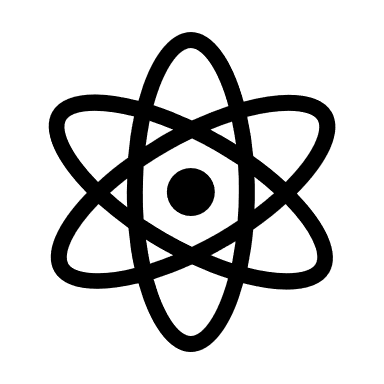
**Change Management Plan**

ERP Implementation Project



v.1.0

# Table of Contents

[Table of Contents 1](#_Toc525949029)

[Introduction 2](#_Toc525949030)

[1.1. Version History and Sign-off 2](#_Toc525949031)

[1.2. Purpose 3](#_Toc525949032)

[1.3. Authorization 4](#_Toc525949033)

[2. Project Overview 5](#_Toc525949034)

[2.1. Project Summary 5](#_Toc525949035)

[2.2. Project Benefits 5](#_Toc525949036)

[3. Change Management Team 6](#_Toc525949037)

[4. Change Management Roles and Responsibilities 6](#_Toc525949038)

[5. Change Management Approach 8](#_Toc525949039)

[5.1. Organizational Readiness for Change 9](#_Toc525949040)

[5.2. Change Impact Assessment 10](#_Toc525949041)

[5.3. Communication & Stakeholder Engagement 11](#_Toc525949042)

[5.4. Training & Knowledge Transfer 0](#_Toc525949043)

[5.5. Implementation Support & Transition 2](#_Toc525949044)

[5.6. Change Management Effectiveness 3](#_Toc525949045)

[6. Appendix: Referenced Documents 4](#_Toc525949046)

# Introduction

## Version History and Sign-off

|  |  |  |  |
| --- | --- | --- | --- |
| Version | Reason for Change | Date of Approval | Approver’s Name |
| 1.0 | Initial Draft | 28/09/2018 | Joe Bloggs |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

## Purpose

The purpose of the Change Management Plan is to ensure that the appropriate mechanisms are in place regarding the design, development, execution and embeddedness of change management, in this way preparing the different stakeholders in ABC for the business, technical and/or cultural changes that will result from the ERP Implementation Project.

The ERP Implementation Change Management Plan is based on recognized best practices (e.g. Prosci®) which support technology-driven change. A systematic and structured approach to change is advisable to:

* Enable adoption of the new ERP solution and
* Facilitate the realization of benefits as identified in the Business Case and explained in the Benefits Realization Plan.

This Change Management Plan is a high-level document that outlines the approach to managing change throughout the project lifecycle and for the transition to a steady state of operational business, in alignment with the “desired to-be state” for ABC following the implementation of the ERP system.

## Authorization

The following individuals have approvers this Change Management Plan:

|  |  |  |  |
| --- | --- | --- | --- |
| Approver’s Name | Job Title | Approved on (Date) | Signature |
| Mary Jane | Project Sponsor | 1 Oct 2018 |  |
| Joseph Brown | Project Manager | 1 Oct 2018 |  |
| Katy Ferry | Change Manager | 3 Oct 2018 |  |

# Project Overview

## Project Summary

As a company, ABC is currently challenged to operate and serve its customers as efficiently and as effectively as possible in the provision of publishing and printing services. While the company has managed to function and meet its financial reporting and other responsibilities, it is doing so often with highly manual processes and data from multiple systems. The result is the inability to proactively manage and improve many of these core financial back office practices, provide Senior Management with timely and accurate data, process high volume transactions efficiently and provide employees with the highest level of customer service.

Following this scenario, ABC’s Executive Committee has approved the initiation of the ERP Implementation Project in January 2018. Enterprise resource planning (ERP) systems facilitate the flow of information across business units as well as the seamless integration of systems and creates a holistic view of the enterprise to support decision making. To this point, ABC has partnered with XYZ for the provision of a complete ERP implementation and consulting project.

## Project Benefits

The following high-level benefits have been identified in the Business Case of this project:

* Position ABC for growth
* Streamline existing processes
* Improve business performance
* Facilitate reporting / regulatory compliance
* Standardize global operations
* Reduce working capital

Further information on the benefits detail can be found in the project’s Business Case and Benefits Realization Plan.

