

# Administration

## Change Management

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### Objective

Effective change management requires planning, communication, monitoring, rollback, and follow-up procedures to reduce negative impact to the user community.

The purpose of this policy is to establish management direction and high-level objectives for change management and control. It aims to ensure changes are well-communicated, planned and predictable, to minimise unplanned outages and unforeseen system issues.

This policy will ensure the implementation of change management and control strategies to mitigate associated risks, such as:

- information being corrupted and/or destroyed,
- computer performance being disrupted and/or degraded,
- productivity losses being incurred, or
- exposure to reputation risk.

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### Policy

#### **Change Management Framework**

##### **Methodology**

The Change Management methodology has five milestones that staff need to achieve to change successfully and to sustain the change, these being:

- Awareness of the need for change;
- Desire to participate in and support the change;
- Knowledge on how to change;
- Ability to implement required skills and behaviours; and
- Reinforcement to sustain the change.

Supporting these milestones, the Change Management methodology has three phases, these being:

##### Phase 1: Preparing for Change

In this, phase change and project teams conduct a series of data gathering and assessments that will be used to manage the overall change management process. This will address the unique people challenges of the change with each impacted service team.

Questions that will be addressed include:

- “Who will be impacted by this change?”
- “How will each group be impacted? What will be different in the way they perform their roles?”
- “What is the readiness or resistance of each group for this change?”; and
- “How can we best structure and resource the Change Management component?”.

##### Phase 2: Managing Change

The focus is using the data collected in Phase 1 and there are four sub plans that will support individuals to move through each stage of the change process:

- Communication Management plan
- Training and Development plan
- Coaching plan to engage and upskill staff; and
- Stakeholder Management plan.

### Phase 3: Reinforcing Change

In the final phase, action plans are developed for measuring how well the change is being adopted, to identify and address resistance and to celebrate success as per the following:

- Measuring changes in behaviour
- Corrective action plans
- Reinforcement mechanisms
- Individual and group recognition approaches
- Success celebrations; and
- After action review.

### **Change Management Principles**

The following principles will underpin all change management activities throughout the project:

- There is a clearly defined rationale and vision of the change, and it is understood;
- There is a dedicated focus on employees. We commit to supporting employees throughout every step of the change process;
- The Shire's Executive Management Team will drive change from the top down and lead by example;
- We commit to being as inclusive as possible and stakeholders will be identified and appropriately consulted;
- We encourage active participation, and all stakeholder contributions will be valued;
- We will communicate openly and transparently so that all stakeholders are fully informed; and
- We will build capability, so everyone is confident and productive throughout the transition.

### **Change Management Responsibilities**

<b>Who</b>	<b>Key responsibilities</b>
<b>Elected Members</b>	<ul style="list-style-type: none"> <li>• Active and visible leadership - promote the change and truly understand the changes being undertaken and their impact on the organisation and community.</li> <li>• Owning their part in the change.</li> </ul>
<b>Chief Executive Officer</b>	<ul style="list-style-type: none"> <li>• Aligning change with organisational strategy.</li> <li>• Providing visible leadership to make change happen.</li> <li>• Internal and external communication.</li> </ul>
<b>Executive Management Team</b>	<ul style="list-style-type: none"> <li>• Active and visible leadership - promote the change and truly understand the changes being undertaken and their impact on the organisation and community.</li> <li>• Owning their part in the change.</li> <li>• Cascading communication.</li> <li>• Preparing teams for implementation.</li> <li>• Actively contribute to drive and deliver change.</li> </ul>
<b>Project Team/ Change Manager</b>	<ul style="list-style-type: none"> <li>• Implementation of the Change Management Plan.</li> <li>• Engagement and communication management.</li> <li>• Supporting workforce transition.</li> </ul>
<b>Change Champions</b>	<ul style="list-style-type: none"> <li>• Supporting workforce transition.</li> <li>• Cascading communication.</li> </ul>

	<ul style="list-style-type: none"> <li>• Actively contribute to drive and deliver change.</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Seeking support and feedback.</li> <li>• Participate positively in the change process.</li> <li>• Sharing experiences.</li> </ul>

## **Change Management Plan**

### **Identify Change Drivers and Barriers**

Undertake a process to identify the major drivers for change and the major barriers to change to inform the design of change activities. This process can be a combination of face-to-face meetings and document reviews.

### **Organisational Readiness Assessment**

An initial organisation readiness assessment should be undertaken with various stakeholders involved in the project. In assessing the organisational readiness, several factors should be taken into consideration including;

- The perceived need for change;
- The impact of past changes;
- Organisational culture and reinforcement of change;
- Leadership and vision for the organisation; and
- Change competency.

### **Stakeholder Management Plan**

Stakeholder management includes the processes required to identify the people, organisations or groups who could impact or be impacted by the project, to analyse stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in the project execution and decision making.

A Stakeholder Management Plan should be developed to identify stakeholders, levels of engagement, forms of engagement required and the most appropriate and preferred stakeholder engagement and communication methods. This Strategy should inform the activities in the Communication Management Plan.

### **Change Management Communications Plan**

A Change Management Communications Plan has been developed to support the delivery of the project. This plan will outline the communication activities and will:

- Describe the information to be communicated;
- Identify the audience;
- Identify the communication channels/method to be used;
- Identify the frequency that the information is to be disseminated;
- Define roles and responsibilities for communication management;
- Define terms and acronyms that are used in the project; and
- Identify communication constraints or assumptions.

### **Training and Development Plan**

A Training and Development Plan should be developed to identify and define training and support requirements for employees. The training plan will consider all stakeholder requirements and endeavour to provide training in more than one format to allow for individual and business unit requirements. Following the change impact analysis, a training needs, and gap analysis should be undertaken by the project team.

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**Related Documents (Legislation/Local Law/Policy/Procedure/Delegation)**

Risk Management Strategy  
Policy G - Risk Management

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**Review History**

<b>Date</b>	<b>Council Resolution</b>	<b>Description of review/amendment</b>
24/03/2025	RES: 040325	Adoption of Policy

