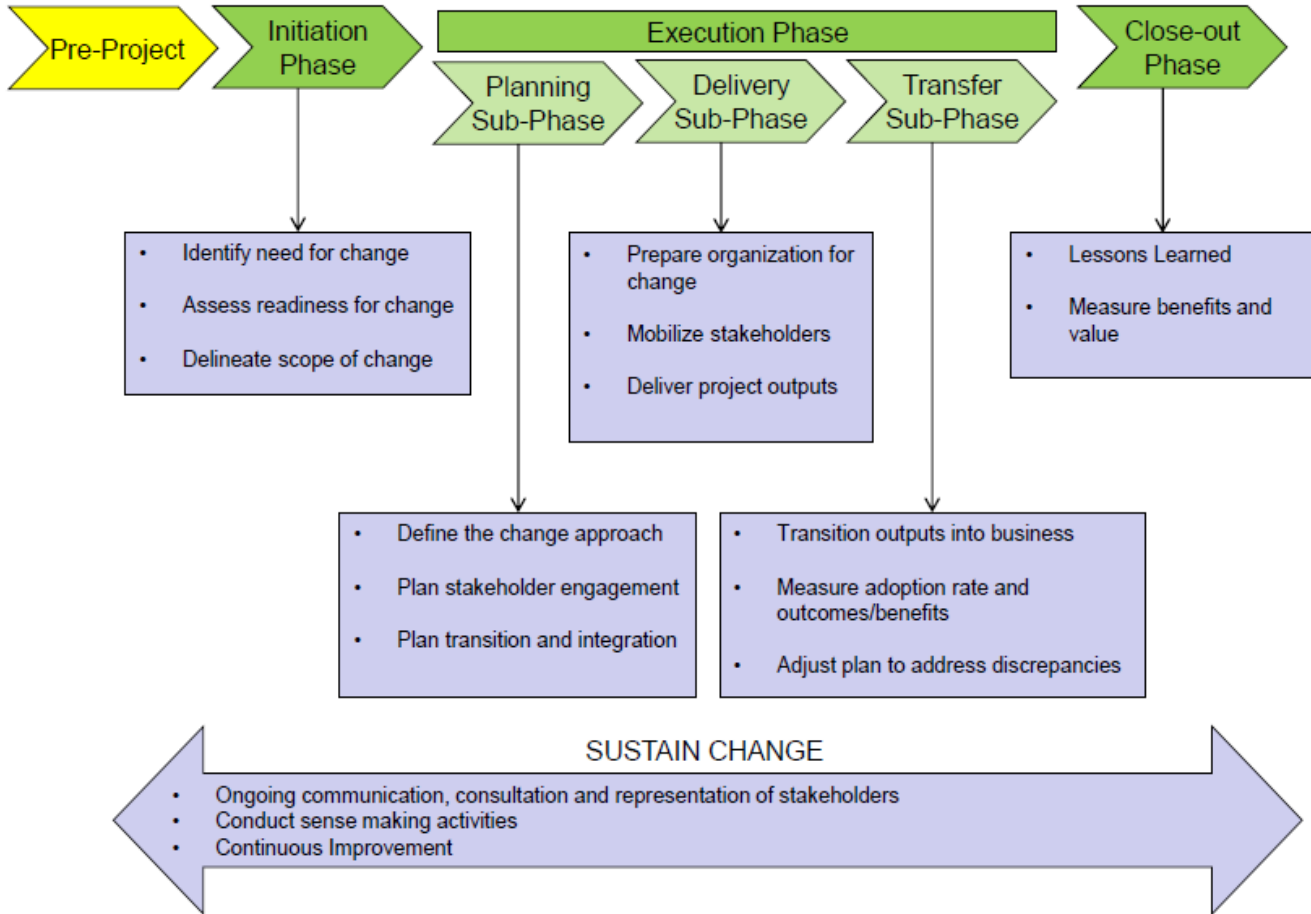
Project managers should know who their departmental change managers are and should engage them in all the Phases of the project lifecycle. For a list of departmental change managers, refer to the distribution list in MS Outlook, CITY-ADKAR-Change-Managers, or contact the Manager, City Asset Management Program.