# Change Management Team

Given the complexity and level of change anticipated for this project, a dedicated Change Management Team has been assembled as follows:

|  |  |  |
| --- | --- | --- |
| Name | Role | Contact Details |
| Katy Ferry | Change Manager | Katy.Ferry@ABC.com |
| Jack Oliver | Change Analyst | Jack.Oliver@ABC.com |
| Tom Silva | Communication Specialist | Tom.Silva@ABC.com |
| Tony Galfini | ERP Trainer | Tgalfini@XYZ.com |

It should be noted that the external party (XYZ, hereby represented by Tony Galfini) will be treated as part of the internal Change Management Team for the purpose of enabling the adoption of the system and guidance based on his consultancy experience with clients with similar requirements to ABC.

# Change Management Roles and Responsibilities

To support the specific responsibilities of the Change Management Team, the following roles and responsibilities have been identified as appropriate for the project:

| Role | Responsibilities |
| --- | --- |
| Change Manager | * Accountable for the embeddedness of the change resulting from the project. * Developing/executing the project’s Change Management Plan. * Monitoring the effectiveness of organizational change management activities and recommending actions to resolve issues. * Coaching/mentoring ABC’s organizational change management staff in providing timely communication with project stakeholders. * Serving as the single point of contact for organizational change management activities. * Recording changes according to provisions of the Change Management Plan. * Recording decisions on proposed changes. * Ensuring that changes are incorporated into appropriate project documents. |
| Change Analyst | * Identifying changes and their impacts, performing analysis functions such as planning for and assessing the impacts of change. * Defining and implementing change management activities. * Participating in evaluating proposed changes. * Coaching and mentoring ABC’s staff in providing effective organizational change management. * Monitoring the effectiveness of organizational change management activities and making recommendations to resolve issues. * Documenting proposed changes, their impacts and resolution. |
| Communication Specialist | * Participating in evaluating proposed changes. * Coaching and mentoring ABC’s staff in providing effective organizational change management. * Monitoring the effectiveness of organizational change management activities and making recommendations to resolve issues. * Developing and distributing communications materials as per Communication Plan. * Developing and scheduling outreach programs, workshops, and systems demos as identified in the Change and Communication Plans. |
| ERP Trainer | * Assessing change impacts, identifying training need and determining appropriate training requirements. * Developing and implementing the project’s Change Management Training Plan. * Developing and implementing the project’s Knowledge Transfer Plan. * Overseeing the development of “Lesson Plans” for all identified training and knowledge transfer needs. * Establishing mechanisms for gathering information on training and knowledge transfer activities feedback. * Participating in evaluating whether learning is taking place. * Overseeing and assisting in documenting the results of training and knowledge transfer. |
| Change Management Stakeholders (e.g. Project Manager, Sponsor) | * Evaluating options and recommended courses of action for changes. * Approving or rejecting organizational change actions. * Proposing alternative courses of action for organizational change impacts. |
| Change Management Champions (per department) | * Being an advocate of organizational change. * Communicating the benefits of organizational change. * Advising Change Manager of proposed organizational change. * Participating in evaluation of proposed organizational change. * Assisting in documenting proposed organizational change. |
| Change Agents (members of staff from the service areas being affected by the change) | * Helping plan and implement change “at ground level”. * Providing a “reality check” for Change and Project Managers based on their technical and service expertise. * Acting as a communication channel for key messages in their service areas. * Helping identify and resolve technical, functional and organisational risks and issues in their service areas. |

# Change Management Approach

The Change Management approach described in this document is based on the scope and vision of the ERP Implementation Project as described in the project’s Project Charter.

