



Manitoba Fiscal Performance Review

Phase 2
Change Management
Approach and Plan



Notice

This Change Management Approach and Plan (“Document”) by KPMG LLP (“KPMG”) is provided to the Province of Manitoba’s Steering Committee and Treasury Board Secretariat (“Manitoba”) pursuant to the consulting service agreement dated July 14, 2016 to conduct an independent fiscal performance review (the “Review”) of Core Government spending (except the Department of Health) for Manitoba. This Document is one part of the Phase 2 Review.

If this Document is received by anyone other than Manitoba, the recipient is placed on notice that the attached Document has been prepared solely for Manitoba for its own internal use and this Document and its contents may not be shared with or disclosed to anyone by the recipient without the express written consent of KPMG and Manitoba. KPMG does not accept any liability or responsibility to any third party who may use or place reliance on the Document.

Our scope was limited to a review and observations over a relatively short timeframe, and consideration of leading practices. The intention of the Change Management Approach and Plan is to provide a consistent approach and general guidelines in change management implementation of cost improvement initiatives across Core Government Departments. We express no opinion or any form of assurance on the information presented in the Document and make no representations concerning its accuracy or completeness.

Table of Contents – Change Management Approach and Plan

Notice	
1 – Context	4
1.1 Purpose	4
1.2 Fiscal Performance Review Framework	5
2 – Change Management	9
2.1 Setting the Change Management Context	9
2.2 Change Management Approach	11
2.3 Change Management Plan	13
3 – Preparing for Change	15
3.1 Readiness for Change	15
3.2 Handling Change Resistance	17
3.3 RACI Matrix Creation	18
4 – Engagement and Empowerment	19
4.1 Understanding Change Leadership	19
4.2 Change Leadership Behaviours Diagnostics	22
4.3 Leadership Change Management Plan Risk Analysis	23
4.4 Leadership Action Plan(s)	24
5 – Executing and Sustaining Change	26
5.1 Understanding the Role of Change Networks	26
5.2 Change Agent Skill Set Requirement	27
5.3 Change Network Mobilization Strategy	28
6 – Communicating Change	29
6.1 What Needs to be Communicated and to Whom	29
6.2 Identification of Communication Activities	30
6.3 Create Communication Plan	32
6.4 Communications Channels	33
Appendices	
Appendix A – Templates	35

1.1 Purpose

What is the purpose of this document?

This document provides the activities that the Government of Manitoba may consider undertaking in order to develop a consistent, integrated approach to preparing for, executing and sustaining change across its Departments as it commences cost improvement initiatives as part of the fiscal performance review. Change management is part of implementation of cost improvement initiatives and should be aligned with Manitoba's Fiscal Performance Review Framework. The document outlines an approach and general guidelines based on leading practices in change management, the typical stages and activities involved in managing change and accompanying templates and tools to support how to conduct the types of activities outlined.

Who is it for?

The intended audience for this document are change leaders and change agents within the Government of Manitoba as well as individuals at all levels who have a role in preparing for and executing cost improvement change initiatives at a team, department and organizational level.

1.2 Fiscal Performance Review Framework

“Manitobans have a right to expect that their government uses public revenues effectively and efficiently to deliver high quality government programs and services at a reasonable and sustainable cost. Manitoba’s New Government is working to fulfill that expectation by restoring fiscal discipline with a common sense approach to financial management. Common sense respects the value of taxpayers’ money.”

“A large part of restoring fiscal discipline is restraining the growth of spending – bending the cost curve – to ensure that spending does not outpace revenue growth. Manitoba’s New Government is committed to ensuring that government programs and services become more effective and efficient.”

Manitoba Budget 2016

The new Government of Manitoba has shown a strong commitment to the continuous improvement of programs and services delivered to Manitobans. Doing the right things, and doing them right by delivering quality services in the most efficient and effective way, while providing the highest value to taxpayers are central to this commitment. The Government of Manitoba has committed to developing a strong fiscal plan which includes gaining better control over the growth of Core Government spending.

After several years of large and growing deficits, the fiscal situation is not sustainable. Growth in spending needs to be contained. Better economic growth will drive increased revenues. The pace of growth in debt is not sustainable. Given new fiscal realities, there is an opportunity to make strategic changes to what is delivered and how it is delivered. Getting Manitoba to turnaround its fiscal position however will require difficult decisions on several fronts.

The Government of Manitoba’s Public Service is dedicated to serving Manitobans and communities across the Province and ensuring value for taxpayers’ dollars. The Fiscal Performance Review Framework will assist the Province of Manitoba to embrace a culture of high performance and ongoing improvement. The Fiscal Performance Review Framework brings a whole of Government approach to assess spend and to measure, improve and track performance.

Many people and parts of the Public Service recognize the need for change and improvements in effectiveness, efficiency and to ensure value for money. Many people in the Government of Manitoba are ready to champion transformational change. The Public Service and front-line workers contribute to improving Manitoban’s lives, security, prospects, opportunities, infrastructure, environment, health and other areas, and take ownership of the quality and cost of service.

The Fiscal Performance Review Framework is necessary to provide a consistent, systemic framework that includes principles, guidelines and criteria for looking at spending across Government and at all levels, whether by Department, program, service, branch or unit.

1.2 Fiscal Performance Review Framework

Shifting to the Fiscal Performance Review Framework will have a transformative impact on the Government of Manitoba. It will require a fundamental change in the behaviours, the culture, and the approach to decision-making across Government, from Departments, to agencies, to Treasury Board Secretariat, to the ultimate decision-makers in Cabinet, and as such, getting a strong commitment to the framework at the most senior levels of Government is crucial.