## The Change Management Framework

The PMI recognizes that change management is an important feature of project management and successful project delivery. Without attention to change management, less than 40% of projects are successful. Thus, the inclusion of change management activities within the project delivery model is essential for minimizing barriers to change and for ensuring rapid and effective implementation of project outcomes.

The Change Management Project Delivery Process below depicts the Change Lifecycle Framework that should be used for City of Winnipeg project delivery. Details for each phase are described in this procedure. The change lifecycle framework is based on *Managing Change in Organizations: A Practical Guide* (PMI, 2013b) and is therefore consistent with PMI practices.

Figure 1 Change Management Lifecycle Framework



## Initiation Phase

This section identifies the change management activities within the Initiation Phase of the project delivery model. At this point in the project delivery lifecycle, the Project Manager should be aware that change management needs to be included in the Project Charter and in preliminary planning. Project sponsors should be informed that the project will feature change management expertise and deliverables throughout the project delivery lifecycle.

### Identify the need for change

The PM should work closely with the Change Manager (ChM) to ensure that the business case and project charter are fully understood. As a minimum, the ChM will need to review the business case and project charter to understand the need for change. This is a necessary prerequisite for assessing the organization's readiness and for defining the scope of the change. The ChM will provide feedback on the content of the charter, for example, to ensure that the charter acknowledges the need to include change management effort within the project.

### Assess readiness for change

The ChM will conduct an organization readiness assessment to assess the organization's capacity for change based on change characteristics of the project, the organization's history of adapting to change, sponsor evaluation, identification of change agents and stakeholders, etc. Depending on the nature of the project, deliverables may include a formal readiness assessment, a gap analysis and risk assessment, high level change management and communication strategies, a sponsorship engagement model, and change management team model. Deliverables may be used by the project team to communicate with project sponsors.

### Delineate the scope of change

The ChM will delineate the scope of change from the review of the business case, the charter and in consultation with the project manager. Factors such as the number of employees affected by the project, the impact on processes, the need for process changes, etc. will need to be known in order to develop a coherent change management strategy and plans. The PM should be prepared to gather relevant data for the ChM. The data may be included in readiness assessment reports/deliverables.

## Execution – Planning Sub-Phase

Planning is the strategic part of the project management cycle. Its final result is the project management plan that sets the framework for the rest of the cycle. Organizational change is a process of transforming an item or process from its current state through a transitional period to a future state. In the planning phase the subjects of the change are operating within the current state. At this point in the project, it is important that the sponsor ensures that stakeholder requirements are well defined and addressed and that good change management practices are embedded in the project plan. This section describes the planning activities and deliverables typically conducted by the ChM in the Planning Sub-Phase of the project delivery process. It is important in this phase of activity that the PM maintain a close working relationship with the ChM in order to understand the change management work that needs to be embedded within the project plan.

### Define the change approach

An approach based on the assessments and analysis and high level strategies developed in the Initiation Phase will address the ways in which stakeholders will be informed, educated and trained about the change. The change approach will also identify the model and structure for the change management team. This is important because not all projects and changes are the same – the ChM will define an approach that is appropriate for the project. Deliverables include coaching and training plans, sponsor roadmaps which identify sponsor engagement requirements throughout the project, and mitigation plans that address barriers to change. These deliverables should be included in the PDP.

## Plan stakeholder engagement

Stakeholder engagement is needed to provide complete, accurate and consistent information about the project and the change. The CHM will work with the PM and sponsors to develop a communication plan that describes what messages regarding the change need to be communicated to stakeholders. The plan may be a separate deliverable or the messaging might be included in the project's communication plan. The PM should consult with the CHM throughout all the project execution phases to ensure that change management communication issues are addressed during project delivery.