The Change Management strategy defines at a high level how much change management is needed for the ERP Implementation project. Through the ADKAR® model (Prosci®) depicted below, the Change Management team will aim to:

* set the climate for change by creating awareness of the need for the change and promoting desire for users to participate in and support the change
* support users in gaining knowledge and understanding on how to change
* support users in improving their abilities to implement the new solution and reinforce the change by enabling them to take ownership of the new ERP solution

In order to enable the building of these factors that lead to adoption, the strategic approach includes the following key strategy components, which are next described in this document:

1. Organizational Readiness for Change
2. Change Impact Assessment.
3. Communications & Stakeholder Engagement
4. Training & Knowledge Transfer
5. Implementation Support & Transition
6. Change Management Effectiveness

## Organizational Readiness for Change

An individual's and organization's ability to productively transition through change can be formally and informally measured in many ways for which the Kubler-Ross Change Curve (below) is a common approach:

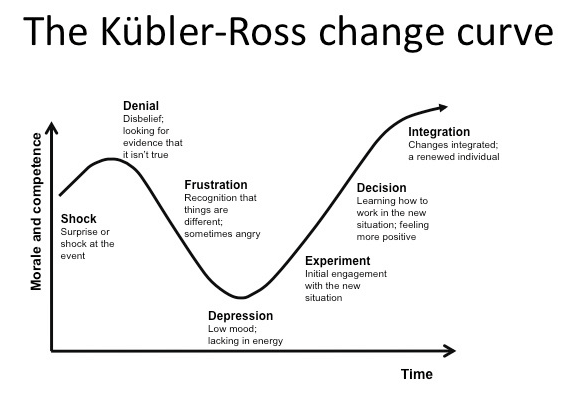


Figure 1 - The Kubler-Ross Change Curve

To accelerate the progression through the Change Curve and assess the appetite and readiness of ABC for the change coming from the ERP Implementation project, the Change Management Team has designed the following Questionnaire, which will be distributed to ABC’s staff:

The Impact Assessment Questionnaire will use a Likert scale of 1-5, inquiring how much users agree with each of the following sentences:

| ID | Assertion |
| --- | --- |
| 1 | I am aware of the ERP Implementation project. |
| 2 | I understand the objectives and goals of the ERP Implementation project. |
| 3 | I appreciate how important the ERP Implementation project is to achieve my vision of implementing the mission and vision of the ABC. |
| 4 | The objectives of the ERP Implementation project are achievable. |
| 5 | I understand the contribution the ERP Implementation project will make to the vision. |
| 6 | I think that the Leadership Team has the right people involved to make this change happen. |
| 7 | I will be able to support the ERP Implementation manager through this change process. |
| 8 | I regularly receive communication on changes in the way I perform my tasks. |
| 9 | The messages I have heard on ERP Implementation make me feel that I will be comfortable about what the project will mean to me. |
| 10 | I think there is enough consultation with staff on the changes. |
| 11 | I understand how the ERP Implementation project will affect my job. |
| 12 | I am confident that I would receive the relevant training and support to enable me to fulfil  any new activities/ role effectively within the ERP Implementation. |
| 13 | I feel optimistic about the culture within ABC relating to change. |
| 14 | As an individual, I quickly adapt to change. |
| 15 | As an organization, I think ABC quickly adapts to changes. |

## Change Impact Assessment

Organizational change management planning encompasses all the activities an organization needs to successfully implement and adopt new business models, processes and the new technologies for supporting them. To this end, a change impact assessment should focus on responding to changes pertaining to:

|  |  |
| --- | --- |
| **Organization Structure** | The way ABC’s teams, divisions and functions are organized, internal reporting lines, roles and responsibilities |
| **Processes** | The way tasks & groups of activities are carried out to deliver value to ABC’s customers |
| **Technology** | The technology tools that are available to staff and how they are deployed |
| **Culture & People** | The unwritten ground rules that describe “the way we do things around here” |
| **Services** | The services ABC offers to customers and how we offer them |
| **Customers & Community Groups** | The “recipients” of ABC’s services |

