**Change Checklist**

Managers personal change checklist

Illustration of Your Change Initiative as a pie chart with segments in the following order
1 preparation 65%
2 Implementation 15%
3 Consolidation 10%
4 Evaluation 10%

This checklist contains a series of prompt questions and suggestions to aid managers in undertaking a change initiative within their area of the University.

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| **Change initiative** |  |

Please note: Large-scale changes and projects should apply a [fuller project management approach](https://www.brookes.ac.uk/staff/projects/). Please contact Strategic Change and Projects Governance Team.

**An electronic copy of this form can be downloaded from**

[www.brookes.ac.uk/staff/working-at-brookes/organisational-development/change-support-for-managers](https://www.brookes.ac.uk/staff/working-at-brookes/organisational-development/change-support-for-managers)

**This is a form-fill-activated document.** To deactivate the form go to the “Review” tab and select “Restrict Editing” then go to “Stop protection”: the password is password

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| **1** | **Rationale for change**  **Effective change leaders can provide a compelling reason for change**. | | | |
|  | | **Yes** | **N/A** | **Notes** |
| Q1:1 | Have you prepared a rationale (need/justification) for the change? |  |  |  |
| Q1:2 | Have you articulated the benefits this change will bring (or the risks it will mitigate)? |  |  |  |
| Q1:3 | Is this change in alignment with the Faculty / Directorate or University plans and strategies? |  |  |  |
| Go to: [www.brookes.ac.uk/about-brookes/strategy/](https://www.brookes.ac.uk/about-brookes/strategy/) |
| Q1:4 | Have you assessed the 'readiness for change' identifying the stakeholders supporting change both within your Faculty / Directorate or beyond? |  |  |  |
| Q1:5 | Have you proactively identified what resistance (and barriers) to the change might look like? |  |  |  |
| Q1:6 | Have you completed a Terms of Reference for your change initiative? |  |  |  |
| Go to: [www.brookes.ac.uk/staff/working-at-brookes/organisational-development/change-support-for-managers](https://www.brookes.ac.uk/staff/working-at-brookes/organisational-development/change-support-for-managers) |
| Q1:7 | Are you able to articulate a sense of urgency (priority) for this change? |  |  |  |
| Q1:8 | Will your change initiative have staffing implications which require support from your Strategic People Partner |  |  |  |
| [Link to People Directorate contacts](https://docs.google.com/document/d/1kmok5IfYj599rH2CQwqJj09J5Mc2KFYrwCUP_S3ZOqY/edit): |
| Q1:9 | Your Strategic People Partner is |  |  |  |

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| **2** | **Communication & involvement**  An effective change initiative is usually achieved through a well-considered strategy to communicate and involve all stakeholders impacted. | | | |
|  | | **Yes** | **N/A** | **Notes** |
| Q2:1 | Have you presented your change initiative to your Faculty Executive or Directorate Management Team for awareness, discussion and where necessary approval? |  |  |  |
| Q2:2 | How have you identified the full range of stakeholders who need to be involved in the change? |  |  |  |
| Q2:3 | Are you preparing a communication plan? |  |  |  |
| Q2:4 | Have you prepared a communiqué outlining how you will involve staff / users throughout the change process? |  |  |  |
| Q2:5 | Will the changes you are considering require formal consultation between the faculty / directorate management teams and recognised staff representatives? |  |  |  |
| go to[Employment-policies/unions](https://www.brookes.ac.uk/staff/working-at-brookes/employment-policies/unions) |
| Q2:5a | If yes to Q2:5 have you started discussions with the People Directorate on a consultation approach? |  |  |  |

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| **3** | **Initiative specifications**  An outline of the particular needs to be satisfied or essential characteristics that is required (in materials, method, process, service, system, or work). | | | |
|  | | **Yes** | **N/A** | **Notes** |
| Q3:1 | Have you prepared (or scoped) an outline of the requirements/specifications (in materials, method, process, service, system, or work) required for your change initiative? |  |  |  |
| Q3:2 | Have you considered how you will involve staff/users in developing these requirements/specifications? |  |  |  |
| Q3:3 | Have you considered using a process review to scope out the requirements for your change? |  |  |  |
| Go to: [www.brookes.ac.uk/staff/working-at-brookes/organisational-development/process](https://www.brookes.ac.uk/staff/working-at-brookes/organisational-development/process) |

