

Organisational Change Process Overview

		STAGE 1 DEFINE THE PROBLEM	STAGE 2 PLAN THE CHANGE	STAGE 3 IMPLEMENT	STAGE 4 REVIEW
Core Steps		Nominate Lead Officer Define the problem statement(s) Establish requirements and desired outcomes Review ACM Pillars Consider design principles Hold informal discussions/ engagement sessions with TU’s, employee groups & relevant stakeholders Establish impact on employees directly affected and any associated delegated authority requirements	Develop the proposals building on outcomes at stage 1 Explore in detail any financial implications Set timescales and key milestones Review the ACM Pillars and develop an ACM plan Engage with TU’s, employee groups and relevant stakeholders to co-design solutions	Refer to ACM plan Engage with TU’s, employee groups and relevant stakeholders to implement agreed change Undertake training / knowledge share Provide reinforcement and encouragement to the employee group	Evaluation of the change process – lessons learned Monitor the change to assess if desired outcomes achieved
Delegated Authority Requirements where applicable		Gateway A – Approval to proceed to Stage 2	Draft full business case & consultation pack Undertake job evaluation Agree timescales for formal consultation Gateway B – Approval to proceed to Formal Consultation Undertake formal consultation Update the business case Gateway C – Business Case Sign off and Approval to Implement	Communicate approved business case to employees Undertake any job matching and/or displacement processes Recruit to approved new roles	
Key Documents		ACM Plan Impact Assessment Readiness Assessment	ACM Plan Delegated Authority Business Case JE Questionnaire Consultation Templates	ACM Plan Job Matching Displacement Request to Recruit	ACM Plan
ACM Pillars	Exec Spon				
	Emp Mng’s				
	Comms				
	Voice				
	Co-creation				
	Self-Man’g				
	Training				
	Measure				