Case Study – King Edward VII College

For the purposes of this assessment, you are to assume you are the IT Manager for King Edward VII College. The IT department consists of yourself and an IT Support Officer.

You have been tasked to implement a change management process within the IT department. This is in relation to the following project.

New ICT system

The current system for the sharing of learning and assessment materials is via email. Students receive their learning and assessment materials one week before the start of each unit. They email their completed assessments back to the trainer/assessor by the due date

The current system has worked reasonably well but with growth, there are some challenges with the system:

* There is a lot of administrative effort to to collate and send out materials at the beginning of each unit, especially given that there are hundreds of units across a multitude of courses.
* It is difficult to track receipt of materials and submission of assessments.
* There is confusion about versions as there is no central repository for materials.
* Tracking issues e.g. students do not receive emails or there is no record of them having sent in their assessments.

A learning management system is proposed to address the above issues. At this stage, research still needs to be conducted into which learning management system but key features required are:

* user friendly
* unlimited storage
* allows different user types and permissions
* secure
* performs mass actions
* can integrate with other ICT systems i.e., OneDrive
* reporting functions.

The planned process for the LMS is as follows:

* Determine features required for LMS in consultation with staff.
* Choose an LMS.
* Purchase the LMS.
* Implement the LMS, including communication and training.

All changes are guided by King Edward VII College change management policy and procedures.

Change Management Policy and Procedures

Purpose

King Edward VII College recognises that change is constant and is part of the process of continuous improvement and adjustment to changing external factors. Change occurs to organisations continuously, and this document gives some direction to managing change in our workplace

This policy and procedure applies to all projects and all tasks carried out by all King Edward VII College personnel.

Responsibility

Change management tasks are to be carried out by the person who is leading the project.

Principles

Effective change cannot take place without clarity about why change is needed and what is to be achieved by the change(s).

An understanding of the cost of the change and its likely benefits are essential if the change proposal is to be authorised.

All stakeholders are to be involved in the process of initiating and implementing change.

A planned approach to change management is essential. The plan should ensure that there are clear procedures for decision making, responsibilities and timelines.

During implementation, feedback is to be encouraged and all questions are to be answered as promptly as possible.

Procedures

Preparation:

* Identify why change is required and what outcomes are to be achieved.
* Evaluate risks and benefits.
* Estimate costs.

Planning:

* Decide how change will be implemented.
* Determine who the stakeholders will be.
* Write a Change Management Plan.
* Consult with stakeholders.
* Adjust Change Management Plan when relevant.

Implementation:

* Complete tasks as per the change management plan.
* Ensure that all management and staff are trained to adapt to changes being made.
* Support management and staff to adopt changes positively.
* Monitor progress and resolve any issues that arise.
* Manage costs.

Evaluate:

* Assess whether change has been incorporated into business as usual.
* Evaluate the success of change management.
* Evaluate process and refine documentation as required.

Change Management Plan

A change management plan should be submitted to Senior Management for approval prior to implementation.

The Change Management Plan Template should be used for this.

Changes to the Change Management Plan Template can be suggested as part of the evaluation.

Any changes to the Change Management Plan Template must be approved by Senior Management and communicated to all staff.

Communication

It is very important that all stakeholders are involved in the change process. To ensure this, communication must be effective and inclusive.

A number of media should be used to communicate with stakeholders. These can include, but are not limited to:

* Regular meetings of staff and/or management.
* Minutes of all meetings emailed to attendees and those who could not attend the meeting.
* Regular emails to stakeholders.
* A newsletter that keeps stakeholders informed of progress.

Change Management Plan Template

Project

*Summary of description of project for which change management is required.*

Reason for change

*Outline the rationale for change.*

Impact of change

*Outline changes required and describe the impact of each of the changes.*

Change management activities

*Include a schedule of change management activities including timeline and responsibilities and that align with project tasks.*

Change management evaluation

*Include the KPIs for assessing the effectiveness of the change management processes. Include at least two.*

Version control guidelines

The following version control guidelines apply

Documents should include a footer that includes the title of the document, the version and the date e.g.

Change Management Plan V1.0 22-12-21

If a minor change is made to a document e.g. updating a timeline or changing responsibilities the version rule is 1.1, 1.2 etc.

However, if a major change is made to a document, the version becomes V2.0, V3.0 etc. A major update would be e.g. a restructuring of the document or information changed substantially.

