

LEADING AND MANAGING CHANGE

Change Management Checklist

Employees are more willing to accept change when they:

- Understand what is changing and how they are impacted
- Understand the context and necessity for change
- Are provided the necessary information, tools, and/or skills; and
- Receive clear and consistent communications

One of the first key tasks to undertake is the development of an overarching Change Management Plan (you may wish to use a different title for the plan) with key deliverables such as:

- Inclusion of employee engagement strategies
- Inclusion of an internal communications plan and stakeholders communication plan
- Consistently delivering key messages at appropriate times; and
- Collating data, monitoring employee well-being and responding accordingly

The following change management checklist is a guide/starting point to assist the project team and key stakeholders through the planning and development of change initiatives, systems and processes.

Action	Task	Due Date
Develop the Change Management Plan		Actioned
Establishment of Project Team	<ul style="list-style-type: none"> – Establish project governance – Establish key deliverables, scope and terms of reference – Project officer/Team leader and membership confirmed – Executive management and leadership commitment confirmed – Meeting times and dates established 	
Develop draft Project Plan	<ul style="list-style-type: none"> – Determine project goals, objectives and outcomes – Assign responsibilities and timelines – Identify key groups and compile stakeholder map – Identify risks and include risk treatment plan – Determine available resources and additional requirements – Develop implementation plan 	
Determine communication channels and target groups	<ul style="list-style-type: none"> – Target groups identified and underpinning cultures reviewed – Appropriate and available communication channels established – Project identity and objectives communicated 	
Develop framework	<ul style="list-style-type: none"> – Develop outline of proposed plans, including stakeholders, timelines, milestones, objectives and performance measures – Determine implementation strategies 	
Resource planning	<ul style="list-style-type: none"> – Determine resources required at all planning and implementation stages – time, support and physical resources – Determine costs, availability and source of funds – Seek approval of funding for all initiatives / strategies where required before proceeding 	
Project Plan approval	<ul style="list-style-type: none"> – Complete Project Plan, including resourcing and implementation strategies and associated costs – Submit for approval and implementation 	

Strategy and Resources		Actioned
Develop Communications Strategy	<ul style="list-style-type: none"> – Assign responsibility for each plan according to skillsets (seconding additional skills as required) – Identify key messages and critical milestone timelines – Develop information resources in appropriate formats for inclusion of all staff and stakeholders – Develop surveys or other relevant two way communication resources – Develop strategy to track and monitor all communication interactions to leverage multiple communication channels and reduce duplication and information overload – Develop effectiveness indicators and performance measures 	
Manage the change		Actioned
Engage and Consult	<ul style="list-style-type: none"> – Consult and engage with stakeholder or target groups to establish baseline information and determine readiness for change 	
Develop peer support strategies	<ul style="list-style-type: none"> – Identify change champions and establish a change network to formalise peer to peer information sharing and support communications strategies 	
Respond to issues arising	<ul style="list-style-type: none"> – Address issues arising from results of feedback and consultation by reporting issues that may affect change progress, ownership and involvement, stakeholder relationships, staff retention and staff wellbeing 	
Recording and reporting	<ul style="list-style-type: none"> – Ensure all people and culture activities are formally recorded and regular reports on progress are provided to key stakeholders 	
Managing the culture		Actioned
Desired culture	<ul style="list-style-type: none"> – Determine desired values, behaviours, and culture of new entity 	
Current cultures	<ul style="list-style-type: none"> – Identify key attributes, strengths and weaknesses of existing workplace cultures of the amalgamating councils and workgroups 	
Risk management	<ul style="list-style-type: none"> – Determine strategies to respond to identified culture blending risks and constraints 	
Culture blending	<ul style="list-style-type: none"> – Develop strategies to build and nurture a new team culture and dynamics – Example 1: develop strategies by encouraging the practice of providing opportunities for peer functional groups and teams to meet and discuss common issues and direction. Example 2: Corporate values strategy 	
Social interaction	<ul style="list-style-type: none"> – Encourage social interaction across entities, including formal milestone celebrations or functions and recognition for past achievements and effort –this includes elected members 	
Recognition	<ul style="list-style-type: none"> – Develop a new entity launch event for all amalgamating LG's and include previous elected members, CEO, employees, new Commissioner (if applicable) etc. Ensure elected members and CEO are acknowledged for their past contribution and commitment 	
Monitor and Review		Actioned
Project progress	<ul style="list-style-type: none"> – Measure and report progress against timelines and budget 	
Reform progression	<ul style="list-style-type: none"> – Monitor changes to timelines or direction of the reform process and communicate appropriately to staff, key stakeholders and other working groups 	

Rate of change	– Monitor rate of progress or level of resistance at key milestones	
Risk factors	– Review risk strategies and the impact upon key milestones	
Employee satisfaction	– Review results of employee surveys conducted at six monthly intervals or key milestone dates if changes occur to reform timeline	
Communication effectiveness	– Review effectiveness of communication channels, materials and access to information at key milestones or when issues arise	