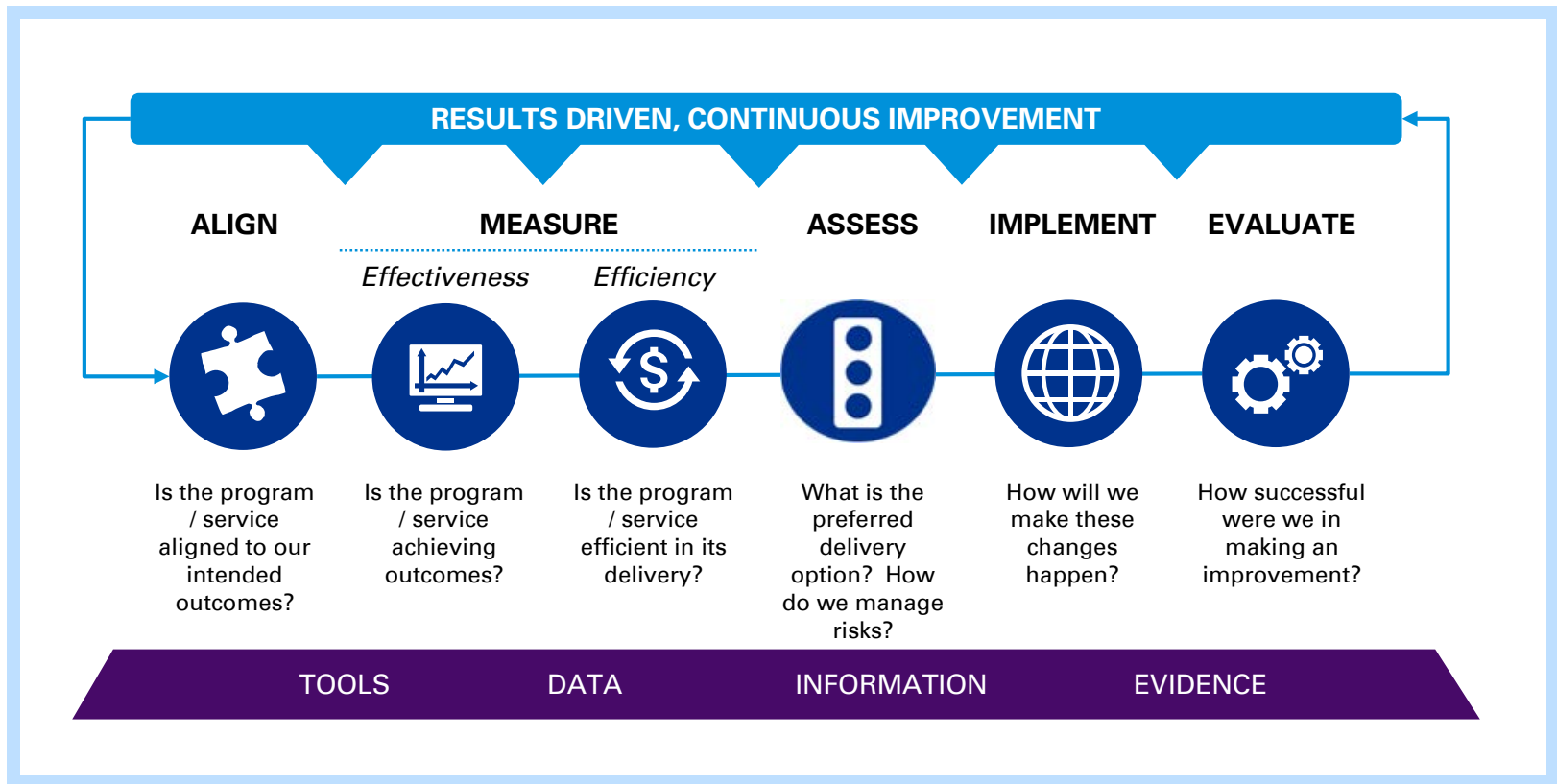
Ultimately the goals of Manitoba's Fiscal Performance Review Framework are:

<p>Understanding of performance and confidence in decisions to achieve Government's objectives</p>	<p>Decision-makers have a more robust and deep understanding of the financial, operational, and performance results that drive outcomes, and can make more confident decisions about changes required to achieve Government's objectives. Decision-makers need to have line of sight between the case for change, the analysis and options related to the change, and the final benefits that will be realized. This requires information and evidence for the decision-maker to consider at a level that is necessary to reliably make a decision.</p>
<p>Transparency of performance</p>	<p>To closely examine how every dollar is spent in Government, decision-makers will be better able to identify the link between the clear objective of the program/service and the evidence of its performance. To enhance transparency and public accountability, greater clarity of performance is also required for greater accountability, such that quantifiable metrics can be reported publically for programs and Departments.</p>
<p>Greater collaboration between Departments</p>	<p>The requirement for information and evidence to support decisions means that Departments will have a better understanding of issues, performance, and objectives, resulting in better relationships and partnerships, with clearer expectations, and driving better performance. Departments will need to work closely together to produce results.</p>
<p>Greater alignment between fiscal imperatives and the priorities of Government</p>	<p>A key attribute of the framework is that decisions on programs and services are driven by the achievement of desired outcomes and the effectiveness and efficiency in which this can be done. The framework will provide a clearer understanding of the link between policies, investments, and outcomes, which in turn can support decisions to align fiscal priorities with results.</p>

1.2 Fiscal Performance Review Framework

The overall Fiscal Performance Review Framework is being applied in Manitoba and consists of a series of steps and questions that decision-makers are expected to ask, and provides a guide for how analysis should be approached and evidence-built. The use of this evidence, supported by standards and tools, will drive the successful application of this framework.

The following Change Management Approach and Plan is triggered during the *Implement* step of this framework.



In addition, two key components of the framework include continuous improvement and results-driven. Continuous improvement takes the learnings and informs changes to drive consistently better and better outcomes. “Results driven” refers to a set of common Government outcomes that should be considered in all decisions.