Information required to complete **Section 2 of your Portfolio**

Change Management Plan Report

Date: 21 October 20XX

Developed by: IT Manager

Report purpose

This is the final report on the change management process undertaken regarding the introduction of the Learning Management System.

The Learning Management System has been introduced and all change management plan actions have been undertaken as planned.

Objectives achieved

As the Project Lead, I consider that the objectives of the change management plan have been achieved, namely that all stakeholders have been consulted with during the development of the LMS, as well as communicated with during implementation.

Change management activities were generally achieved within the timelines advised, with a couple of the activities being delayed only because of the implementation of the system delay.

Further comments

I have sent out a staff survey on the change management process and have just had all comments compiled. I will review these and provide a further report on what has been successful and what could be improved.

Staff survey comments

A survey of staff regarding the change management process has been undertaken. The comments are outlined below.

Experience of the change management process

*Sometimes it makes you feel unsettled, so I experience a bit of anxiety.*

*While there is an attempt to communicate by management and to be as open as possible, I still have a fear of the unknown.*

*If I had to pick on one emotion, it’s probably “disillusionment” because at the end of the day, I don’t believe the organisation is being honest with us when it comes to change. I’m scared the new system is just an attempt to scrutinise use more closely.*

*I actually love and look forward to the challenges of change. That’s what keeps me vibrant and keeps me interested. So I embrace this with excitement.*

*Change is good. I don’t think I have any reservations so the way I feel about these changes is that I accept it. I am motivated by it.*

*Personally, I get to experience the opportunity to have an impact on an improved way of operating in the organisation.*

*I experienced a lot of different things. I am not sure whether it is disappointment or excitement.*

*I guess it’s more a wait and see approach will lead to a bit of unease and nervousness.*

*I think that some people go through varying emotions when they experience change. For me, I am not sure. I don’t know if it has affected me or not at this stage.*

Resistance to change and new processes

*I guess I personally haven’t resisted change. There’s no point in resisting change because it is inevitable. The best thing is to try and understand what it is all about and put yourself in the best position to achieve whatever needs to be done.*

*No. I don’t resist change practices because I often do not see the point, particularly in restructures. Management will do whatever they want to do and you just go along with whatever it is they want you to do. I often don’t think there’s necessarily any point in resisting change.*

*I think they employees resist if they don’t understand why we are doing it, that is, change and change management. I think if they understand what we want to achieve, then ‘yes’, they will not resist change and change management. If they don’t understand, then there’s going to be resistance. Why will they want to change if they don’t understand what we are trying to achieve?*

*No, I do not resist change if the change is meaningful and if I understand the purpose for the change. I have had a lot of change in my life and I always like to see the positive in things and see things as a challenge. Likewise, I see change in this organisation as a challenge.*

*Well, no. No, I don’t resist change. I said earlier that change is part of the workforce. It has to be. Different strategies are needed so change is with us. I don’t resist it.*

Communication

*I have to say that communication is pretty good. I mean they don’t hide things from you.*

*There needs to be more ways of communicating with staff than meetings and newsletters.*

*I feel that there is good communication within the group*

*There needs to be an open line of communication from top to bottom. We get more information from rumours than we do from bosses and that is something that is sad and not healthy. You need to give employees a general overview of what is happening.*

*I don’t think that all information is presented in an open manner. Quite often one gets the feeling that some decisions already made are being sold to you. So I don’t think this organisation fosters open expression or opinions if your viewpoints happen to differ from those being presented to you.*

*I cannot stress how important communication is and my experience has been that when you are not communicated to truthfully then you do not trust. If your communication channels are open and honest, change is an easy thing.*

*I believe the company does try to be seen to be providing as much communication as it can. There are regular staff meetings. I suppose there is a good flow of communication but whether we can expect what is being told is correct, is true, I am not sure.*

*Communication needs to be timely. Often people with my experience are very aware of changes that are going on a long time before it is formally articulated which leads to a lot of rumours, suppositions and misinformation. So timely communication is a fundamental sort of thing.*

*I think communication can be improved. I have said earlier that there are board, executive and leadership meetings but I am not sure to how well the outcomes of these meetings are communicated throughout the organisation. So perhaps the only weakness that I see in this organisation in terms of change management would be overall communication and consultation. There are pockets of people who do change management very well but I’m not sure that it cascades right down to the bottom levels. People usually hear about the change after the event.*

*They give us information so that they are hoping we’ll make the opinions they want us to make based on the information they provide. They don’t actively seek any feedback from us. I don’t believe they want feedback.*