The following change activities have been identified as part of the Organizational Impact Assessment:

| ID | Organizational Change Activities | Individual/Group(s) Affected | Individual/Group(s) Responsible for Implementation | Required Completion Date |
| --- | --- | --- | --- | --- |
| Organization Structure | | | | |
| 1 | The Materials team will report to the Business Warehouse Manager | Materials  Business Warehouse | CEO | 2019 Q2 |
| 2 |  |  |  |  |
| 3 |  |  |  |  |
| Processes | | | | |
| 4 | Update Financial process | Finance | PMO w/ Finance | 2019 Q1 |
| 5 | Update Materials process | Materials | PMO w/ Materials | 2019 Q1 |
| 6 | Update HR process | HR | PMO w/ HR | 2019 Q1 |
| Technology | | | | |
| 7 | Decommission legacy systems | IT | IT | 2019 Q4 |
| 8 |  |  |  |  |
| 9 |  |  |  |  |
| Culture & People | | | | |
| 10 | New Ways of Working initiative | All staff | HR and Comms department | 2019 Q2 |
| 11 |  |  |  |  |
| 12 |  |  |  |  |
| Services | | | | |
| 13 | New print on-demand service | Business Warehouse | Business Warehouse | 2019 Q4 |
| 14 |  |  |  |  |
| 15 |  |  |  |  |
| Customers & Community Groups | | | | |
| 16 | New target group (self-publishers) | Marketing and Client Relationship | Client Relationship | 2019 Q4 |
| 17 |  |  |  |  |
| 18 |  |  |  |  |

## Communication & Stakeholder Engagement

Change must be understood and managed in such a way that stakeholders can effectively cope with it. Constant and consistent communications with all organizational stakeholders helps to ensure that no significant change is overlooked or not responded to. In that regard, it is fundamental that the Change Management Plan is in line with the Communication Management Plan.

In particular, the following activities were identified to support stakeholder engagement:

* Developing a communication strategy tailored to targeted user and stakeholder groups.
* Creating a unique project identity: project name, logos, and decoration of the project war room.
* Building a project image as being a catalyst for positive improvements.
* Establishing a point of contact for communications and ensure that there is a clear path for escalation of issues and risks.
* Leverage the support of the Change Champions in each service area in ABC.

The current levels of stakeholder engagement are represented in the table below.

As for communication activities, the project Change Management Team identified the following:

* Developing a project website and providing a list of Frequently Asked Questions (FAQs).
* Using focus groups to move through the organization, explaining project objectives, resulting changes and impacts to lessen user and stakeholder anxiety about changes to come.
* Providing formal presentations and informal sessions (e.g. clinics) to share information and manage stakeholder expectations.
* Creating and maintaining a project newsletter.
* Create a change group on Yammer.

Activities concerning stakeholder engagement and communications are a responsibility of the project’s Communication Specialist, which will act in liaison with the Project Manager.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Stakeholder Name | Awareness  (H/M/L) | Degree of Support  (H/M/L) | Influence  (H/M/L) | Known Concerns | How Change is Communicated | Proposed Actions |
| Sophie Clint | H | L | H | Integration with existing financial system | Ease of reporting | Arrange demo session |
| Carter Jr. II | L | L | M | Not identified | Present benefits of new solution | Invite for configuration review workshop |
| Barbara S | M | M | L | Legacy tools | Roadmap for decommissioning legacy tools | Arrange meeting for development of a combined decommission plan |

H – High

M – Medium

L – Low

## Training & Knowledge Transfer

An indispensable tool for ABC is training. The project must plan for hands-on sessions to educate those who will lead and assist in integrating organizational change. These sessions should cover how change will be initiated, communicated, implemented, and managed.

An effective training plan should include:

* A detailed training needs assessment identifying all required changes, the training needed to meet those requirements, and who will be trained.
* A training curriculum and content that is developed based upon the needs assessment.
* Training documentation requirements and the development of training materials.
* Training facility requirements, venue, and scheduling.
* Assessment of the training’s effectiveness
* Post training support and follow-up.

The following training courses will be provided as part of the standard deployment approach by XYZ:

1. Administration Training
2. End-User training (2-days per each ERP’s module).

Training is planned to be completed by 2019 Q1. Details of the approach defined for training can be found in the Training Plan.