1.2 Fiscal Performance Review Framework

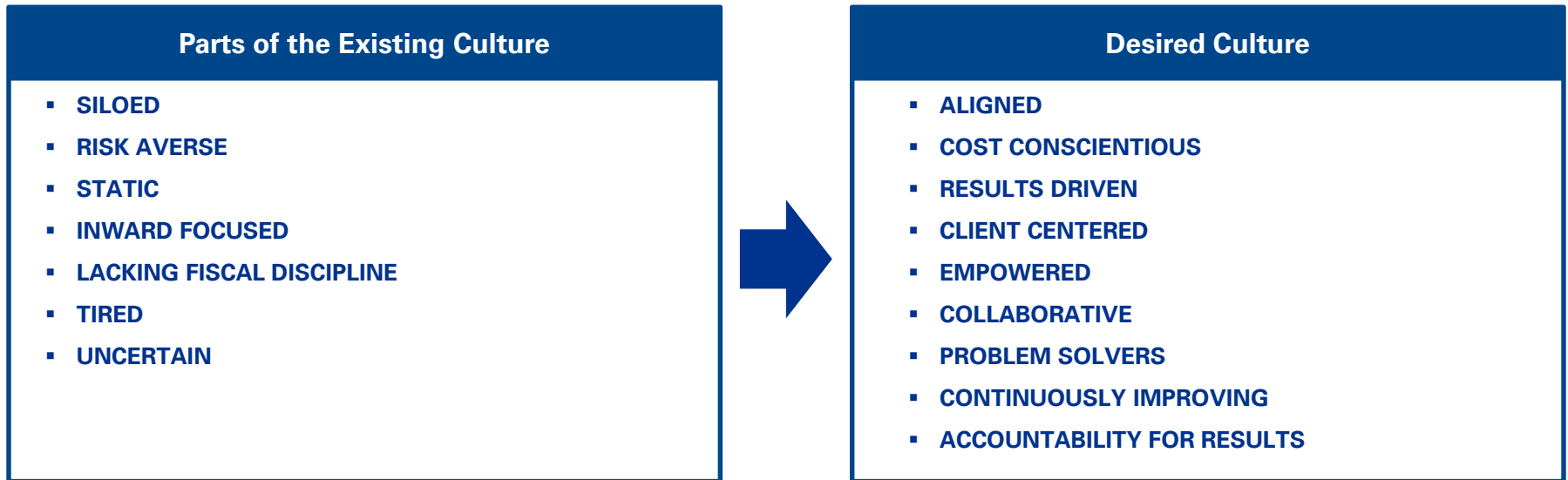
The Change Management Approach and Plan, as previously indicated, should be applied during the implement stage of the Fiscal Performance Review Framework.

Implement	
Overview	Questions to be Answered
<p>In this step, an implementation plan is developed. This includes the key steps, roles and responsibilities, milestones, and timelines.</p> <p>The plan should outline the full cost of the preferred option and include actions related to managing risk, reporting on progress, and include a project implementation plan outlining the benefits to be realized, expected costs, roles and responsibilities, and actions to implement the project.</p> <p>The necessary changes to implement the preferred option are then initiated.</p>	<p>This step defines how the changes to programs/services will be made. Specifically the following questions should be asked:</p> <ul style="list-style-type: none"> <input type="checkbox"/> How will you manage and implement the change? <input type="checkbox"/> What are the key tasks and milestones? <input type="checkbox"/> What is the total approved budget for the change? <input type="checkbox"/> How will you report on the progress of implementation? <input type="checkbox"/> What benefits should be expected and when will these be realized? How will you report on these?
Standards	Tools
<p>This standard has been met when the changes to be made have been broken down into a set of key milestones to be achieved. Consideration for the benefits has also been documented and reporting has been agreed upon.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Cost Accounting <input type="checkbox"/> Project Implementation Plan <input type="checkbox"/> Value Logic Map <input type="checkbox"/> Risk Assessment <input type="checkbox"/> <i>Change Management Plan</i>

2.1 Setting the Change Management Context

Change Management Context

- The Government is committed to placing attention and fiscal discipline on all spending, while also ensuring programs and services are efficient, effective and deliver value for taxpayer dollars. This represents a significant transformation and culture shift.



- Change Management can be one of the toughest paths on the transformation journey. We have leveraged our experience and proven methodologies to develop this Change Management Approach and Plan to assist Manitoba with its transformation efforts.
- The Change Management Approach and Plan is designed to provide a concise, consistent approach and general guidelines for change management, with flexibility for Departments to work with and ensure alignment with Government directions in the implementation of cost improvement initiatives.
- The Change Management Approach and Plan considers the following key steps: alignment with Government direction and the Fiscal Performance Review Framework; confirming the transformation vision; understanding where there are gaps; mobilizing leaders and plans; acting out the vision and desired culture; showcasing success; and monitoring progress and adjusting plans where necessary.

2.1 Setting the Change Management Context

To bring the Manitoba Change Management Approach and Plan to life, it has been organized around the following key aspects:

- **Change planning and management** – how you set the context for change management and understanding gaps.
- **Change leadership** – how you mobilize leaders to the change and help them to disseminate communication and manage staff and stakeholder reactions to the changes.
- **Change strategy** – how you align change strategy and create action plans.
- **Change networks** – understanding the role of change networks and change agents, including mobilizing change agents, and helping staff develop new capabilities or learn the new ways of working as a result of the change.
- **Communications and engagement** – how you help staff and stakeholders move along the change continuum from awareness, understanding, buy-in and advocacy for the changes, and measuring and reporting on progress.

Change Management Implementation

- The following approach is focused on positively influencing employee acceptance for change and mitigating employee resistance. This methodology pragmatically and proactively manages risks to drive desired business benefits. Adoption of organizational change, and ensuring the benefits realized are sustainable, is achieved through a focus on effective Change Management.
- To execute on this plan, a strong Change Management methodology should be leveraged. By proactively understanding: (1) the magnitude of the specific change effort; and, (2) the capacity of the Government of Manitoba for change, the approach can be applied in a customized manner.
- A made-for-Manitoba approach:
 - Focuses on changing behaviours, of individuals and teams, to help deliver sustainable cost improvement in performance.
 - Develops change strategies based on robust diagnosis to mitigate the critical people risks associated with change.
 - Helps to drive the performance required for delivery of benefits and results.
 - Develops change leadership capability and creates momentum for sustainable performance improvement.
 - Understands change management as an iterative, rather than a linear process.











2.2 Change Management Approach

During an organization-wide system transformation, Change Management can not be overlooked as a key component to success. Following a known set of principles and applying the appropriate tools will ensure the Government of Manitoba's workforce are first engaged and then appropriately empowered to obtain the new vision. The five steps identified below are the overarching structure to engaging the workforce in sustainable change.



