<Company /Project Logo Here>

Change Management Plan

Author:

Creation Date:

Last Updated:

Version:

Original Document:

7705 Keiffer Street Philadelphia, PA. 19128 (484) 686-7206

Table of Contents

Introduction

Purpose

This Change Plan Document details the strategy, tactics, philosophy & approach as well as actionable results expected to be achieved by the Change Management Team. The Change Management team is chartered to design, implement and measure the operational effectiveness of the combination of people, process and technology changes associated with <this project>.

The Change Management Team will provide the change foresight, the change facilitation and the change adoption strategy and tactics as it pertains to <this project>This Change Plan will serve as a Planning Template, a Guide for Action and a Historical Record for the organizational and operational changes that are relative to <this project> It:

- Defines the objectives to be met by the change management team
- Identifies and describes the key components of the change management plans and actions executed during the project/program
- Details the Measurable Results Expected to be achieved by the Change Management Team
- Describes the specific change steps and phases initiated and completed by the Change Management Team to effect lasting improvements initiated by <this project>.
- Defines the key roles required to support the change management activities and objectives

[redacted]

Scope

This Change Management Strategy and Plan encompasses all changes occurring as part of the scope <this project>, which have an impact on people and which therefore may require:

- Acknowledgement, Approval and Alignment from Key Executive and Senior Leadership professionals within <the company>
- Communication about improvements and enhancements to a variety of end-users and target audiences brought about by the change effort
- Interest, enthusiasm, energy, awareness, buy-in, and understanding for all the values and benefits to be gained from improvements and enhancements delivered by <this project>
- Changes and upgrades in technical and non-technical skills, requirements, and processes related to <this project>
- End User Education, Training and Skill Building related to improvements and enhancements made by <this project>
- End-User Adoption and sustained use of new policies, procedures, processes and technology tools
- Job/Role Impact Assessments and related changes and adjustments
- Organizational restructuring, cultural or performance management adjustments.

In other words, The Change Management Strategy and Plan concerns any change requiring people to do things “related to <this project>” in a sufficiently new and/or different way which may cause them to ask questions like

“why do I have to do this?”, or

“is this really necessary” or

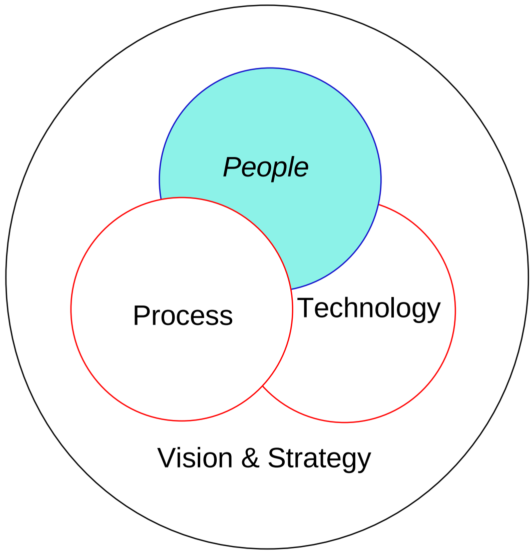
“why can’t I just do my regular “stuff” the way I used to do it” and

“how am I supposed to learn all this new stuff” and

“who really cares anyway” and exactly

“how will the organization support me in my efforts to keep doing my same job with all these new rules, tools and requirements?”

In a ‘People/Process/Technology’ model of change, change management concerns the people related change issues.



Change Management activities will be required throughout the duration of <this project>" However, many of the activities outlined in this document may fall under the responsibility of other project areas or corporate functions.

It is expected that the majority of this Change Management Plan (60%-70%) can be adapted for every business in <the company>. This is to say the at least 2/3rds of this plan outlines and defines *global* Changes that need to be made in every business to allow end users to become aware of, learn, use and master the changes and improvements delivered by <this project>. 1/3 of the this plan (up to 30%) may actually outline specific strategies and tactics used to implement Change Management improvements in <this project>, but then later prove not to be adaptable or applicable to other company businesses globally. These change management strategies and plans will become the *local* component of the plan that is adapted and defined business-by-business throughout the life of <this project>. The Strategy and Plan therefore should be used as a model and a guideline for specific change management activities related to <this project> and change implementation plan. It should not be used as a "how-to" guide that is applicable or adaptable to all company business units.

The focus of this plan spans from the start date to the end date. The plans includes at least 3-6 months of project planning and up to one full year of implementation efforts for the change management improvements provided by <this project>. The plan provides an overview of the change management activities required for the project and is supported by more detailed technical, functional, communication and training activities and plans. These supporting activities and plans are linked to the overall Change Management Plan. However, please note, that there will be considerable overlap in activities and focus as well as complimentary work efforts across these plans and activities throughout the duration of the project.

[redacted]

Sign off Procedure

The sign off procedure for the Change Management Strategy is as follows:

- <Names> will provide initial input and review in their capacity as Program and Project Managers for <this project>
- A draft of the Change Plan will be created for review and approval by the Change Management Team
- The change strategy and document will then be shared with key stakeholders as appropriate

- This sign off procedure will also be used for the Communication and Training & Education Strategies, and all major change management deliverables and key decisions.
- Because change management, as defined by <this project>, concerns people related issues and concerns, which cannot be anticipated entirely in advance, it is likely that the strategy and plan will be revised on an ongoing basis. However, the framework and core activities will remain as described herein.

