

BUSINESS CHANGE MANAGEMENT FRAMEWORK

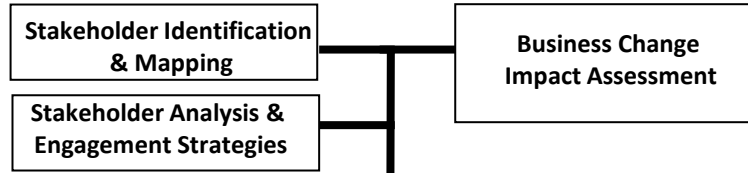
"The people readiness & adoption bit of a project"

- Templates & Tools:
- Stakeholder Analysis & Mapping Tool
 - Current State v's Future State Model
 - Stakeholder Analysis & Impact Register

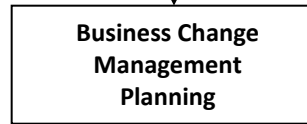
- Templates & Tools:
- Communication Plan/Tracker
 - Business Change Management Plan
 - Training & Business Support Plan

- Templates & Tools:
- Business Go-live Readiness Assessment

Stage 1 - Identification & Analysis



Stage 2 - Planning & Execution



Communications Planning & Stakeholder Engagement

"The right messages, to the right people, at the right time, using the right channel."

Key Activities:

- Identify Events & Channels
- Develop Communication Materials
- Review & Signoff
- Track Status of Completion

Need to Consider:

- Internal Stakeholders
- External Stakeholders
- Related Projects (dependencies)
- Feedback Channels to Monitor Communication Effectiveness

Stakeholder Training & Education

"Identifying who, how many, where, in what, and how best to deliver - TNA."

Key Activities:

- Identification of Curriculum & Modules Required
- Design/Develop Training Materials
- Review & Signoff (maybe test/pilot)
- Plan & Schedule (participants, facilities, resources, materials)
- Training Delivery & Evaluation
- Track Attendance & Feedback

Business Processes, Procedures & Policy Documents

"Identifying & co-ordinating the necessary new development and/or amendments to existing documentation."

Key Activities:

- Identification of Areas Impacted
- Decide on Format & Design
- Identify Business Owners
- Develop/Amend Documentation
- Review & Signoff (incl. Owners)
- Publish & Promote Availability

Business & User Support

"Identifying & co-ordinating the range of tools & mechanisms that will be used to support staff in the lead up to and during the 'go-live' period."

Need to Consider:

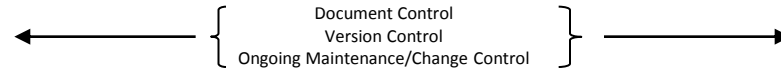
- Training Material, Quick Reference Guides & Other Job Aids
- FAQs & Support Material on Intranet
- Local Business Champions & SMEs
- On-line Help Functions
- Go-live Floorwalkers
- Help Desk & Escalation Paths

HR & Organisational Design Implications

"Identifying additional impacts of a 'HR/Organisation Design' nature & the interventions required to help re-enforce and embed the changes."

Need to Consider:

- Role Changes/Segregation of Duties
- Staffing Changes & Recruitment
- Position Descriptions & KRA's/KPI's
- Remuneration & Compensation
- Performance Appraisal Forms & Process/Procedures
- Organisational Structure & Lines of Reporting
- Culture & Behaviour Changes
- Consideration of EBA's, Unions/IR
- Working Environment & Ergonomics

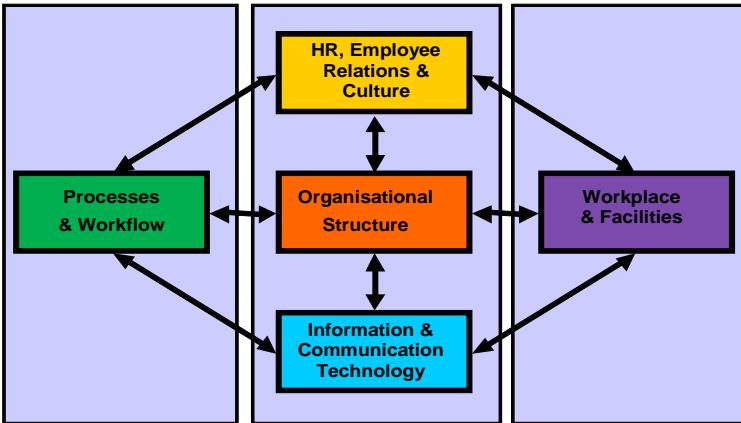


Monitor Business Go-live Readiness



Impact Assessment Model

(Identifying the 'Flavour' of Change Impacts)



Organisational Structure

Changes to 'Organisational Structure' might include:

- New / modified organisational chart.
- New / modified team structures, reporting lines, spans of control.
- Changes to staffing levels (casual / FTE, redeployment / redundancies, recruitment).
- Changes to employment location.
- Changes to insourcing / outsourcing mix.
- Changes to supplier relationships.

HR, Employee Relations & Culture

Changes to 'HR, Employee Relations & Culture' might include:

- Changes to job / role descriptions (accountabilities / responsibilities / levels of authority) & individual performance measures (KPIs).
- Implications on workload planning, career pathing, and/or staff succession planning.
- New skills, knowledge & capability requirements (learning & development).
- Amendments to remuneration / compensation, rewards / incentives and other staff benefits.
- Likely recruitment and support during recruitment process.
- Support required for planned redeployment / redundancies.
- Support required for the relocation of staff.
- Changes to behaviours, styles, values, attitudes, beliefs / norms (culture).
- Changes to performance feedback / evaluation frameworks & procedures.
- Consideration of EBAs and Award Agreements, industrial relations, union negotiations.

Processes & Workflow

Changes to 'Processes & Workflow' might include:

- Re-engineering of key processes / workflows (eg. approval processes, customer care / contact processes, QA).
- Changes to the workflow / information flow between different areas of the business or external trading partners.
- Re-writing or establishing new procedures / work practices & policies (business rules).
- Amending or developing new forms & reporting mechanisms.
- Introducing new key performance indicators (KPIs) & performance measures.
- Changes to legislation or industry regulation that impact the way things are done or tracked / reported, or even new terminology / definitions needing to be used.

Information & Communication Technology

Changes to 'Information & Communication Technology' might include:

- New technology / tools in the work place (to be used as part of performing one's job).
- New ICT strategy & direction.
- New infrastructure / equipment, hardware & software.
- System development and/or interfaces required.
- Impact on ICT user support model and user security access.
- Impact on overall ICT disaster recovery plans.
- Impact on other technology projects.

Workplace & Facilities

Changes to 'Workplace & Facilities' might include:

- Changes to physical working environment / layout & ergonomics.
- Upgrade of office equipment / infrastructure.
- Implications on workplace health & safety.
- Changes to telephone numbers / business cards, etc.
- Surplus / shortage of office space.
- Relocation of offices.
- Changes to other facilities for staff, customers, community.