2.2 Change Management Approach

The following critical success factors will support the Government of Manitoba as it prepares for, executes and sustains change efforts moving forward

-  **Early engagement** is key to address resistance early on and invite the people to contribute to the change.
-  **One size does not fit all.** Each type of transformation requires a tailored and fit-for-purpose approach.
-  **Change leadership** is no longer optional. Sponsorship is no longer enough.
-  **Change is personal.** Aligning the people levers in the organization is key to reach individuals.
-  **Change is a capability** that can be developed, not just a work stream.
-  **Measure change,** and look beyond the finish line to sustainability.
-  **Learn from the past.** Do, or do not, let history repeat itself and recognize that old approaches do not work anymore.
-  **Drive for a systemic approach.** See the forest, not just the trees.
-  **Ongoing interactive communications** are key throughout. Modern-day technologies facilitate critical engagement.
-  **Plan to be agile.** A successful change management approach will remain flexible throughout its course.

2.3 Change Management Plan

The following represents the typical activities that comprise a change management plan. This approach to change management is under-pinned by these activities:

Preparing for Change

- Involves outlining the business case, the case and reasons for change as well as the alignment of the change relative to the organization and a shared vision

Planning & Building Support for Change

- Analyzes the change readiness of the organization as well as any potential risks and issues that may arise during the implementation

Pre-Implementation Support

- Identifies key stakeholders to engage as well as a plan around how to properly engage them

Go-Live Implementation & Stabilization

- Involves the implementation of the changes and the transition to operations

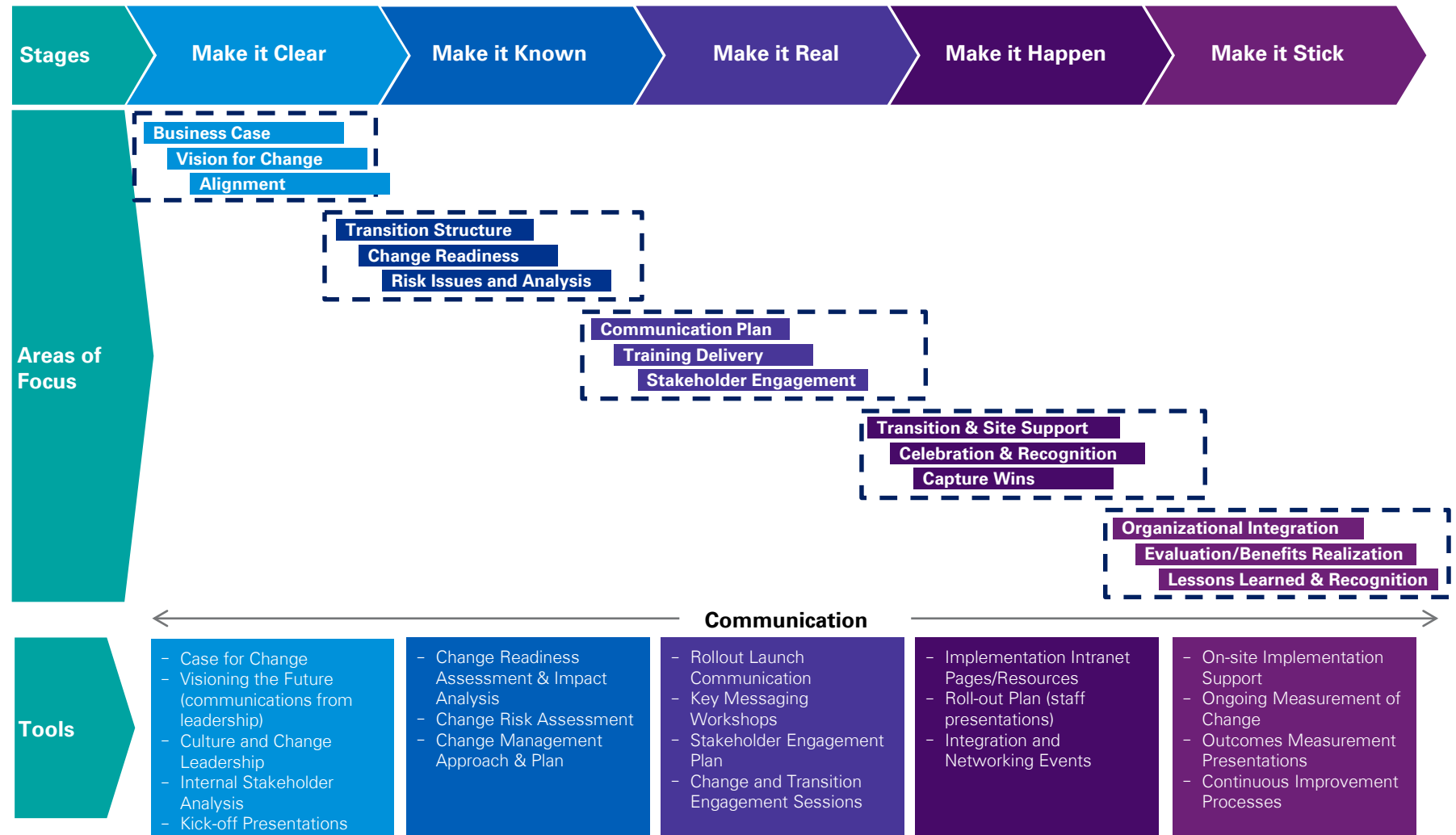
Cementing & Reinforcing the Change

- Involves evaluating the benefits from the change as well as assessing lessons learned and recognizing success



2.3 Change Management Plan - Typical Stages & Tools

Outlined below are the typical areas of focus as part of preparing for, the development and execution of a change management plan based on experience with the change management activities required as part of cost improvement initiatives.



3.1 Readiness for Change

Change readiness and impact analysis activities examine the scope, depth and overall size of the change the initiative will result in. When preparing for change, two critical assessments are needed at the onset:

- An assessment of the change itself; and
- An assessment of the organization.