[redacted]

Related Documents

Documents of relevance to the Change Management Strategy are:

- Overall Change Management Project Plan
- Global Functional Requirements Document
- <this project >Current State Document
- <this project >Future State Document
- <this project >Gap Analysis
- <this project >Business Case for Change
- <this project >Communication Plan and Schedule
- <this project >Training Strategy and Plan

Change Management Goals

The main goals of the Change Management Effort is:

To increase the likelihood that all affected employees and external stakeholders impacted by improvements and enhancements to the company delivered by and through <this project>:

- Are aware of the <this project>
- Understand its purpose, scope, mission and intended value
- Understand the business case and business driver(s) behind the need for Rohm Change Management Improvements (why now?)
- Are interested and excited to learn more about <this project>
- Have the latest information regarding the project's progress, plans and recent results
- Understand succinctly "what's in it for them" and get a good sense of exactly how <this project> has an effect on their business and job roles/tasks
- Have the tools and access to key eLearning modules, project workshops, training classes, and electronic project material provided by the project team and requested or demanded by the company's employee community
- Know what to expect in terms of preparing and engaging with project team members or other end users with regard to <this project> and the change management capabilities and improvements it provides
- Can provide guidance and support and personal testimonials (if appropriate) to other company professionals not directly affected by <this project>

Key Objectives of the Change Management Effort

The key objectives of the Change Management effort are listed below , in order of priority,

- Highest priority

  - To ensure end user adoption and acceptance of Change Management improvements. Adoption and acceptance are the fundamental drivers of success.
  - To provide quality implementation of Change Management improvements. Quality is of the highest priority, particularly in mapping and planning changes to business processes and the integration of new or improved business processes into the new technology.
  - To provide quality technical design, planning, and testing of Change Management improvements.

- High priority
  - The enable operational effectiveness of the improved system. Operational effectiveness is dependent on the level of end-user adoption across the full range of business processes and people. This can be achieved through effective communication, participatory working relationships with end-users, effective training and accurate and timely support offered through a wide variety of media (in person, phone, email, electronic media, Webex Conferences, phone conferences and Town Halls etc)
  - To keep the project scope and returned benefits as close to the original plan as possible.

.

- Medium priority

  - Adherence to the Project Schedule. Scheduling and timing of the Change Management Project activities are important because of commitments for project improvements that have been made to the business. Stakeholders' business planning capabilities are limited by the constraints of the project's methods and tools.
  - Adherence to the Project Budget is also a priority. The budget is important as in all projects; any changes to budget expectations should be pro-actively monitored, reported, and approved. However, quality and scope should not be placed at risk for budget reasons.

  - Organizational impact should be proactively prepared for, managed and monitored through the activities outlined and executed through this change management plan. However, scope should not be reduced (e.g., processes or people reduced from scope) or unnecessary customization) for the sake of managing the organizational impact.

Change Management Philosophy

Our assumption is that the overall project/program goal determines change management requirements. By way of illustration, the table below depicts *hypothetical extremes* at either end of a continuum. The long-term goal of MISSION AREA/DOMAIN is to achieve significant business change.

Hypothetical Project/program Goal	*Magnitude of Change*
System Replacement On Time and Within Budget →	Low Same people do similar things, but with some different tools
Achieve Significant Business Change →	High People's roles change to reflect changes in responsibilities or to incorporate new capabilities, which in turn lead to performance improvements

The distinct project/program goals above have differing implications in terms of approach to implementation, as illustrated overlap. They also have differing underlying assumptions about the nature and extent of organizational change required.

Many organizations prefer to focus on achieving system implementation within time and budget than on achieving significant business improvement. However, within MISSION AREA/DOMAIN, processes carried out in different ways in different locations will, by the end of 200X, be common across locations and aligned with the MISSION AREA/DOMAIN (US). In addition to this, the change management strategy must support MISSION AREA/DOMAIN'S overall business objective to become a leading organization, and so must also facilitate considerable cultural change.

Change Plan

Change Plan / Methodology.... and Action Steps

1- Leadership Alignment
- Identify the leaders in the relevant business to get alignment with
- Schedule interviews/ discussions with them
- Sample Script for these discussions
- Actions that result from discussions
- Deck to share with leaders (about the project, goals, business involvment)
- Request for identification of Business Liaison, Change Ambassador and documentation to tell them what the roles of these folks are... and % of time etc.

2- Business Liaison Toolkit (to include the major tasks of the Business Liaison)...e.g.
- identify business unit stakeholders
- communicate to business unit leadership the schedule of activities
  - in particular the role / time commitment of different people in the business over the course of the project
- gather from business units the Must haves, nice to haves, caveats
- work with functional team to schedule requirements sessions
- etc. etc.

3- Communication Plan - Business Unit Specific e.g.
- monthly newsletters
- Product Demo...who, when
- Overview deck....who, when
- FAQs... who, when
- Case for Change....who, when
- other

4- " About the Business" Deck for the Project Team
- development / how, who
- communication to team

5- Change Ambassador Engagement
- identification
- on-boarding
- updates to them for them to share with the business

6- Impact Assessment
- Template
- Sessions to populate and develop transition plan
- Communication of impacts and actions

7- Role Impact
- Creation of Position on a Page
- Distribution of POPs
- Q&A sesssion to address any concerns, issues?

8- Training
- training needs assessment
- Distribution of pre-training materials
- etc.

9- Etc...

Change Management Philosophy

Our assumption is that the overall project/program goal determines change management requirements. By way of illustration, the table below depicts *hypothetical extremes* at either end of a continuum. The long-term goal of MISSION AREA/DOMAIN is to achieve significant business change.

