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Change Management

A Centerpiece for Effective Implementation of Agency Reform Plans

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Change Management:
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The Importance of Change Management

A mature Change Management effort identifies stakeholders, tools, and actions that are relevant from the inception of Agency Reform Planning through implementation of identified reforms.

It provides the foundations of messaging and change-related activities that will support successful implementation within anticipated timeline and budget constraints.

The Change Management Dichotomy for Agency Reform

Change management should occur at both the government-wide and agency level to support successful reform efforts. As the leader of the government-wide effort, OMB would oversee the government-wide change effort. Agencies would be responsible for the specific change efforts associated with their individual plans.

OMB should:

- Outline and provide governance structure (e.g., program management office) for a government-wide approach to change management that ensures the success of reform across government agencies and cross-cutting agency programs.

- Rally the American People, Congress, and Federal agencies around a shared vision of government reform and what's in it for each stakeholder group.

- Identify and mitigate against resistance by identifying, leveraging, and reporting the benefits and outcomes of the reform.

- Identify and leverage change champions across agencies that can help motivate and engage the federal workforce in support of the reform vision.

Individual Agencies should:

- Establish an agency-wide approach to change management that ensures the success of reform across the agency.

- Clearly articulate and rally the agency's workforce, customers, and stakeholders around a shared vision of the agency's reform plan, and what's in it for each stakeholder group, as well as the need for workforce restructuring

- Sell the reforms and legislative changes needed to Congress and the Administration.

- Identify and mitigate against resistance by identifying and leveraging agency and government incentives for reforming.

- Seek the support of agency leaders and key stakeholders as change champions that support the change, help the agency overcome barriers due to policy and directive requirements, and ensure resources are available to support the transformational changes across the agency, and ensure changes align with agency mission.

- Leverage change champions across the agency workforce within departments, divisions, offices, programs, activities, components, etc. that can help motivate/engage the workforce in support of agency reform.

- Provide the tools and guidance and train the workforce, managers, and supervisors to sustain the reform.

Change Management to Support Implementation of Reforms

Generally, change management actions can be aligned with the following steps of Implementation:

Step 1 — Environmental Analysis
Step 2 — Implementation Visioning and Design
Step 3 — Program Reform Initiation
Step 4 — Utilization of Pilots
Step 5 — Full-scale Implementation

1. **Environmental Analysis:** Examine agency's current state to determine the baseline policies, processes, and systems as well as identify any factors that may maximize or impede implementation efforts.

2. **Implementation Visioning & Design:** Define overarching vision for implementation and governance structure.

3. **Program Reform Initiation:** Determine components of implementation efforts, including official guidance and instructions, timeline of activities, and responsible parties.

4. **Utilization of Pilots:** Test efforts with stakeholders, document lessons learned, and refine data collection and other approaches, as needed.

5. **Full-scale Implementation:** Roll out change across Agency.

Throughout the process, agencies should implement **monitoring & evaluation practices** to track ongoing progress and actions; course correct, as needed; document lessons learned.

Change Management Methodology

Following is the proposed methodology for raising awareness of Agency Reform implementation among stakeholders; educating these target audiences; establishing a common understanding; and securing partnerships, support, and participation throughout the implementation of reforms.

1. **Develop governance structure.** Identify the government committees, steering committees, and stakeholders responsible for overseeing the effort, with a diagram view of the relationships between stakeholders. Document the roles, responsibilities, and expectations for all players.

2. **Design the communication and change themes and key messages**. The Change Management effort ensures that he main theme is prevalent through all materials and activities. The main theme is a simple, concise, and clear statement focusing on only the information most needed by all stakeholders. Key messages expand the theme. They are flexible and regularly updated as decisions are made and the project moves forward.

3. **Identify the stakeholder groups and outreach/inclusion strategies.** A stakeholder analysis like that presented in the chart below should be used to assist the development of targeted communications and change approaches.

Stakeholder Group	Themes for Collaborating with Stakeholders and Gaining Buy-In	Mechanisms for Collaborating with Stakeholders and Gaining Buy-In

4. **Determine change management goals and milestones.** Align the goals of the change interventions to the overall goals within the reform plan. Identify how the objectives of the change efforts support the milestones outlined for the overall effort.

Change Management Methodology (continued)

5. **Identify risks and possible resolutions.** For each risk, at a minimum determine probability and potential impact. Document the organization's change and communications approach to addressing the risk to Agency Reform.

Risk	Probability (Low, Med, High)	Impact (Low, Med, High)	Recommended Outreach Solution(s)

6. **Select the communication and change methods, tactics, and tools.** Develop ideas for different ways to communicate and support reform. Many of the vehicles and tools will be used more than once. Some of them may end up not being used.

Communications & Change Vehicle / Tool	Purpose / Description	Advantage	Frequency
Identify mechanism (e.g., meetings, templates, workgroups)	Provide a thorough description of mechanism	Identify why tool is appropriate to proposed reform	Determine schedule for vehicle/ tool deployment

7. **Determine the timing and phased implementation approach for tactical activities.** The Tactical Change Plan lays out the actual activities that will take place to introduce, socialize, and gain input into and acceptance of Agency Reform processes. The plan contains general activities aimed at the entire employee population as well as targeted activities for specific stakeholder groups as necessary.

Change Action	Target Stakeholder Group(s)	Key Messages	Purpose of Activity	Communication Vehicle(s) / Tools	Timing	Responsible Party

8. **Manage the change through effective planning.** Integrate change processes with other planning approaches. Develop and monitor formal planning documents and approaches that can be shared and disseminated to stakeholders. These include:

- Project Management Plan
- Stakeholder Management
- Quality Management Plan
- Cost Management Plan
- Procurement Management Plan
- Risk Management Plan

9. **Measure progress and results where appropriate.** Focus on outcomes that the change process is designed to achieve. One way to visualize this is through a logic modeling process. Agencies design key metrics by working backwards to identify:

- Long-term outcomes
- Short-term outcomes (required to achieve long-term outcomes)
- Outputs (required to achieve outcomes)
- Activities (required to produce outputs)
- Inputs (required to support activities)

Once these elements are identified, a mechanism is put into place to document and track progress.

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