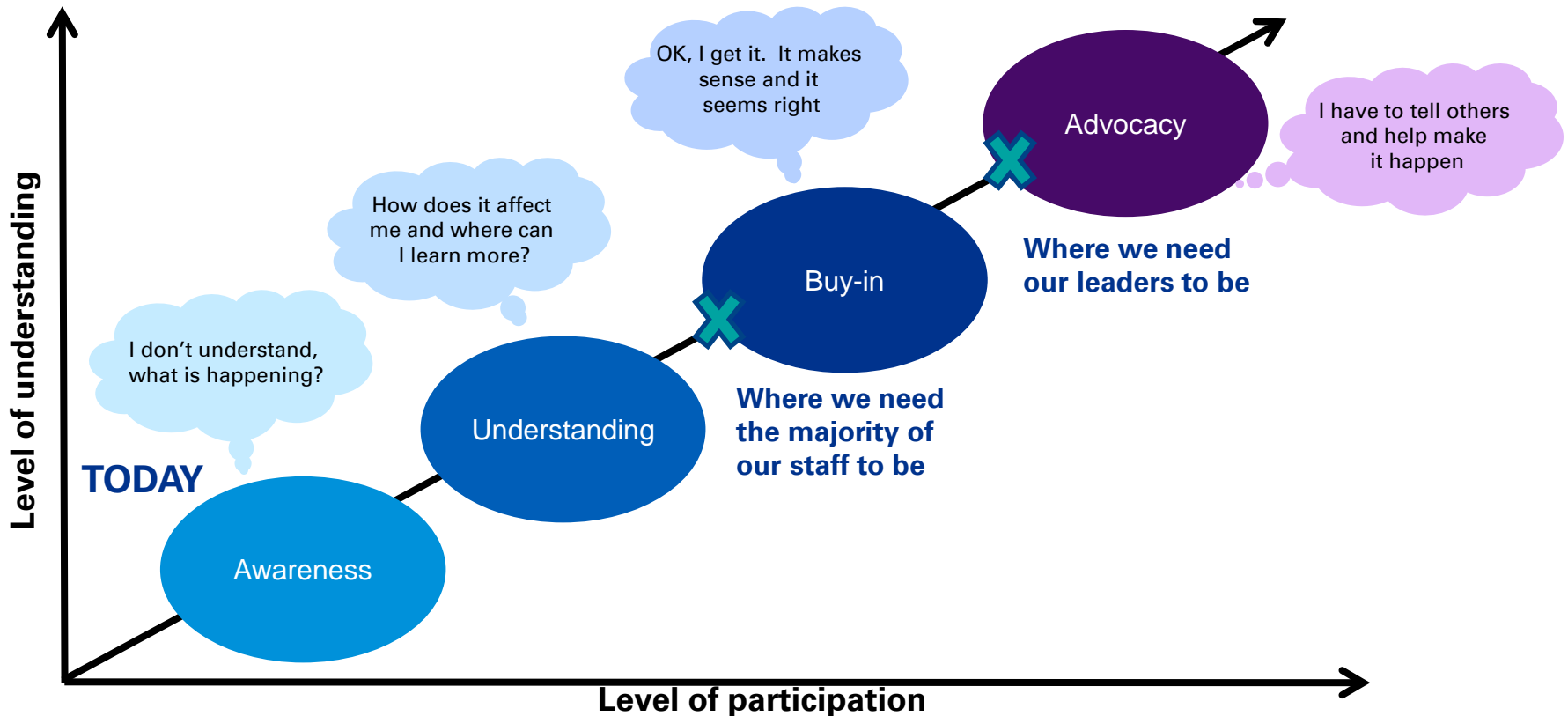
Specific items to be addressed by this activity include:

- Scope and scale of the change, including capacity for change;
- Leadership support and engagement (level and degree to which senior leadership is involved and supports the change);
- Middle-management's predisposition to change (in many organizations middle managers have a high degree of control over their peers and employees – they will play a significant role in the change process);
- Number of employees impacted, types of roles impacted;
- Type of change (process, technology, organization, job roles);
- Employee readiness for change; and
- How clearly defined the project vision is and whether it is understood.

3.1 Readiness for Change

The measurement of change readiness is important to every change initiative as it directly impacts the ways in which those impacted by change are engaged.

By understanding the individual, team, departmental and organizational readiness for change, the scale, type and frequency of communications with each impacted stakeholder group can be selected more accurately.



3.2 Handling Change Resistance

As part of preparing for change, it is essential to take the necessary time to understand levels of actual or perceived resistance from stakeholder groups impacted or influenced by the change.

RESISTANCE TO CHANGE



“I’ve been doing things this way for a long time and it’s always worked – I don’t see the **need for change.**”

“My **manager** hasn’t changed her behaviour...I don’t see why I should!”

CONFUSION AND ANXIETY



“I **don’t know** what I’m meant to be doing...”

“How does this **change** affect me personally?”

“Do all these changes mean I’m going to **lose my job?**”

FALLING EMPLOYEE ENGAGEMENT



“I’m **confused** and **de-motivated**, I’m going to start looking for another job!”

“I will do the **minimum possible** and see what happens.”

3.3 RACI Matrix Creation

A key component of positioning the Government of Manitoba’s leaders to effectively prepare, execute and sustain change is to support change leaders (and others in the organization) with the appropriate level of transparency by developing a decision making accountability framework.

The RACI matrix underpins the ability of organizations to have an effective mechanism to understand how key decisions will be made as part of change initiatives.

What is a ‘RACI’?

What does it stand for?

The four letters represent four different roles in relation to a task:

- **Responsible: (Performs the task)**
 - Individual who owns the activity or implementation.
 - Responsibility can be shared.
 - Level of responsibility is determined by the individual designated with the “A”.
- **Accountable: (Is held accountable for the results)**
 - Individual with the ultimate yes/no authority.
 - Who signs off or approves work.
 - Only one “A” can be assigned to a function.
- **Consult: (Is in the loop and provides input)**
 - Individual has information or capability to complete work.
 - Involved prior to decision or action.
 - Requires 2 way communications.
- **Informed: (Is kept in the picture)**
 - Individual is notified of decision or action so that they can fulfill their tasks.

What is a RACI chart?

It is a model that is used to identify and clarify roles and responsibilities within an organization. It can be used to re-design a process, re-align an organization, or manage a function.

- It is responsibility plotting.
- It helps to identify functional areas and activities.
- Assists in re-designing processes by highlighting decision points.
- Identifies redundant, over-lapping, inconsistent responsibilities.
- Defines structure and distributes responsibility, accountability, and authority.
- Creates clear lines of communication.

What are the benefits?