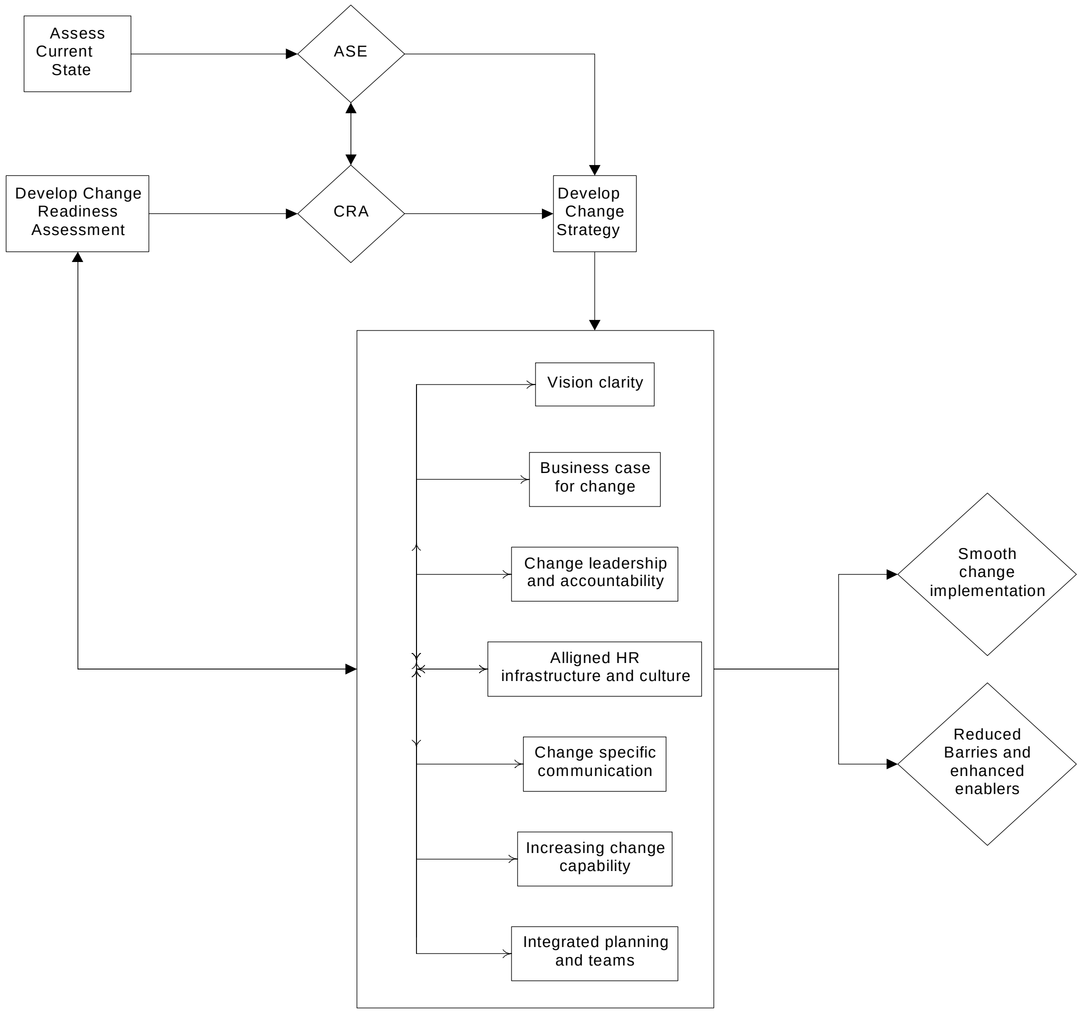
Contrasting Implementation Approaches

Assess MISSION AREA/DOMAIN'S overall implementation approach. Is it more aligned with that in the right-hand column (achieve significant business change), than with the opposite extreme (left-hand side of table)?

System Replacement on Time and Within Budget (Option One)	Achieve Significant Business Change - ERP supports process changes (Option Two)
☐ **No or minimal role change required** - Same roles, new tools	☐ **Significant behaviour changes required to exploit new capabilities and improve business performance** - Requires new knowledge, skills, attitudes, and behaviour
☐ **No organizational realignment required**	☐ **Organizational realignment required to support new behaviour and performance** - Role/job changes, performance management, communication, leadership style, education and development
☐ **Training is focused on learning new ERP tools**	☐ **Training is focused on acquiring process knowledge and new competencies, as well as ERP procedures**
☐ **Communication strategy is to transmit information**	☐ **Communication strategy is to educate and build commitment for change**
☐ **No significant change in performance management**	☐ **Performance management system is adjusted**
☐ **Traditional 'tell and do' implementation driven by hierarchy and management edict**	☐ **Change implementation is driven by cascading sponsorship and change agents**
☐ **Implementation team measured on time and budget**	☐ **Implementation team measured on improving process / business performance, as well as time and budget**
☐ **Implementation team competencies / resources:** - ERP configuration, current business system knowledge, ERP content training	☐ **Implementation team competencies / resources:** - Behaviour and process training or skills, organizational design and change management skills, as well as ERP configuration / content training, current business system knowledge, and future state visioning.

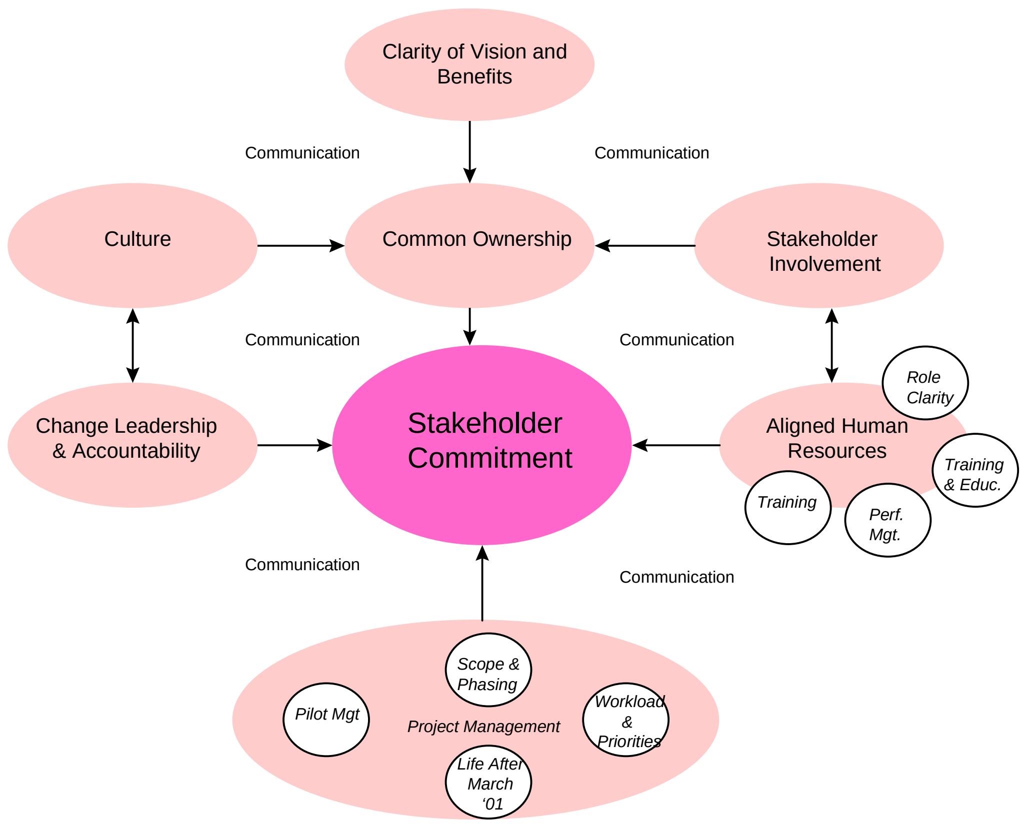
Key Components of the Change Management Strategy

The schematic below illustrates the change management approach at a high level.