**Knowledge Transfer Plan**

A knowledge transfer plan can help staff effectively transition knowledge elements crucial to business continuity and success. The following Knowledge Transfer Plan has been defined for the ERP Implementation Project:

| Role / Team | New Required Knowledge, Skill or Competency | Training Requirements | Knowledge Transfer Method | Target Date for Completion |
| --- | --- | --- | --- | --- |
| IT Administrators | ERP configuration and troubleshooting | Administration Training | Training and Self-study / Document review | 2019 Q1 |
| Financial Management | How to manage financial data in the ERP solution | Financial module | Training and On-the-job sessions | 2019 Q1 |
| Materials Management | How to manage materials data in the ERP solution | Materials module | Training and On-the-job sessions | 2019 Q1 |
| Human Resources Management | How to manage HR data in the ERP solution | HR module | Training and On-the-job sessions | 2019 Q1 |
| Business Warehouse Management | How to manage business warehouse data in the ERP solution | Business warehouse module | Training and On-the-job sessions | 2019 Q1 |
| Reporting | How to generate and configure reports within the ERP solution | Reporting module | Self-study / Document review | 2019 Q1 |

The ownership of the training and knowledge transfer activities is on the ERP Trainer, by our partner XYZ.

## Implementation Support & Transition

To facilitate adoption and transition, the Change Management Team will be fully involved in implementation planning and in providing support during the implementation period. In particular, the team will adopt the following approach for support and transition to operations:

**Implementation Support Approach**

* The entire project team will adopt the role of Change Agent.
* The Change Management Team will use proactive activities to identify risks and will develop and apply adequate risk management techniques.
* Provide ongoing communication from the project team as per the Communication Management Plan and project schedule.
* A Change Champion will be identified for each organizational unit (e.g., department, service area) to ensure timely and effective dissemination of information concerning the project, changes it may bring about and how those changes will be managed.
* Super Users from the business who are knowledgeable in all aspects of the new ERP solution (hardware, software, workflows / processes) and are well respected in their area of practice / department are requested to provide support for their colleagues in adopting the new ERP solution.
* The Change Management Team will support and coach the senior management and key influencers in their implementation role.

**Transition Approach**

* ABC will ensure that a person / team is named prior to implementation who is responsible for adoption and benefits realization of the new ERP solution from the business’s perspective.
* The business person / team responsible for adoption and benefits realization of the new solution will work very closely with the project team during implementation and closure phases of the project ensuring knowledge transfer and to develop a Transition to Business Plan with the Project Team members.
* A support model for users will be piloted and functional before implementation is complete. Support model to include ongoing support by Super Users.
* A post implementation communication plan will be developed and validated before project closure.
* ABC’s training team members will participate on the project training team throughout the project ensuring knowledge transfer.

While the Change Management Team is the main accountable for these activities, the Project Manager and the Operations Director will also be involved as advisors.

## Change Management Effectiveness

This section aims to identify what evaluation metrics will be used to confirm progress toward achieving the effectiveness of the organizational change from the project. By assessing Change Management Effectiveness, ABC can validate embeddedness of the ERP solution, identify lessons learned, as well as areas for reinforcement and improvement.

The following criteria will be used:

* Number of issues logged and time to resolution.
* Documentation of the increase of positive comments, decrease in concerns expressed by users over time, and readiness of users to support the implementation over time.
* Observations during implementation by unbiased parties.
* Post-implementation interviews, focus groups and surveys to gather information.
* Post implementation audits on the ERP to collect data for indicator measurements.
* Number of active users in the system.
* Time-to-completion for processes that previously experienced efficiency pain points in the different service areas.

These metrics will be tracked and maintained by the Change Management Team, 3 months in after the implementation.

# Appendix: Referenced Documents

Summarizes the relationship of this document to other relevant documents. Provides identifying information for all documents used to arrive at and/or referenced within this document (e.g., related and/or companion documents, prerequisite documents, relevant technical documentation, etc.).

|  |  |  |
| --- | --- | --- |
| Document Name | Document Location / URL | Latest Version |
| Business Case | Projects / ERP Implementation | 3.0 |
| Benefits Realization Plan | Projects / ERP Implementation | 1.1 |
| Project Charter | Projects / ERP Implementation | 2.1 |
| Communication Management Plan | Projects / ERP Implementation | 1.0 |
| Training Plan | Projects / ERP Implementation | 1.2 |
| Organizational Change Management Procedure | ABC / Standards and Procedures | 3.0 |
|  |  |  |
|  |  |  |
|  |  |  |