PM&C CHANGE Management Framework

Contents

[Introduction 1](#_Toc2331393)

[Overview 1](#_Toc2331394)

[The PM&C Change Management Framework 1](#_Toc2331395)

[Operations Committee endorsed projects 1](#_Toc2331396)

[Project documentation 2](#_Toc2331397)

[All other projects 2](#_Toc2331398)

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# Introduction

Change is an inherent characteristic of any organisation. It is essential to understand the issue of change management and implement it with the least disruption and difficulty so that an organisation can continue to deliver on its mandate, operate with efficiency and effectiveness and continue to grow.

PMC recognises Program and Project Management as a key strategic delivery capability. Further, the Department recognises that for projects to be successful they must address the people aspect.

# Overview

The Enterprise Project Support (EPS team has developed this Change Management Framework to assist change managers and other staff who are designing and leading the change effort. The Change Management Framework provides supporting tools and templates to enable projects to address the change management aspects within the Project Management Framework.

It aims to ensure a consistent streamlined approach to managing change within Operations Committee endorsed projects that are following the Department's Project Management Framework. Both Frameworks provide established governance structures, consistent clear templates, guidelines and checklists to ensure a greater degree of certainty for project success.

The Change Management Framework is adaptable for PMC staff to use on any project.

# The PM&C Change Management Framework

The Framework describes the change management process as:

•Clarifying roles and responsibilities in change and ensuring change accountability

•Identifying what is required to manage the change associated with a project

•Planning and implementing stakeholder engagement, change leadership, communication, training and support

•Understanding the importance of resilience and flexibility in the context of change

# Operations Committee endorsed projects

All projects endorsed by the Operations Committee should adhere to the Project Management Framework, which includes the Change Management Framework.

All corporate projects will follow the standard processes outlined in the Change Management Framework. These projects usually involve significant change to the business as usual processes and practices of the Department. These changes have the potential to significantly disrupt the Department's operations if they fail to be taken up.

It is the responsibility of the EPS Team to ensure:

•That the process articulated in the Change Management Framework is followed

•Documentation and communication products meets a quality standard

•That the Framework and its artefacts are reviewed regularly

•The Framework is communicated to staff

Change Managers who will be responsible and accountable for the delivery of the stated change objectives and ensuring all Change Management Framework processes are consistently applied.

# Project documentation

To enable better information/knowledge sharing and record keeping, all project documentation is to be stored in the standard repository for PMC Projects - a ShareHub Project Collaboration site. Each site has a consistent structure. All change management documentation should be stored under the document library of 'Business Change'. This includes formal artefacts as well as informal working documents.

# All other projects

All PMC staff working on projects are encouraged to use the Framework. The Framework can be used to give general guidance. The Change Management Framework used outside of the Project Management Framework is not intended to be prescriptive or exhaustive. A 'one size fits all' approach to managing change is not effective. Rather staff can use the Framework to guide them in assembling an approach that is the right fit for their project. Advice on how to use the Framework is available from the Enterprise Project Support team

Many projects falling under this category are defined as Business As Usual or Small. Projects that are of Medium to Large will usually be a Corporate Project. Further information on project definition and sizing is available on the Project Management Framework site.

For further information, advice and assistance with the Framework

Please contact the Enterprise Project Support Team at EPS@pmc.gov.au.