Whereas the figure above might suggest that the success factors ('vision clarity', 'business case for change' etc.) are discrete, in fact they are interdependent, some being precursors for others.

The figure below illustrates this. Stakeholder Commitment is the end goal, consistent with a change management strategy designed to achieve buy-in and ultimately real business benefit. Real stakeholder commitment cannot be achieved until the factors influencing it are addressed. The initial Change Leader Readiness Assessment will highlight some of the challenges.



Interdependency of Change Management Issues / Success Factors

Measuring Success

The purpose of Change Management is to ensure as smooth as possible an implementation of new processes and systems, and to lay the foundation (in terms of receptivity) for future changes. The success criteria, i.e. how we measure whether or not we have been successful, are less tangible in the area of change management and communication than in other areas of project/program management. However, the criteria below are likely to provide a reasonable basis for judgement. Note that the criteria listed in the left most column must be considered along with the methods of measurement, if they are to be considered objective. For example, for the second criterion listed below, it is the structured questionnaire which will both define the 'people issues' and incorporate an appropriate rating scale to measure satisfaction.

Critical Success Factors	***Method of Measuring***	***Timing / Frequency of Measurement***
□Issues raised during Change Readiness Assessment/s are addressed	□Issues are formally logged when raised, then removed when dealt with; many will be part of the leader action plan	□On an ongoing (weekly) basis. □More formally when the second Change Readiness Assessment is conducted
□Feedback from locations and equivalent change leaders centrally suggests that they are satisfied that people issues are being addressed	□Simple short structured questionnaire, administered by telephone if necessary (and to incorporate communication-related questions) □Feedback at organization meetings	□Approximately every three months or in alignment with key milestones as determined by project/program plan □Informally on an on-going basis
□Key (identified) change leaders and relevant stakeholders (e.g. Finance, IT, Mfg Directors/CEO's) are appropriately consulted and are committed to changes arising from the MISSION AREA/DOMAIN Implementation Project/program	□Feedback, simple structured and informal face to face, to ascertain degree to which individuals own solutions identified	□According to project/program and change management schedule
□End Users indicate that they feel supported in the changes	□Representative cross-section of users to be contacted (either face to face or by telephone) and asked pre-planned questions (to incorporate communication related questions) - □ Change Readiness Assessment - End Users	□According to their involvement in the project/program, pilot location to be 'sampled' initially & more comprehensively, with other locations sampled later with a focus on communications.
□The Program Sponsors are satisfied that Change Management needs are being adequately met	□Structured feedback to/from the Programme Steering Committee	□Via Program Management: conference calls etc
□Each project/program milestone is accompanied by appropriate communication and feedback	□□Structured feedback obtained in connection with key 'communication events' & processes	□Linked to project/program milestones • Per communication schedule

Change Leader Alignment

Lessons learned from organizations successful with business change initiatives clearly reveal the same fact time and time again. Business change, which results in substantial business performance improvement and value creation, starts at the top. Without it, business change efforts can result anywhere from a substantial reduction of expected benefits to flat out failure. Sustained, active sponsorship from top executives, combined with empowerment and involvement from people throughout MISSION AREA/DOMAIN, will be the key to overcoming change disablers such as:

- Conflicts among many strategic initiatives
- Slow decision making
- Lack of resources
- Lack of rewards for change
- Lack of consequences for standing in the way
- Natural reluctance and resistance to change
- Bureaucratic drag

Several key leadership roles will be required to drive the change process through the MISSION AREA/DOMAIN Company:

Leadership Roles

Executive Sponsors

These are the individuals, or groups of leaders, who have the power to start or stop the project/program initiatives.

The Executive Sponsors for the project/program are listed below. They are all members of either the Executive Steering Committee or the Project/program Steering Committee:

Project/program Sponsors

These are the individuals, or groups of leaders, who have assumed most of the authority of the executive sponsors for purposes of day-to-day involvement with the change leaders, change agents, and project/program teams.

The Project Sponsors for the project/program are:

Change Leaders

These are the individuals, or groups of leaders, who use their positional power and influence to add credibility for the initiative and create the conditions for the success of the change teams and change agents.

Change Leaders within the project/program include:

- Managing Directors (all locations)
- Functional Directors
- Logistics Managers
- Plant Managers
- Financial Controllers
- MIS Managers
- Human Resource Managers

Change Agents

Often program/project team leaders and participants, this group represents all those in a leadership role who actively implement actions and form the critical link between the Change Leadership and the stakeholder populations.

Change Agents identified so far are those who will be working as part of the project/program team. Additional change agents will be identified as part of the stakeholder analysis and throughout the course of the project/program.

