Change Management Framework

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1. Purpose

This Change Management Framework:

- Should be used for managing organisational changes small and large. Noting that some changes will require formal compliance with **Clause 13 Managing Change** of the Flinders Enterprise Agreement.

- Is able to be adapted and applied by any University staff member when leading a significant change.

- Will ensure that change at Flinders University considers a range of stakeholder impacts, is carefully communicated, is well managed, becomes embedded and is evaluated.

- This Change Management Framework and any associated materials or links provide guidance for managers, supervisors and staff to effectively manage change at Flinders.

2. Scope

This Change Management Framework can be applied for all organisational changes, however those changes creating significant impact on staff are considered a 'major change', as defined by the University's Enterprise Agreement. In these instances, the change must also be managed in accordance with **Clause 13 Managing Change** of the Enterprise Agreement.

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3. Definitions

Change	Change at Flinders University is about continually improving the quality of our current practices or processes, while undergoing renewal through innovation and setting a new strategic direction. In this document, change is broadly used to describe a range of conditions that could include either a technical, organisational or cultural transition from a current to future state in order to achieve the objectives of a specific change initiative. 'Change' may be small and localised or enterprise wide, and may include: the implementation and adoption of a new IT system; business process changes; service changes; implementation of a significant policy change; relocation of groups or services; structural re-organisations or desired cultural changes.
Major Change as per Clause 13 of the Flinders Enterprise Agreement	Defined in the Flinders University Enterprise Agreement 2019 as follows: *'Major change' which is likely to have a significant effect on staff members includes substantial changes in the composition, operation or size of the University work force or in the skills required; the elimination or diminution of job opportunities, promotion opportunities or tenure opportunities; alteration to hours of work and/or regular roster; the restructuring of jobs and/or work areas including restructuring following a redundancy round; need for relocating employees to another workplace; and outsourcing of services.*
Change Management	Refers to the structured processes, strategies, tools and techniques that can be used to reduce the risk inherent in organisational change and accelerate the transition to the desired state. This is achieved by helping individuals make successful personal transitions resulting in the adoption and realisation of change.
Larger change	A larger change project or effort is a University-scale process, system or other change that impacts many people. An example is a University-wide system that is used by many staff or students. Because the change impacts a significant number of stakeholders it constitutes a higher risk of being poorly understood or not adequately adopted. Larger change will usually require a sponsor that is a member of the University's Senior Executive Team as well as the support of trained change management staff.

4. Governance, Stakeholders and Responsibilities

4.1. Governance

a. Good change governance is supported by a set of guiding principles:

  i. Assure accountability for change success by having a leader to sponsor and be accountable for success. Ideally a leader that is responsible for the areas impacted by change (e.g. a leader in affected business unit, not part of the project delivery team).

  ii. Develop regular change project governance to ensure regular stakeholder engagement in change and decision-making activities.

  iii. Governance should consider the need for change management throughout the change process and adjust the pace and expectation of project completion to ensure the change is successful and well adopted.

b. Where possible, project governance for change initiatives can roll up to current and existing Flinders governance groups to reduce overheads and additional administration. However, for larger change activities, additional governance groups may be required.

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4.2. Stakeholders and sponsor responsibilities

a. Senior leaders and managers play an essential role as primary sponsors of change. They give the change credibility and can help keep stakeholder feedback constructive. A primary change sponsor is a leader responsible for the change realising the intended benefits. Often change sponsors will chair governance around change and serve as the spokesperson during change roll out activities.

b. For a higher-risk initiative or larger change project, e.g. an enterprise-wide change or a complex Capital Infrastructure Project, the ideal sponsor is a member of the University's Senior Executive Team (SET) or an individual they're working closely with. The change sponsor may enlist other 'change champions' to help proliferate and advance the people side of change throughout specific areas of the organisation as needed.

5. Change Management Framework

5.1. Overview

a. The Change Management Framework consists of five change phases and provides a simple model for managing organisational change in a variety of contexts regardless of the project management or delivery methodology.

b. The Change Management Framework assists sponsors and team members to plan and manage change, constructively engage with any resistance to change and maximises the chances of success and adoption.

c. The five change phases and the objectives of each are set out below in the Change Framework Table.

5.2. Applying the Framework

a. Each organisational change initiative or proposed change must be assessed early to determine:

   i. the size of the change and the stakeholders impacted

   ii. the level of organisational change risk

   iii. whether the change meets the definition of 'major change' under the Enterprise Agreement and, therefore, must follow the stakeholder engagement and implementation process specified in the Enterprise Agreement, in addition to this Change Management Framework.

b. The time allocated and activities undertaken in each phase of the change process will be adjusted to the context, to ensure appropriate investment in managing the organisational change and its associated risks.

c. The following activities will be undertaken at each phase suitable for the organisational change context (see the Change Framework Table Version 1.0).