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| **4** | **Resourcing**  Outline, organise and monitor the resourcing required to implement your change. | | | |
|  | | **Yes** | **N/A** | **Notes** |
| Q4:1 | How have you estimated your resource requirements?  Have you shared this with stakeholders? |  |  |  |
| Q4:2 | Have you estimated staff time requirements required to implement this change? |  |  |  |
| Q4:3 | Have you considered what additional support will be required from other parts of the University? |  |  |  |
| Q4:4 | Have you considered the impact on the on-going delivery of business as usual activities as well as individual workloads if you assign existing staff to this change initiative? |  |  |  |
| Q4:5 | Are you required to evaluate the costs and allocate an approved budget to this initiative?  **Cost code is** |  |  |  |
| Q4:6 | Has this been compared to the cost and resource implications if the change is not initiated? |  |  |  |

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| **5** | **Scheduling and logistics**  In its simplest form the setting up of a timetable of when activities are planned together with who is assigned/responsible to carry them out. | | | |
|  | | **Yes** | **N/A** | **Notes** |
| Q5:1 | Have you prepared a timetable for this change initiative? |  |  |  |
| Q5:2 | Have you checked your time table against key university events and other date dependent initiatives? |  |  |  |
| Go to**:**  [**https://www.brookes.ac.uk/about-brookes/semester-dates/**](https://www.brookes.ac.uk/about-brookes/semester-dates/)  Go to**:**  [**https://www.brookes.ac.uk/about-brookes/university-calendar**](https://www.brookes.ac.uk/about-brookes/university-calendar) |
| Q5:3 | Does your time table impact on other things happening locally or across the University? |  |  |  |
| Q5:4 | Have you allowed sufficient time for testing? |  |  |  |
| Q5:5 | Have you allowed adequate time for contingencies? |  |  |  |

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| **6** | **Consequential impact analysis**  Identifying the potential intended or unintended consequences the change may have on the organisation, staff, students and other stakeholders.  (e.g. in terms of risks, dependencies, assumptions, sustainability, equality & diversity). | | | |
|  | | **Yes** | **N/A** | **Notes** |
| Q6:1 | Have you identified the potential risks to the university associated with implementation of the change? |  |  |  |
| go to: [www.brookes.ac.uk/staff/projects/templates-and-guidance-list/](https://www.brookes.ac.uk/staff/projects/templates-and-guidance-list/) |
| Q6:2 | How will you mitigate against (or reduce) these risks? |  |  |  |
| Q6:3 | Have you identified (listed) the possible linkages and dependencies associated with your initiative? |  |  |  |
| Q6.4 | In particular have you fully considered the impacts your change will have on the student experience? |  |  |  |
| Q6:5 | Have you cross checked with the University Project Registry to identify any projects which may have impacts on your change initiative? |  |  |  |
| Go to: [sites.google.com/brookes.ac.uk/psig/home](https://sites.google.com/brookes.ac.uk/psig/home) |

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| Q6:6 | Have you considered whether the change will impact on business continuity capability both within your Faculty/Directorate or to the wider University? |  |  |  |
| Contact your designated person or the Major Incident Manager  Go to [www.brookes.ac.uk/fls/bcmip/](https://www.brookes.ac.uk/fls/bcmip/) |
| Q6:7 | Have you identified any possible sustainability impacts associated with your change initiative? |  |  |  |
| Go to:[www.brookes.ac.uk/sustainability/](https://www.brookes.ac.uk/sustainability/) |
| Q6:8 | Have you identified any possible equality, diversity and inclusion impacts associated with your change initiative? |  |  |  |
| Go to: [www.brookes.ac.uk/staff/working-at-brookes/equality-diversity-and-inclusion](https://www.brookes.ac.uk/staff/working-at-brookes/equality-diversity-and-inclusion) |
| Q6:9 | Have you assessed whether this change initiative might positively or negatively impact the University’s reputation? |  |  |  |
| Go to: [www.brookes.ac.uk/marketing-recruitment-and-engagement/communications-team/](https://www.brookes.ac.uk/marketing-recruitment-and-engagement/communications-team/) |
| Q6:10 | Are you basing your change initiative on some key assumptions? Can you articulate those assumptions?  Have you validated those assumptions with those impacted? |  |  |  |