- Streamlines the organization by placing accountability where required.
- Clarifies roles and responsibilities for individuals, departments, and business units.
- Increased productivity through well-defined accountabilities.
- It eliminates misunderstandings.
- Reduces duplication of effort.
- Results in better communication.

4.1 Understanding Change Leadership

Change leadership is about mobilizing, activating and leveraging a group of committed individuals who can work across a Department, its staff and stakeholders to bring about the required changes. For the Government of Manitoba, change leadership will mean:

- Supporting DM and ADMs to communicate to their teams and stakeholders; and
- Supporting Middle Managers and Line Managers to communicate to their staff and stakeholders.

The approach to delivering Change Leadership

Prepare leaders to lead the change

Work with senior leaders to prepare them to lead and sponsor the change



Equip strong and engaging managers

Strong middle management to lead employees to be ready, willing and able to implement changes



Mobilize dynamic change networks and teams

Establish a change champions network to oversee and drive sustainable change



Build change capability and capacity

Build a culture where employees feel involved in and responsible for change. Help people become more change-able and change ready



4.1 Understanding Change Leadership

Preparing leaders to lead change

Preparing the leadership group to lead the transformation is critical to sustainable change. Many times quality improvement and change management are seen as “common sense.” Change management is a learned, structured set of skills.

Prepare leaders to lead the change

Work with senior leaders to prepare them to lead and sponsor the change



Build change capability and capacity

Equip strong and engaging managers

Mobilize dynamic change networks and teams

The change leadership approach strengthens **leaders** ability to:

- Consistently **role model** new ways of working and demonstrate this through their behaviors
- **Reinforce new ways of working** amongst their teams
- **Communicate effectively** throughout the change process
- Effectively **manage key stakeholders**, and understand what actions and behaviors they can adopt to overcome resistance to change within the organization
- **Unblock** barriers to change
- Build **change capability** across and at each level within the organization
- Demonstrate **visible leadership and accountability** throughout the transformation programmed
- Keep what is working, **holding true to the organizations purpose and values**

4.1 Understanding Change Leadership

During a system transformation, Change Leadership cannot be overlooked as a key component to success. The five steps identified below highlight the typical activities that it is advised change leaders focus on as part of change management initiatives within the Government of Manitoba.

	Make it Clear	Make it known	Make it real	Make it happen	Make it stick
	Creating clarity	Creating awareness	Creating readiness	Creating willingness	Creating ability
Leadership and Vision	<ul style="list-style-type: none"> Define how the organization needs to transform to survive and grow Create accountability and ownership for the vision and reason for change Define what does good look like and how to measure it 	<ul style="list-style-type: none"> Communicate and manage expectations of the journey Understand and accept role within change and create time for it Identify change leaders at all levels 	<ul style="list-style-type: none"> Be clear on what change really means Be open about the impact of transformation on individuals and the organization Identify any potential blockers and sticking points Empower and delegate authority Be visible Be active with middle management 	<ul style="list-style-type: none"> Role model new behaviours Correct unacceptable behaviour Unblock and address barriers Stay the course as performance and productivity may dip Create space for middle managers Prepare to be agile Stay in tune with the business and across functions 	<ul style="list-style-type: none"> Don't skip meetings Have presence on the floor Deliver against Leadership Action Plans Role model new behaviours
Communication and Engagement	<ul style="list-style-type: none"> Plan how to engage Co-author individual leadership action plans 	<ul style="list-style-type: none"> Sit with teams to explain change and solicit feedback on how to make it happen: Create open feedback channels 	<ul style="list-style-type: none"> Adhere to governance model and cascade communications Articulate guiding principles for design and implementation Increase conversation about new ways of working 	<ul style="list-style-type: none"> Remind people of the vision, benefits, and case for change Be open and honest about rationale for change and what's happening Be visible and present Continuously communicate what is happening when Actively work with and communicate with middle management 	<ul style="list-style-type: none"> Manage expectations of the journey and maintain focus Sustain energy Opportunistically communicate Reinforce the case for change
Workforce Transition	<ul style="list-style-type: none"> Establish plan to manage 	<ul style="list-style-type: none"> Identify influencers/detractors, 	<ul style="list-style-type: none"> Be vocal about what needs to change at a behavioural level Close the door to exceptions 	<ul style="list-style-type: none"> Make and support difficult decisions around people changes, sticking to the principles/vision objectives 	<ul style="list-style-type: none"> Retain focus until complete (don't shift to the next new thing too soon) Hold people to account Realign the way performance is managed
Measurement	<ul style="list-style-type: none"> Define what needs to change 	<ul style="list-style-type: none"> Understand resource planning, barriers and enablers 	<ul style="list-style-type: none"> Set the example for timely decision making 	<ul style="list-style-type: none"> Monitor measurement and act Highlight progress and wins Hold people accountable for actions 	<ul style="list-style-type: none"> Keep monitoring communications, ROI and resources Know when to exit and celebrate close Institutionalize lessons learned

4.2 Change Leadership Behavioural Diagnostics

Prepare leaders to lead the change

Work with senior leaders to prepare them to lead and sponsor the change



The best way to prepare a leader to lead change is for them to understand where their strengths and opportunities for development are. The key four functional areas for leaders to understand and make happen are:

- 1) Setting direction
- 2) Mobilizing action
- 3) Building capability
- 4) Acting with courage

4.3 Change Management Plan Risk Analysis

With any change initiative there are inherent risks associated. They can be as extreme as a risk to the Government of Manitoba’s ability to deliver on their service offerings.