[redacted]

Leadership Responsibilities

Actions required by Executive Sponsors and Change Leaders means that they will:

- Use their positional power and influence to achieve the business change objectives
- Build excitement for the project/program and its full vision
- Communicate the vision in a clear, compelling way
- Set and meet aggressive targets, and understand and accept accountability for results
- Apply consequences—both positive and negative—to encourage attitudes and behavior that are consistent with achievement of the project/program objectives
- Behave without boundaries to get the job done—combined with the ability to empower others
- Demonstrate capacity to think and act globally
- See change as an opportunity, not a threat
- Use their enormous energy to energize and invigorate others
- Allocate the resources needed for time, best people and funds
- Sustain the balance between this project/program and other strategic initiatives
- Remove barriers and make tough decisions and trade-offs

[redacted]

Leader Alignment Activities

Leader alignment activities within the Program's change management strategy are designed to capture the needs and responsibilities of the leaders throughout the business, in addition to other leaders where support is critical to success. These activities have several important objectives:

- Provide the overall strategy for leading the program/project change process
- Identify leaders and leadership roles and responsibilities with respect to the change initiative
- Communicate those roles to the leaders
- Plan the actions required to support the project/program
- Provide a baseline plan against which actions can be tracked

Identify Leaders and Leadership Teams

The first step is to identify the individual leaders, as well as leadership teams (e.g., top leadership team, division leadership teams, directors, managers, etc.) that must be involved, either directly as Change Leaders in charge of the change initiative, or leaders who must support and actively drive implementation in their respective areas.

Conduct Leadership Change Readiness Assessment

The purpose of the 'Change Readiness Assessment' (CRA) is to surface barriers to, and 'enablers' of, successful implementation of the project/program. These barriers and enablers, to a large extent, form the basis for detailed change management and communication action plans. Some will also of be of relevance to the overall Project/program Management Approach.

The Leadership Change Readiness Assessment will be conducted across all locations between the mm/dd/yy and the mm/dd/yy. The assessment will be in the form of interviews based around questions relating to critical factors for the successful management of change:

- Powerful Business Case
- Vision Clarity
- Change Leadership and Accountability
- Change Specific Communication
- Increased Change Capability
- Integrated planning and teams
- Aligned Performance and Culture

Develop Leadership Actions

The information gathered as part of the Leader Change Readiness Assessment will be used to identify the key actions needed by leaders or leadership teams with regard to:

Decision-making	What decisions or types of decisions will this leader or leadership team have responsibility for making?
Accountability	For what will this leader or leadership team be held accountable? Also, who will they in turn hold accountable for key actions that must be executed, and how? How will they measure effectiveness?
Communication	What communication will this leader or team need to initiate or deliver, to whom, and at what intervals?
Involvement	How will this leader or team need to be involved at various stages of the change initiative? In what segments should they participate?
Resource Commitment	What resources from their areas will need to be involved? What role will this leader or team have in making that happen?
Implementation	What actions or roles will be needed from this leader or team during the actual implementation phase?
Results	What results will this leader or team be expected to deliver as part of the change initiative? Results can be divided into two categories that include the actual business results expected and the process of how they are achieved.
Learning	What actions must the leader or team take to assure that lessons learned are captured, transferred and leveraged to other areas of the business?

Communicate Leader Action Plan

One of the more challenging aspects of developing the Leader Action Plan will be working with the project/program sponsors in the deployment of actions identified. The plan will identify key actions needed by leadership throughout the business. While these steps are critical to the success of the project/program, the aim of the action plan is not to make leaders feel they're being "told" what to do, but rather to coach them through the process. The change management team recognises that these people are already MISSION AREA/DOMAIN'S leaders—people who have attained their current role because they have demonstrated strong leadership traits and abilities.

The responsibility of the project/program sponsors is to work with the leaders and leadership teams identified to share the rationale for creating a Leader Action Plan, to explain the actions required by the leadership teams in the business, and use the plan as a catalyst in discussing roles and responsibilities with those identified in the plan.

The Leader Action Plan is a document that will be shared with the Project/program Sponsors, but will not necessarily be sent as an "intact" document to the leaders throughout the business. Sponsors may choose, however, to distribute it or to review it with select leaders. The important focus is to assure that the key messages are communicated through the right channels, whether or not through the document itself.

Monitor Progress

While it would be very difficult to develop a specific tracking plan for all of the required actions that will be listed in the Leader Action Plan, a process will be established to provide oversight at designated intervals of the change initiative. It will be important to assess what leadership roles and responsibilities have been undertaken, and the effectiveness of those actions. New actions and responsibilities will need to be identified as the project/program progresses.

Stakeholder Involvement

Stakeholders are individuals (or groups) that have a stake in the project/program process and/or outcomes. Stakeholders can be internal or external to the organization, and are usually required to change a skill-set, procedure, attitude, or overall behaviour. They therefore have some power to either facilitate or block implementation of necessary changes. Frequently there are sub-groups that represent a smaller audience with more specialised or focused needs relative to information about and implications of a change. The first step in managing stakeholder involvement is to identify key groups and individuals. In the case of MISSION AREA/DOMAIN, the stakeholder 'map' is complex, with many different locations and functional disciplines.

In order to further understand stakeholder information and involvement requirements, a more detailed stakeholder impact assessment will be conducted which outlines the key issues and needs of each stakeholder group.

External stakeholders will also be identified and communication requirements determined.

Stakeholder Involvement Planning

The key reason for planning how and when each stakeholder group within MISSION AREA/DOMAIN will be involved in the project/program is to minimise resistance or increase receptiveness by increasing ownership of and commitment to the overall project/program. People are always more committed to what they help create. For some changes resulting from the MISSION AREA/DOMAIN Implementation Project/program, reaching a true level of commitment may not be necessary; compliance alone may suffice (e.g., use of new forms or new expense procedures).

For other changes, commitment will be more essential and critical to successful implementation. People will need to understand the business reasons for the change, and feel accountable for supporting the project/program and ensuring success. Commitment, however, will not be obtained by simply sending a memo,or holding a staff meeting. It will be built over the course of the project/program life cycle by providing people the opportunity to truly understand what is expected of them, how things will work in the future, and how they can participate in helping to design that future.

There are many effective ways in which we can involve stakeholders at all levels within MISSION AREA/DOMAIN in the project/program. Some examples include:

- Design Teams (e.g. employees)
- Accelerated Solutions Environment (e.g. top level executives, directors)
- Focus Groups & Workshop (e.g. managers, supervisors, employees)
- Conference Room Pilot: validation of process & systems requirements (e.g. shop floor employees)
- Communications (e.g. managers)
- Data collection processes (e.g. employees, supervisors)
- Education and Training (e.g. employees, supervisors, managers)

Key milestones in the project/program will be identified and stakeholder involvement for each stage of the project/program determined. Stakeholder involvement at an employee level will increase as the project/program moves from design into implementation.