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| **7** | **Resilience ready**  Are you personally prepared to lead and manage this change initiative? | | | |
|  | | **Yes** | **N/A** | **Notes** |
| Q7:1 | Do you personally support the rationale for this change initiative?  (If not can you reconcile yourself to its implementation?) |  |  |  |
| Q7:2 | Are you set to be a role example in the way you engage with the change? |  |  |  |
| Q7:3 | Have you allocated yourself sufficient time to support this change initiative? |  |  |  |
| Q7:4 | Have you considered approaching a trusted colleague to act in a coaching role to support you through this change? |  |  |  |
| Q7:5 | Have you thought about other support which will help you as you go through the change? |  |  |  |
| Q7:6 | Have you considered mechanisms to help you switch off and relax when you are away from work? |  |  |  |

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| **8** | **Sense / reality check (prior to launch)**  Applying a common sense rational to commence or delay a change initiative based upon the prevailing conditions within the university (e.g. launching a change during induction week zero). | | | |
|  | | **Yes** | **N/A** | **Notes** |
| Q8:1 | Is a major event or critical incident occurring which evokes a common sense approach to delay the commencement of your change initiative? |  |  |  |
| Q8:2 | Have you considered what factors you should check prior to the commencing implementation phase? |  |  |  |
| Q8:3 | Have you considered the implications and communication strategy required if you delay the change implementation? |  |  |  |

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| **9** | **Support packages**  Change implementation is more effective and successful when packages of support are provided to assist people through the change (discuss with your People Directorate Partners). | | | |
|  | | **Yes** | **N/A** | **Notes** |
| Q9:1 | Do you have support packages in place for staff / users / students affected by the change? |  |  |  |
| Q9:2 | Have you considered the time requirements the team or users will need to allocate to this change and how it will impact on their workload? |  |  |  |
| Q9:3 | Have you identified training needs to support this change? |  |  |  |

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| **10** | **Issues management**  Implementing a change initiative will often throw up issues which require resolution (often quickly). | | | |
|  | | **Yes** | **N/A** | **Notes** |
| Q10:1 | Have you set up a mechanism to actively manage issues as they arise during the implementation phase? |  |  |  |
| Go to:[www.brookes.ac.uk/staff/projects/templates-and-guidance-list/](https://www.brookes.ac.uk/staff/projects/templates-and-guidance-list/) |
| Q10:2 | Have you set aside time for managing issues? |  |  |  |

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| **11** | **Communication & involvement (implementation phase)**  Effective change management is usually achieved through well-considered communication and involvement with stakeholders. | | | |
|  | | **Yes** | **N/A** | **Notes** |
| Q11:1 | Have you prepared a communiqué in preparation for the implementation phase? |  |  |  |
| Q11:2 | Are there two way communication channels established to support this change initiative? |  |  |  |
| Q11:3 | Have you prepared methods for celebrating successes (even small ones) during implementation? |  |  |  |

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| **12** | **Consolidation**  For a change to be successful it should ultimately be viewed by the users as business as usual. | | | |
|  | | **Yes** | **N/A** | **Notes** |
| Q12:1 | Do you have a strategy (or thinking) to consolidate the change post implementation? |  |  |  |
| Q12:2 | Have you developed systems to monitor and track the adoption of the new solution? |  |  |  |
| Q12:3 | Do you have mechanisms in place for diagnosing gaps and resistance? |  |  |  |

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| **13** | **Evaluation and reporting package**  Validation that the change has delivered benefits. Lessons learnt for implementing future changes. | | | |
|  | | **Yes** | **N/A** | **Notes** |
| Q13:1 | Have you considered how you will evaluate your change initiative as being a beneficial one? |  |  |  |
| Q13:2 | Will you allocate time at the end of the change initiative to review what went well and what you have learned for future initiatives? |  |  |  |

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| **14** | **Notes**  What have you identified as the top 3 considerations for your change initiative.  Any other miscellaneous notes for additional prompts and thoughts. |
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**Acknowledgements:** This check list was initially compiled in 2015 with inputs from colleagues from across the University. It represents. an amalgamation of learnt experiences in bringing about change within Oxford Brookes.