Appendix E - Structural Change Management

Change Management Questionnaire

These questionnaires are designed to assist agencies to consider their application of change management principles and to ensure they will overcome obstacles to successful change. They are not intended to be used as a comprehensive checklist or evaluation but rather as an initial exploration to stimulate further consideration.

| Principle | Questions | Y/N ? |
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| 1. A clearly defined rationale and vision of the change is understood | * Can your executive group clearly articulate why the change is occurring and what the future will look like? * Do employees appreciate the differences between where you are now to where you want to be? |  |
| 1. Stakeholders are identified and appropriately consulted and informed | * Have stakeholders been identified? * What processes are in place to consult with the different stakeholder groups? * Do your stakeholders know how they can contribute? * What methods will be used to ensure stakeholders are kept informed throughout the change process? |  |
| 1. The system and process developed to achieve the change are transparent | * Do employees know what steps will be taken to move from where you are now to where you want to be? * What system will be used to oversee the change? * Do employees know how decisions will be made? |  |
| 1. Collective and collaborative leadership is empowered | * Are employees prepared to assume responsibility for the successful direction and execution of the change? * Are leaders working as facilitators helping others on their team to learn how to lead? |  |
| 1. There is a dedicated focus on people | * Is there an approach defined or human resource principles that have been adopted for the change? * Have a range of employee supports and learning opportunities been made easily available? * Have managers been equipped to effectively manage the individuals within their team during the change? |  |
| 1. The change is systematically reviewed and adapted | * Does the culture encourage evaluation and reflection? * Are formal and informal evaluation processes in place? * What review points in the change process have been selected? * Has an evaluation plan has been agreed? |  |

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| Obstacle | Questions | Y/N ? |
| 1. Lack of a governance structure | * Is there a clear map of governance arrangements for the change? * Is there an effective procedure in place for monitoring the change? * Have risks been assessed and strategies put in place to mitigate the risks? |  |
| 1. Lack of role modelling by leadership | * Do the executive and managers ‘lead by example’? * Is there a culture that supports providing feedback if behaviour is inconsistent with the vision? |  |
| 1. Under-communication | * Are your executive and managers repeating the key messages throughout the day? * Are you regularly assessing that messages are reaching the audience and being understood? * Do you use a range of communication methods and styles? * Are managers answering the employee’s question: ‘What will this mean for me?’ |  |
| 1. Declaring success too early | * What mechanisms are in place to ensure the changed state becomes the normal way of working? * Has the ultimate objective been defined clearly so that it is evident once achieved? |  |