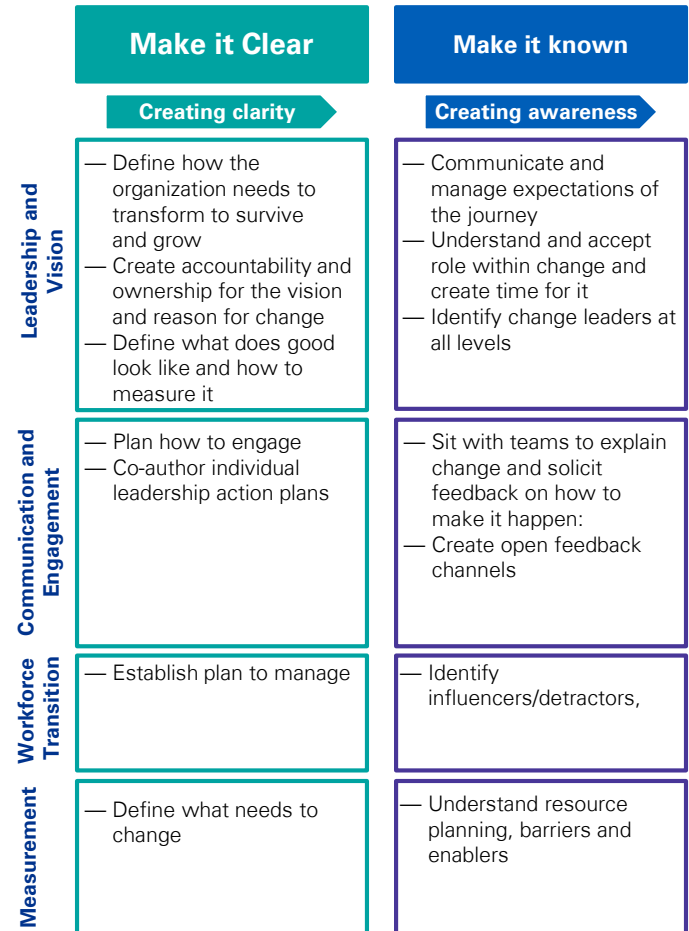
The key to managing risk is identifying the potential of the risk as soon as possible.

The three key questions to ask about risk are:

- 1) What is the likelihood that the action could happen?
- 2) How severe would it be if it did happen?
- 3) And, could we identify that it is going to happen before it does (predictive measurement)?

Once decisions are made on considerations outlined in the business cases that have been created for Manitoba, an engagement plan should be created. When these plans are being created each line of the engagement plan should also be accompanied by the previous three questions. When risk is identified then part of the engagement plan should include the risk mitigation.

Some of the risk mitigations are how you “make it clear” and “make it known”.



4.4 Leadership Action Plan(s)

The personalized leadership action plan is an accumulated document encompassing all the tasks required by the individual to lead their assigned change.



Leadership Action Plan

- Develop customized leadership development plans and measures to invite and encourage leadership’s visible support and commitment
- Match leaders to a coach for personal monitoring and guidance



Purpose

- Define the actions leaders need to take and the results they must achieve to successfully implement the change
- Identify potential obstacles to change that require close scrutiny and management
- Help key stakeholders understand what they can do to champion change



Questions for Consideration

- In which areas can the leader provide the most beneficial impact?
- In what way does the leader typically interact with his or her teams?
- Which peers does the leader respect and feel comfortable?



Example

Leadership Action Plan Template		
Leader Name of the leader in question	Teams They Influence The departments, business units, the leader has control influence	Coach Name of the coaching partner and provide feedback
Project Needs/Expectations The scope of the leader and the level of understanding the project requires (e.g., Project Sponsor, Key Stakeholders, Change Agent)		Target Audience/Issues/Concerns Who will be impacted by the change and what are the key issues/concerns/obstacles?
Action Areas Specify responsibilities for each major category of change as identified by the Project Team or a Business Division, Communications Organization, Current Project Plan, Change Support	Objectives Identify the overall objectives of each category as outlined in the Action Area section	Action Steps List specific actions that will be completed as outlined in the Action Area section and completed by [Leader], with change team support
Made at [Date] Version [Number] Confidential		[Client]

4.5 Change Management Action Plan

Change management requires an actionable roadmap that defines the specific tactics and levers that will be used to help transition Manitoba in a tailored, integrated fashion to achieve the intended benefits associated with the change.

- ✓ Documents the project-specific approach to proactively manage the changes and transition leaders and staff effectively.
- ✓ Defines the guidelines and structure to proactively address known challenges while continuing to identify new challenges so they may be quickly addressed.
- ✓ Identifies the areas and components of change that need the most attention and effort in order to manage resources most effectively.
- ✓ Helps create leadership understanding and alignment for how the change and people impact can be managed proactively.
- ✓ Demystifies Change Management and provides a conceptual methodology into distinct components that can be monitored, measured, and assessed.

Make it real

Creating readiness

Leadership and Vision

- Be clear on what change really means
- Be open about the impact of transformation on individuals and the organization
- Identify any potential blockers and sticking points
- Empower and delegate authority
- Be visible
- Be active with middle management

Communication and Engagement

- Adhere to governance model and cascade communications
- Articulate guiding principles for design and implementation
- Increase conversation about new ways of working

Workforce Transition

- Be vocal about what needs to change at a behavioral level
- Close the door to exceptions

Measurement

- Set the example for timely decision making

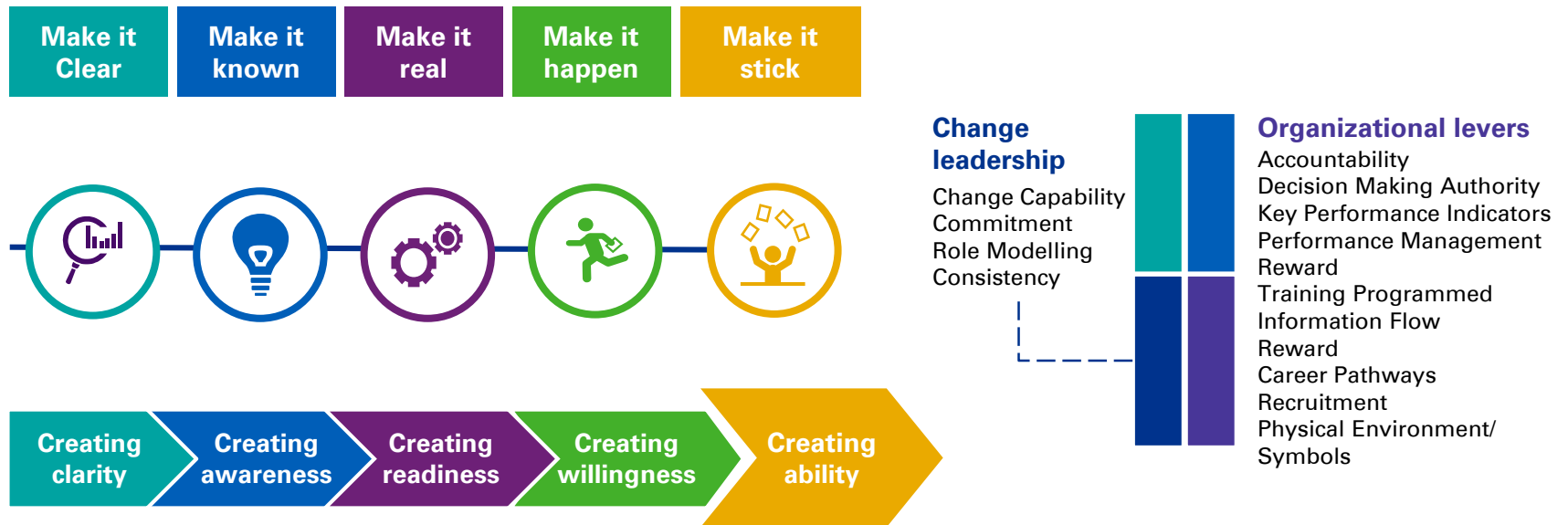
5.1 Understanding the Role of Change Networks