Project/program Communication

The MISSION AREA/DOMAIN Implementation Team is committed to effective communications as a critical component to the success of the Project/program. All communications will be aimed at building employee commitment to the technology, people and process changes resulting from the MISSION AREA/DOMAIN Implementation Project/program. Communications will help support and perhaps even drive the new employee and organizational behaviours that are required in order to achieve the benefits posed by the ERP implementation.

A detailed Communications Schedule has been developed to support the following overall Communications Strategy. (Developed per 90-Day project cycle)

Communication Objectives

Key objectives of MISSION AREA/DOMAIN Implementation Project/program Communications are to:

- Establish a communication process that is an integral component to the MISSION AREA/DOMAIN Implementation Project/program because it supports MISSION AREA/DOMAIN'S overall business direction and positions leaders to demonstrate their sponsorship.

- Build employee and other stakeholder commitment to the vision of the MISSION AREA/DOMAIN Implementation Project/program by promoting employee feedback and using that feedback in planning and decision-making, in supporting employee learning and in facilitating information flow across key project/program decision points.

- Add value to the organization both during and after the project/program by introducing select but necessary new communications practices, encouraging continuous improvement and focusing on maximising resources throughout the organization and the change process.

- Create constructive dialogue among key stakeholders about the new business systems and MISSION AREA/DOMAIN'S direction.

- Establish an infrastructure that moves messages quickly and easily through approval systems and that encourages the most proactive spirit among the communications team members.

- Ensure that communications both inform and motivate stakeholders, as these are requisites to successful implementation of the MISSION AREA/DOMAIN Implementation Project/program.

- Target messages, audiences and media that will carry the greatest impact as measured by the feedback management process over the project/program's duration.

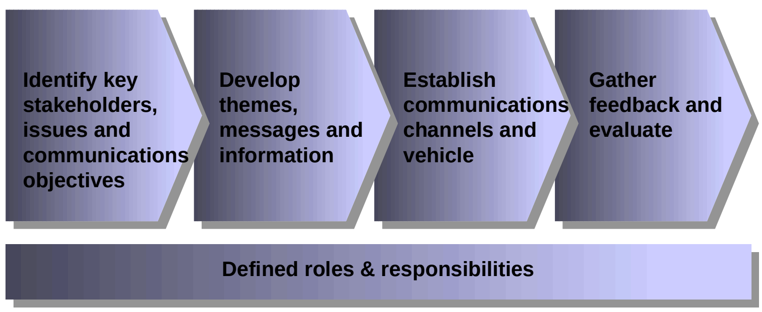
[redacted]

Communication Approach

The overall approach to project/program communications is stakeholder focused, and designed to generate the appropriate level of commitment to the project/program at different points. Different stakeholders will need to be progressed to different stages on the 'commitment curve', as illustrated below:

The first message to be communicated to all MISSION AREA/DOMAIN'S employees in the week beginning mm/dd/yy, is designed merely to bring people into 'contact' with the project/program. For those who may already have heard of the project/program 'on the grapevine', it is designed to bring them toward the 'awareness' stage of the commitment curve.

The overall approach consists of a common communications framework across the whole of the MISSION AREA/DOMAIN Implementation Project/program, as depicted in the schematic below:



Project/program stakeholder identification and involvement activities were described in the previous section, and form the first step in undertaking project/program communications. Other key components are communication messages, channels, measurement, and roles. The MISSION AREA/DOMAIN Implementation project/program approach to each of these is described below.

[redacted]

Communication Messages

Messages form the link between the Communication Strategy's goals and its key stakeholders. Messages represent the "content" that flows through communication channels to impacted stakeholder groups. Key messages, more than any other element of the Communications Strategy, are dynamic. They will evolve and change during the life cycle of both the Communications Strategy and project/program. Changes in messages will be driven by, among other influences:

- Stakeholder reactions, perceptions, attitudes and behaviours
- Project/program progress
- Results of project/program initiatives
- External factors (e.g. trade union sanctions)
- Internal factors (e.g. organizational changes)

Key messages have been identified as strategic, tactical, or organizational in order to be consistent with the structure of the Project/program Communication Strategy and relevant to MISSION AREA/DOMAIN'S culture and business needs.

Strategic Messages

Strategic communication relates to the broad concept of, and need for, an approach to the MISSION AREA/DOMAIN Implementation Project/program. This is communication designed to promote the acceptance of the project/program, an understanding of its need, and an awareness of what it means to the organization, as well as the organization's key internal and external stakeholders. Strategic communication includes key messages relating to MISSION AREA/DOMAIN'S overall business strategy, vision, goals & objectives (the initial communications letter to all employees is a strategic message). The majority of communication to management and staff during the first 3 months of the project/program will be strategic in nature. As the project/program progresses, however there will be gradually less focus on strategic communications and more focus on tactical and organizational communications.

The audience for strategic key messages will be a large group of stakeholders, such as all managers and staff.

Strategic key messages include:

- The Business Case for the project/program
- Project/program Goals & Objectives
- Links between overall business strategy and the MISSION AREA/DOMAIN Implementation Project/program
- Project/program Team Organization
- The strategic importance of the project/program

- Key project/program steps or phases, timing, key decision points and expected overall results

- The project/program vision, creating in simple terms an understanding of what the MISSION AREA/DOMAIN company will look like

- Communication events and processes

Tactical Messages

Tactical communication refers to the specific issues related to the process and results of each team (area) within the project/program (eg. technical, financial, manufacturing, change management). This communication will focus on the specific impact of changes - in all areas (people process and technology) as determined by each project/program team. While it is recognised that the MISSION AREA/DOMAIN Implementation project/program is an integrated set of activities, it is likely that information relating to specific project/program teams will need to be communicated at different times and to different stakeholder groups depending on specific results and outcomes.

