Change Sustainment Plan

PROJECT NAME

Date: XXXX

Version: 1

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# bACKGROUND

## Provide a short description of the context in which the change initiative is taking place, as well as information on the approach guiding the change initiative.

Some of what can be included is:

* Project scope
* Vision
* Key principles of the project
* Key components of the change management strategy
* Type of change and size
* Timeline

# Objectives

## Sustainment objectives:

In order to deliver lasting change, reinforcement of the change following the project delivery is essential. Focus on continuous improvement to help ensure that the change matures with the organisation and that the benefits of the change are maximized.

Overarching objectives of sustaining the change are:

1. Encourage professional growth through continuous learning and supportive management.
2. Sustaining a dialogue with employees to help them sustain changes associated with our project.
3. Support the culture change and sustain the changes through reinforcement.

## Targeted measures of success :

A few key markers have been identified as indicators of the project success. These key performance indicators will be followed even after the transition is completed and help to determine the change efficiency and level of sustainment required at a given time.

Our project will achieve (these are just examples):

* Most service standards met 95% of the time.
* Queue volume or work in progress at any given time remains within the expected range on a yearly basis.
* Enhanced client experience, including:
  + Early resolution of simple inquiries.
  + Timely attention to complex issues requiring expertise.
* Data entry is more timely and accurate.
* Greater client satisfaction overall.
* Ongoing improvements in key areas, such as automation and data integrity.

# Stakeholders

Sustainment methods and activities are tailored to the needs of the various stakeholder groups to maximize the benefits of the interactions used.

This is based on work done earlier in the process and throughout the change. Essentially, the idea is to build onto our already existing engagement activities with stakeholders, just more targeted to sustaining the change, rather than building momentum.

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| --- | --- | --- | --- | --- | --- | --- |
| Stakeholder | Supporter / neutral / has concerns | Supportive elements | Concerns | Level of influence | Level of interest | Actions to sustain stakeholders |
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## Roles and responsibilities

Who needs to manage the sustainability of the change?

1. *Change team*: will be in charge of planning the activities and the communication products.
2. *Senior leadership*: will be responsible for thanking all stakeholders (recognition), participating in the celebration, leading the way, providing resources and taking ownership of the change.
3. *Managers*: one of the greatest supporters for employees. Sending communications that encourage feedback; sharing feedback with Senior Management when appropriate; being open to feedback and continuing to communicate; being transparent.
4. *Key enabling sectors* (e.g., IM, IT, Security, Facilities, OHS, HR): ensure that the new changes are well implemented and continuously look for ways to review and improve.
5. *Employees*: can be great ambassadors and source of support for other employees. They can discuss the change, share best practices with colleagues, encourage others, provide testimonials, and participate in committees to sustain the new workplace or participate in new projects.

# Sustainment Products, vehicles and activities

Which activities will help sustain the change and how?

* Measuring against success
* Continuing communication
* Continuing training
* Creating support materials
* Celebrating, rewarding and recognizing
* Providing onboarding toolkits for new employees, managers and senior leaders
* Ensuring that support mechanisms are identified
* Creating a workplace committee that will oversee the sustainment of the change

**Sustainment timeline:**

Change is deemed successful when it becomes “the new normal.”

When should we reduce the speed of sustainability?

* Project results achieved
* Employees adopted the new ways of working
* Low error rates
* Infrequent questions
* When the previous processes, methods, tools and behaviors become too cumbersome or difficult to use in comparison to the current new ways of working
* Overall employee satisfaction
* Employees no longer try to revert to the old ways of working
* When the tools, processes, usage of the space, and new ways of working are on their way to being “the new normal”

## Obstacles in sustaining change:

What are the greatest obstacles in sustaining success?

* Project failed to address resistance
* No efforts or investments were put in place to support the new habits and behaviours acquired during the transition
* Senior management does not provide support and is not engaged in the new workplace
* Change managers could not keep internal momentum
* No feedback mechanism in place
* No resources left or assigned to support the newly transformed workplace

# Celebrate

Part of sustainment is celebrating people and the significant progress made together.

Some best practices to follow**:**

* Continually showcase progress throughout the project. Keep an eye out for the achievement of major milestones and identify early successes―even if they may seem small
* Organize ways to recognize groups and individuals that have achieved and contributed to the success of the new workplace (e.g. early adopters of new technology)
* Use staff meetings, recurrent team meetings and townhalls as an avenue for recognition of achievement (e.g. one year anniversary of move-in date)
* Ensure that key stakeholders are aware of these achievements and involve managers to award these recognitions
* Share articles or media excerpts with employees
* Recognize what employees have done together about particular problems that could not have been solved without the cooperation of all

## Calendar of sustainment activities

|  |  |  |  |
| --- | --- | --- | --- |
| **Week** | **Date** | **Sustainment activities** | **Who does it?** |
| 1 |  | * Communication that will include information on the transition and confirmation of accomplishment * Includes thank you message or video from ADM and DGs |  |
| 2 |  | * Pulse check with management teams * Communication that will include updates and recognition * Mention of the pulse checks coming in the next weeks |  |
| 3 |  | * Pulse Survey/Check for employees that have transitioned * Communication that will include updates and recognition * Advertise professional learning possibilities |  |
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