Planning, Analysis, & Change

A city street with buildings and trees

Description automatically generated

*Project Management Office (PMO)*

Change Management Guidelines

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| Change Management Guidelines |

**CU Denver Strategic Plan**

*Describe how the outcomes of this project will support the university strategic plans, such as referencing CU Denver University’s* [*Strategic Plan*](https://www.ucdenver.edu/2030/goals-for-2030)*. Please check all related CU Denver strategic plan objectives pertaining to this project.*

CU Denver will be the equity-serving institution in the nation

Become known as a university for life

Be internationally known for its research and creative work

Serve as the anchor institution for an open innovation district in downtown Denver

Be known as a people-centered "Best Place to Work"

Operationally aligned

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# Change Management Guidelines

## Introductions to Change Management

* 1. Objective

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| Develop a solid understanding of change management principles, emphasizing why it’s crucial to effectively guide individuals and organizations through transitions. By proactively addressing challenges, managing expectations, and fostering adaptability, change management helps maintain morale, minimize disruption, and pave the way for long-term success. |

* 1. Definition and Significance of Change Management

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| * + 1. Change management is a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state. It involves: * Preparing: Getting ready for the change by understanding its scope and impact. * Equipping: Providing the necessary tools, resources, and training to support the change. * Supporting: Offering ongoing assistance to ensure individuals can successfully adopt the change. |
| * + 1. Significance: * Minimizes resistance: Effective change management addresses concerns and reduces opposition to change. * Enhances engagement: Involving stakeholders and keeping them informed increases their commitment to the change. * Ensures smooth implementation: Structured processes and clear communication help in executing changes without major disruptions. * Sustains outcomes: Continuous support and reinforcement ensure that changes are maintained over time, leading to lasting benefits. |

* 1. Overview of the Prosci ADKAR® Model

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| * + 1. The Prosci ADKAR® Model is a goal-oriented change management model that guides individual and organizational change. It focuses on five key outcomes that individuals need to achieve for a change to be successful. |
| * + 1. Prosci ADKAR® Model:     2. **Awareness**: This involves understanding the need for change. It's the first step in the change process and is crucial for gaining support.     3. **Desire**: This outcome focuses on the individual's willingness to participate and support the change. It's important to address personal motivations and concerns. **Knowledge**: This involves providing the necessary information and training to enable individuals to change. Clear and accessible resources are essential. **Ability**: This outcome is about developing the skills and behaviors required for change. Practical training and support are key. **Reinforcement**: This involves ensuring that the change is sustained over time. Ongoing support, recognition, and feedback are necessary. |
| This model helps change leaders identify and address barriers to change, ensuring that individuals are supported throughout the transition. |

* 1. The Role of Project Managers in Change Management

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| * + 1. Project managers play a crucial role in change management by integrating change management activities into their project plans. They ensure that both the technical and human aspects of the project are addressed5. Key responsibilities include: |
| * + 1. Key responsibilities include: * Planning and Coordination: Developing comprehensive change management plans that align with project timelines and objectives.   + 1. Communication: Ensuring clear and consistent communication about the change to all stakeholders.     2. Risk Management: Identifying and mitigating risks associated with the change. * Support and Training: Providing necessary training and support to help individuals adapt to the change. |

## Stakeholder Analysis and Engagement

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| * + 1. Identifying Stakeholders: List all stakeholders affected by the change, including their roles, influence, and level of impact. Communication Plan: Develop a detailed communication plan tailored to different stakeholder groups to ensure they are informed and involved throughout the change process. Include specific channels (e.g., emails, meetings, newsletters) and frequency of communication. |
| * + 1. Engagement Strategies: Outline methods for engaging stakeholders, such as regular updates, feedback sessions, workshops, and involvement in decision-making processes. |
| * + 1. Communication Plan: Develop a detailed communication plan tailored to different stakeholder groups to ensure they are informed and involved throughout the change process. |

## Change Impact Assessment

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| * + 1. Assessing Impact: Evaluate the potential impact of the change on various aspects of the organization, including processes, systems, personnel, and culture. |
| * + 1. Mitigation Strategies: Identify strategies to mitigate negative impacts and enhance positive outcomes. This could include contingency plans, additional resources, or phased implementation to reduce disruption. |

## Training and Development

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| * + 1. Training Needs Analysis: Determine the training needs required to support the change by conducting surveys, interviews, and skills assessments. |
| * + 1. Training Programs: Develop and implement training programs to equip employees with the necessary skills and knowledge. Include a mix of training methods such as workshops, e-learning, and on-the-job training. |
| * + 1. Evaluation of Training: Assess the effectiveness of training programs through feedback forms, assessments, and performance metrics. Make adjustments as needed to ensure training objectives are met. |