Tactical key messages will relate to the specific goals and activities of each project/program team or area. Tactical key messages will include:

- Project/program team goals and objectives

- Project/program team milestones, key activities and progress

- Project/program results, with particular emphasis on successes and specific achievements

- The impact and implication of changes on specific stakeholders resulting from project/program team plans and actions

- The rationale for key decisions

- The process through which stakeholders, including employees, can become involved in or provide feedback to specific project/program team activities

- The results and impact of feedback received from managers and staff regarding specific project/program initiatives

Organizational Messages

Organizational communication reflects the fact that some change management activities (Organization Design) will directly relate to individual roles and jobs within MISSION AREA/DOMAIN. As such, this type of communication is likely to have the most impact on individuals within the organization and is highly sensitive. Organizational communication maintains a high priority in terms of content and timing within project/program communications. Organization communication can be delivered in a variety of channels, as appropriate, and generally requires the respect and confidence of all MISSION AREA/DOMAIN management and staff. The communication of changes to specific individuals' roles and jobs, for example, will occur through confidential one-to-one meetings with the people concerned.

Organizational messages may include:

- Changes to structures and reporting relationships
- Desired behaviours/cultural changes
- Changes in human resource processes such as performance management
- Changes to roles and jobs
- The rationale behind any organizational change

[redacted]

Communication Channels

Communication channels serve as the link between key messages and the stakeholders who are the audiences for those messages. A variety of channels can be used as part of the communication strategy. These messages serve as the foundation for the two-way communication process. This process should promote and facilitate the flow of information to and from impacted stakeholders.

Based on the Current State Communications Assessment (see the following page) the most effective communication channels will be identified to support project/program. Some examples are:

- Electronic form (email, project database)
- Newsletters
- Posters
- Fact sheets
- Q&A process
- Staff meetings
- Location-based communications events
- Bulletin boards
- Video tape

[redacted]

Communication Roles

Responsibility for the success of project/program communication rests at three levels.

The first relates to the overall responsibility for ensuring that the comprehensive plan is supported, understood and implemented. This role lies with the Project/program Sponsors. Project/program sponsors provide high level guidance related to communication messages, with particular focus on strategic and organizational messages.

The second level of responsibility is for the ongoing planning, development and implementation of specific communication activities. This role sits firmly with the Change Management Team, however must be supported by the project/program managers and project/program team. As the project/program progresses, particularly as tactical and organizational messages become relevant, greater project/program team input will be required.

The third level, and perhaps most critical level of responsibility lies with identified change leaders (directors, managers, change agents etc) throughout the MISSION AREA/DOMAIN company. All will have important responsibilities in both sharing and gathering knowledge about the Project/program. In many areas of the business, these are the people who will be dealing with staff impacted by the project/program on a daily basis. With the help and assistance of the change management team, these people must provide a constant flow of communication both to and from stakeholders.

A formal 'cascade' process and communications network will be established to facilitate this communication.

[redacted]

Measuring Communications Effectiveness

It is critical to the success of the MISSION AREA/DOMAIN Implementation Project/program to obtain feedback from a variety of sources about the effectiveness of communications activities, in order to:

- Identify shortcomings and ambiguities in order that they can be addressed
- Provide an opportunity to gather information that may not otherwise be obtainable
- Allow the views of the audience to be incorporated and therefore increase the likely acceptance of the messages

Effectiveness Criteria

The following criteria will be applied to determine effectiveness:

- **Reach** - has the right message been delivered to the correct audience for that message?
- **Understanding** - has the message contained in the communication products or activities been easy to understand and is it concise, clear and relevant?
- **Timing** - has the timing of product or activity been timed correctly?
- **Media** - has the medium for the communications product effectively reflected the audience and the message?

Assessment Methods

A number of assessment methods will be used to evaluate communication effectiveness, including: questionnaires, telephone interviews, feedback forms and formal/informal reviews. The method will depend on the aspect of Communications being measured and stakeholder group.

Feedback will be logged and required changes incorporated into on-going communication change management activities.

Establishment of the Base Line of Effectiveness

The Current State Communications Assessment and Change Leader Readiness Assessment will provide a reasonable baseline for measuring project/program communications. Subsequent measurement will occur in alignment with key project/program milestones and communication events.

[redacted]

Current State Assessment

A Communications Current State Assessment will be carried out to identify how business information currently is defined, managed and delivered to employees and key external constituents. The assessment positions the Change Management Team to leverage the current successful communications strategies and techniques within MISSION AREA/DOMAIN and to add only those that are required by the project/program goals. This assessment will be used as the basis for the Detailed Communication Schedule.

[redacted]

Detailed Communications Schedule

A detailed Communication Schedule will be developed including specific details about the communication actions to be undertaken to implement the communication strategy. The schedule will take into account the specific needs of MISSION AREA/DOMAIN at the pilot site, and also the requirements of other locations given project/program timeframes. The Communications Schedule will be developed within 90-Day implementation timeframes, and will remain a fluid and flexible document. It will include the following components:

Objectives: the specific objectives to be accomplished as a result of the communication action

Timing: the date or time frame when the activity will take place

Key messages: the specific messages to be sent through the communication

Audience: the specific group or individuals to whom the messages will be sent

Channel: the individual group, vehicle or medium through which the message will be sent to the audience

Responsibility: who is responsible for the development, drafting and distribution of the message

Feedback/Measurement: the process that will be used to obtain feedback on the message, enabling tracking of receipt of messages as well as identifying how clearly and positively the messages are received

[redacted]

External Communication

Customers, Suppliers, Financial Institutions

As the project/program progresses and its impact on external stakeholders (customers, retailers, suppliers, financial agencies, etc) is more clearly defined, it will be important to communicate to these groups and individuals any changes that they may experience as a result of the project/program. These changes (such as changes in documentation or billing procedures) will be communicated to stakeholders in the most clear and simple way possible. Changes will be positioned as benefits, the focus on further building the relationship between MISSION AREA/DOMAIN and its external stakeholders. In addition, MISSION AREA/DOMAIN employees (particularly customer-facing staff) will be provided clear guidelines as to what they should be saying to customers/retailers *if* they ask about the MISSION AREA/DOMAIN Implementation Project/program. This strategy will be critical to containing rumours and misinformation.