## Plan transition and integration

It is well known that change is perceived as difficult. The purpose of this phase is to assist stakeholders understand that the transition to the future state is temporary and that the future state will address deficiencies that exist in the current state. The role of the ChM is to develop a transition management strategy as part of the change management plan. The strategy is intended to help stakeholders understand the need to abandon the current state that it is important to manage difficulties associated with the transition in order to realize the benefits of the future state.

## Execution – Delivery Sub-Phase

During the Delivery Sub-Phase, the change process moves into a transitional state where the changes effected by the project begin to be realized within the organization. Groups and individuals may need to change the way they perform tasks, for example, and this may increase stress levels and anxiety. Communication to increase awareness about the change, and training and coaching programs to prepare those affected by the change are important activities in the Delivery Sub-Phase.

The following section outlines the ChM's role in taking action and implementing the plans that were developed in the Planning Sub-Phase. The primary role will be to work with the project team to ensure that change management products and outcomes are delivered in such a way as to support successful project delivery.

## Prepare organization for change

The ChM will ensure that change management plans are implemented so that employees are aware of the change and that they are aware of what training and coaching will be available to ensure that they have sufficient knowledge and ability to adapt to the future state. Preparing for change also involves ensuring that the right training and coaching is delivered to the appropriate groups and individuals.

## Mobilize stakeholders

The ChM will typically act as a coordinator to mobilize stakeholders by monitoring and coordinating ongoing communications that create and sustainment awareness and to monitor and coordinate access to training and other programs that are developed to assist the adaptation to the future state. The CHM will be assessing adaptation to change, looking for gaps and points of resistance in order to transform resistance into support for desired project outcomes and benefits.

## Deliver project outputs

The ChM will use change management tools and expertise to assist the PM deliver project outputs through higher levels of adoption and usage.

## **Execution – Transfer Sub-Phase**

This section describes the typical activities undertaken by the ChM in the Transfer Sub-Phase. Many of the change management activities that were undertaken in the Delivery Sub-Phase will continue in the Transfer Sub-Phase. Additional activities include collecting and analyzing feedback about the change (e.g. go-lives, cutovers) and involve collecting data to evaluate training programs, preparedness, analyzing change management effectiveness, etc.

### **Transition outputs into business**

During the time that the outputs of the project are transitioned into the future state environment, the ChM will diagnose gaps where adaptation is lacking and needs additional change management support. Deliverables may be gap analysis, risk mitigation plans, compliance audits. The ChM may also develop action plans for enabling sponsors and coaches to sustain adoption of the change in situations of resistance.

### **Measure adoption rate and outcomes/benefits**

The ChM will need to evaluate the effectiveness of change management to assess the adoption rate to the change. The ChM will determine if change management plans need to be adjusted or augmented to ensure that stakeholders have the knowledge and ability to adapt to the change.

### **Adjust plan to address discrepancies**

The ChM will implement actions necessary to move successfully out of the transition phase and into the current state by addressing any gaps that are identified. Deliverables may include corrective action plans for areas where adoption to the change is more difficult to sustain.

## **Close-out Phase**

This section describes the change management activities during the project close-out phase.

### **Lessons learned**

The ChM will participate with the project team in evaluating the effectiveness of change management in the project delivery process.

### **Measure benefits/value**

The ChM will measure the benefits and value of change management to the project.

## **Sustain Change**

Sustaining change involves a set of ongoing activities that begin at Initiation, continue through Execution and continue into sustainment after the project closes. Typically, these activities include:

- Ongoing communication, consultation and representation of stakeholders;
- Conducting sense making activities – defined in *Managing Change in Organizations: A Practical Guide* (PMI, 2013b) as “conversational and social practices that enable individuals and groups to make sense of what is happening around them”;
- Assessments and actions for continuous improvement.

## Project Management

PMs should consult with ChMs for advice on reinforcing change through effective communications, organizational assessment, and strategies for sustaining change after project completion.

## **References and/or Resources**

Title	Description	Document Location