## Monitoring and Evaluation

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| * + 1. Performance Metrics: Define key performance indicators (KPIs) to measure the success of the change. These could include metrics related to productivity, employee engagement, and customer satisfaction. |
| * + 1. Feedback Mechanisms: Establish mechanisms for collecting feedback from stakeholders to identify areas for improvement. This could include surveys, focus groups, and suggestion boxes. |
| * + 1. Continuous Improvement: Use feedback and performance data to make ongoing improvements to the change management process. Implement a cycle of review and refinement to ensure the change remains effective and relevant. |

## Sustainability and Reinforcement

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| * + 1. Sustaining Change: Develop strategies to ensure the change is sustained over the long term. This could include embedding the change into organizational policies, procedures, and culture. |
| * + 1. Reinforcement Activities: Implement activities to reinforce the change, such as regular check-ins, refresher training, recognition programs, and celebrating milestones. Ensure that leaders and managers model the desired behaviors to reinforce the change. |

## Document History

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| --- | --- | --- | --- |
| *Record the changes and updates made to the document, including dates, descriptions of changes, and the names of individuals who made the updates.* | | | |
| **Version** | **Date** | **Author** | **Comments** |
| 1.0 | 12/22/2024 | Eric Campagna | First draft |
| 1.1 | 12/28/2024 | Eric Campagna | Second draft |
| 1.2 | 12/31/2024 | Eric Campagna | Third draft |

## Approval and Authority to Proceed

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| *We approve the proposal and authorize the team to proceed.* | | |  |
| ***Role*** | ***Name*** | ***Title*** | ***Date*** |
| Executive Sponsor |  |  |  |
| Project Sponsor |  |  |  |

## Appendix

* 1. Glossary: Definition of Terms

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| **Term / Acronym** | **Definition** |
| **Assumptions** | Conditions assumed to be true for the purpose of planning the project. |
| **Baseline** | The approved version of a project plan that can be used to measure progress. |
| **Business Analyst** | The individual who analyzes and documents the business needs and requirements. |
| **Change Management** | The process of managing changes to the project scope, schedule, or resources. |
| **Change Manager** | The person responsible for managing changes to the project. |
| **Communication Plan** | A document outlining how project information will be communicated to stakeholders. |
| **Constraints** | Limitations or restrictions that affect the project’s execution. |
| **Critical Path** | The sequence of tasks that determines the minimum project duration. |
| **CU Denver Strategic Plan** | The strategic objectives of CU Denver that the project aims to support. |
| **Deliverables** | Specific outputs or products that the project is expected to produce. |
| **Dependencies** | External projects, resources, and business processes/cycles the project depends on. |
| **Document History** | Record of changes and updates made to the document. |
| **Executive Sponsor** | The senior executive responsible for the project. |
| **In Scope** | The tasks and activities included within the project’s scope. |
| **Key Deliverables** | The primary products, services, or results the project will generate. |
| **Milestones** | Significant points or events in the project timeline. |
| **Non-University Services** | External services impacted during or after project execution. |
| **Out of Scope** | Elements that are not included in the project’s scope. |
| **Project Background Information** | Context and history related to the project. |
| **Project Benefits** | The advantages the project will bring upon successful execution. |
| **Project Charter** | A document outlining the necessary information to document project expectations and requirements. |
| **Project Description** | A concise overview of the project’s main goal, issues addressed, and key outcomes. |
| **Project Details** | Comprehensive information about the project’s methodology, schedule, and scope. |
| **Project Management Methodology** | The processes and practices used to plan and execute the project (e.g., waterfall, agile). |
| **Project Manager** | The person responsible for planning, executing, and closing the project. |
| **Project Milestones** | Key phases and milestones within the project’s timeline. |
| **Project Name** | The title or name of the project. |
| **Project Schedule** | The timelines and key milestones for the project. |
| **Project Scope** | The boundaries of the project, including what is included and excluded. |
| **Project Size Estimate** | An estimate of the project’s size based on hours, complexity, duration, and cost. |
| **Project Sponsor** | The individual or group that provides resources and support for the project. |
| **Project Success Criteria** | Factors critical to the project’s success and how they will be measured. |
| **Project Team Resources** | Key team members and their roles within the project. |
| **Project Variables** | Factors that can affect the project’s outcome, such as risks and assumptions. |
| **Quality Assurance** | Processes to ensure that the project will meet the defined quality standards. |
| **Resource Allocation** | The process of assigning resources to project tasks. |
| **Risks of Implementing Project** | Potential risks that could hinder the successful completion of the project. |
| **Risks of Not Implementing Project** | Risks associated with not implementing the project. |
| **Stakeholders** | Individuals or groups with an interest in the project’s outcome. |
| **University Services** | Services impacted during or after project execution, including technical, academic, and administrative services. |
| **Work Breakdown Structure (WBS)** | A hierarchical decomposition of the total scope of work to accomplish the project objectives. |