Unions

Unions in each location will be informed of the project/program and its expected people-related outcomes as appropriate. After this, the change management team will update relevant unions on an 'as-needed' basis. As it is not expected that any redundancy issues will arise as a direct result of the MISSION AREA/DOMAIN Implementation Project/program, it is unlikely that significant union involvement will be required.

Media

While the MISSION AREA/DOMAIN Implementation Project/program will bring about considerable internal change, significant benefits will not be realised by customers until post 200X. Therefore, it would be premature to publicise the MISSION AREA/DOMAIN Implementation Project/program through external media. This issue will need to be re-visited towards the end of the ERP implementation in all locations.

Education and Training

The overall objective of the Education and Training Plan is to ensure all those who will need to make changes to the way they work in implementing the new processes and systems are provided with the opportunity to learn new skills or processes as required. The following key guidelines support the plan:

- The education & training approach must provide the ability to deliver a tailored, role-based end-user training program for MISSION AREA/DOMAIN

- The training strategy must ensure consistency across all functional areas and operating groups by using a common approach to planning, developing, and executing training-related activities. Existing CGEY and ERP course material will also be used to support this consistency

The following section outlines how the training team will define:

- How education & training activities support the objectives of the MISSION AREA/DOMAIN Implementation project/program

- The process used to build education and role-based training strategies for the implementation team, senior managers, supervisors, end-users and technical resources (such as DBA's and system administrators)

- The timeline and approach for developing a detailed work plan for management and end-user training

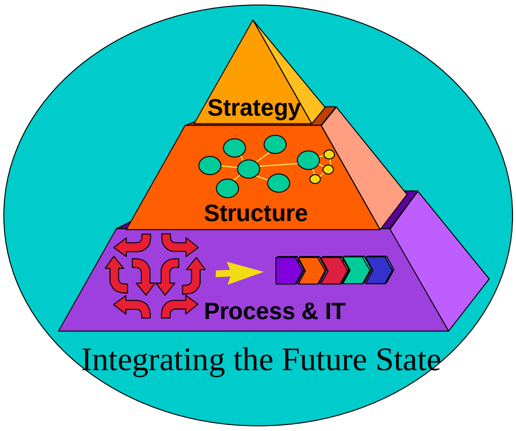
- A course outline that addresses end-user and technical user knowledge requirements

- Specific course content for management education and role-based end-user training

- Training delivery methods for the targeted management and end-user population

Organization Design

Organization Design activities will provide a crucial link between the ERP systems and technical design, process development and other change management activities. It is a direct input into training and education activities.



Organization Design

Organization design refers to the process of defining the roles and jobs required to support the new systems and processes to be implemented as part of the MISSION AREA/DOMAIN Implementation Project/program. Organization design is the most direct link between the technology and process aspects of project/program. Organization design also ensures that the roles/jobs are aligned with MISSION AREA/DOMAIN'S overall strategy and structure.

Broadly speaking, organization design can be conceptualised in two parts. Firstly, it is the process of grouping interrelated activities into a "role" that will contribute to the effective and efficient process flow within MISSION AREA/DOMAIN. (It is important to note that 'roles' created as part of this project/program will be technical (ERP-based) roles only). Role profiles will be developed and security requirements for each role defined.

These roles will then be grouped into logical groupings of work, or 'jobs'. A job can consist of one or more roles. Jobs are then aligned with current state jobs as far as possible (dependent upon the extent of process changes) and allocated to individuals. It will be the responsibility of MISSION AREA/DOMAIN to ensure employee job are updated to reflect the responsibilities that individuals hold and how work is distributed within a work unit.

Organization Design as an Iterative Process

While some parts of the organization design process are by necessity sequential (role profiles cannot be developed until work has been segmented) it is important to recognise that the organization design process will be an iterative one which re-visits to various steps are performed as appropriate.

The organization design process will require a continuous dialog between the process and technology design teams and the change management team. As process models are conceptualised, developed, refined and finalised the change management team may also be able to accelerate the role development by completing preliminary role/job models to be re-visited and finalized before implementation.

Aligned Human Resource Processes

Objectives

Human Resource processes can have a direct and dramatic impact on employee competencies and behaviour, especially through periods of organizational change. As part of the MISSION AREA/DOMAIN Implementation Project/program, it will be important to ensure that MISSION AREA/DOMAIN'S key Human Resource processes are aligned with the initiative's various future state requirements (people, processes, and technology). The Human Resource processes that should be considered within the scope of the project/program are:

- ◊ Education and Development
- ◊ Performance and Pay Alignment
- ◊ Staffing and Deployment
- ◊ Leadership Effectiveness
- ◊ Organization Design and Structure
- ◊ Communication

HR Alignment Activities

A high-level assessment of how well MISSION AREA/DOMAIN'S current human resource processes are aligned with the future state requirements of the MISSION AREA/DOMAIN Implementation Project/program will be developed. Its purpose is to alert Sponsors, together with the project/program team, to any human resource process misalignments that will need to be corrected, as well as those that are already very well aligned with the final-state vision, and which therefore present opportunities to build upon.

Current State Assessment

A high level current state assessment will be conducted which will provide an overall description of MISSION AREA/DOMAIN'S existing human resource processes.

Future State Assessment & Gap Analysis

After key Organization Design and other strategic decisions are made, an assessment will be made to determine the extent to which the Human Resource processes are aligned with the future state, and the extent to which they will support or work counter to the MISSION AREA/DOMAIN Implementation Project/program and required changes.

Recommended Actions

This information will be viewed in relation to overall project/program and strategic objectives, and recommendations will be made as to how to develop alignment MISSION AREA/DOMAIN'S Human Resource process.

Please note: This area of the change management strategy in particular will need to be lead by MISSION AREA/DOMAIN Human Resources – the extent of this assessment & analysis will depend on and will need to be defined by MISSION AREA/DOMAIN'S current HR strategy & requirements.