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Flinders Change Framework Table Version 1.0

	Make it Clear	Make it Essential	Make it Ready	Make it Happen	Make it Stick
	Ongoing Leadership Alignment and Support				
	Ongoing Communications and Stakeholder Engagement				
Objectives	• Define the change vision and case for change • Understand the scale of change and level of change risk	• Establish clear change sponsorship and governance • Share the change vision to build awareness and desire	• Identify specific change impacts • Develop context-specific strategies to support people through change • Prepare change sponsor/s and change managers to actively manage change • Communicate how and when change will happen • Enable change readiness	• Execute change plans to support and guide people moving through the change to the future state • Implement the change	• Reinforce the change and embed new ways of working • Ensure the change is sustained and benefits are realised

Activities
 	
Scaled investment in Change Management activities to suit the context and risk
	1. Define the desired business outcome and enabling change/s
	2. Identify interested and impacted stakeholders
	3. Assess the potential people related change risks and challenges
	4. Define and agree the scope of organisational change
	5. Define change management success measures
		1. Assess the high-level change impacts
		2. Develop a communications and stakeholder engagement plan
		3. Deliver early awareness communications and establish clear primary sponsorship
		4. Clarify roles and responsibilities for leading, managing, coordinating and supporting change
		5. Identify and appoint a dedicated Change Management team (as required)
		6. Integrate Project and Change Management plans
			1. Assess change readiness
			2. Assess the gap between current and future state and identify specific stakeholder impacts and needs
			3. Document and communicate clear change journeys for impacted stakeholders
			4. Enable and support active and visible sponsorship
			5. Co-create change strategies and plans with impacted stakeholders
			6. Prepare people managers to proactively manage change
			7. Pre-empt resistance to change and develop mitigation strategies
				1. Coach and support people managers to lead their teams through the change
				2. Develop and execute change training plans to ensure impacted staff have the ability to operate in the future state
				3. Proactively manage resistance
				4. Monitor and track change adoption and adjust communications, stakeholder engagement and support as appropriate
					1. Support impacted stakeholders post change
					2. Reinforce change messages
					3. Celebrate success
					4. Acknowledge residual change resistance and/or dissatisfaction
					5. Review implementation:
					  • Evaluate change management success measures
					  • Identify and review lessons learnt from the change/s
					  • Document benefits realised and further work to be done

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6.   Internal Resources

6.1. Flinders Change Professionals

a. Within the People and Culture organisational structure, a Change Management team will be part of the Organisational Development Unit. These staff members are available for consultation and support for projects. Embedding a change professional in a project will require capital resourcing.

b. Managers of other large projects may choose to directly resource qualified change professionals. The People & Culture team can help to identify the appropriate skill sets for change professionals.

6.2. Flinders Professional Staff Learning Framework

a. The Professional Staff Learning Framework, managed by the Professional Development Unit, outlines the learning and development opportunities available to staff at Flinders. This includes two offerings relating to Change Management:

   i. **Thriving in Times of Change** (Foundation Professional skills course)

   This course explores how we can thrive in an environment of constant change by anticipating change, preparing effectively and building our resilience.

   ii. **Managing Change** (Advanced Leadership Skills course)

   This workshop has been developed in order to support supervisors and managers who wish to build their capabilities in change management and understand more about change management at Flinders University.

7.   External Resources

a. A range of Change Management resources are available from the Change Management Institute (CMI) and the Association of Change Management Professionals (ACMP).

b. There is also a range of industry-recognised professional development courses and certification programs available, including APMG Change Management Foundation & Practitioner, Agile Change Agent, Certified Local Change Agent, Prosci Change Management Certification Program.

c. The following is a small sample of some resources that may be useful for staff wishing to learn more about Change Management:

   i. Association of Change Management Professionals., 2019. Standard for Change Management and ACMP Change Management Code of Ethics. 1st Edition

   ii. Ball, K., Creasey, T., Ganvik, K., 2020. Best Practice in Change Management. 11th Edition

   iii. Change Management Institute., 2014. The Effective Change Manager: The Change Management Body of Knowledge. Vivid Publishing

   iv. Project Management Institute. (2013). Managing Change in Organisations: A Practice Guide. Newtown Square, PA: Project Management Institute

   v. Smith, R., et al., 2014. The Effective Change Manager's Handbook. Kogan Page.

CRICOS No. 00114A

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Approval Authority	Vice-President Corporate Service
Responsible Officer	Director, People and Culture
Approval Date	2 December 2021
Effective Date	2 December 2021
Review Date*	December 2024
Last amended	
CM file number	CF21/642

* Unless otherwise indicated, this policy or procedures still apply beyond the review date.

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