To support the Government of Manitoba with the execution of and ability to sustain change efforts, the role of Change Networks is critical.

Change Networks are comprised of individual “change agents” that will enable teams that span divisions or units of a department (or across departments) to bring together leaders who can help to tackle communications and engagement.

Change Networks will help to provide feedback to the change owners within the Government of Manitoba and help to inform the types of change challenges being experienced as well as the tools that are needed to address such challenge or resistance.

The role of the individual change agent is also critical because of their ability and personal commitment to creating long term, systemic change. Several potential change agents have been identified for various cost improvement initiatives.



5.2 Change Agent Skill Set Requirement

In general, Change Agents should be high performing individuals with the following characteristics:



Influential	Realistic	Supportive	Good communicator	Open and positive
<ul style="list-style-type: none"> — Is respected amongst peers, staff, and seniors — Has credibility within work area or function — Understands the bigger picture — Is not necessarily “the boss” — Is someone with whom others trust and feel comfortable 	<ul style="list-style-type: none"> — Flexible — Good problem solver — Pragmatic and resourceful — Recognizes and addresses barriers 	<ul style="list-style-type: none"> — Is personally supportive of the initiative — Listens and learns — Respects differences — Builds genuine relationships — Follows through — Takes role and relationship seriously 	<ul style="list-style-type: none"> — Able to clearly convey messages both written and verbal — Functions as a bridge between views — Acts as an interpreter — Is a confidant — Respects confidentiality — Perceptive qualities to monitor and provide feedback on areas of change resistance 	<ul style="list-style-type: none"> — Works to change attitudes — Provides a sense of possibility — Offers encouragement — Is inclusive, accessible and engaged — Early adopter; able and willing to adapt to rapidly changing circumstances

5.3 Change Network Mobilization Strategy

Make it happen

Creating willingness

Leadership and Vision

- Role model new behaviours
- Correct unacceptable behaviour
- Unblock and address barriers
- Stay the course as performance and productivity may dip
- Create space for middle managers
- Prepare to be agile
- Stay in tune with the business and across functions

Communication and Engagement

- Remind people of the vision, benefits, and case for change
- Be open and honest about rationale for change and what's happening
- Be visible and present
- Continuously communicate what is happening when
- Actively work with and communicate with middle management

Workforce Transition

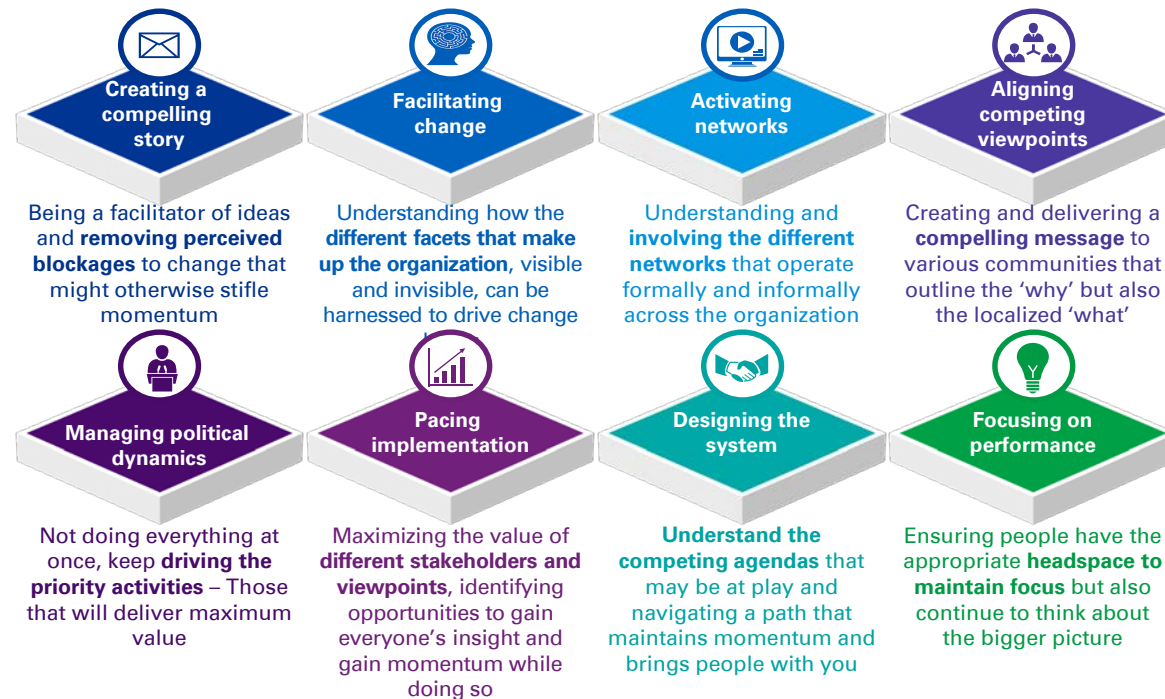
- Make and support difficult decisions around people changes, sticking to the principles/vision objectives

Measurement

- Monitor measurement and act
- Highlight progress and wins
- Hold people accountable for actions

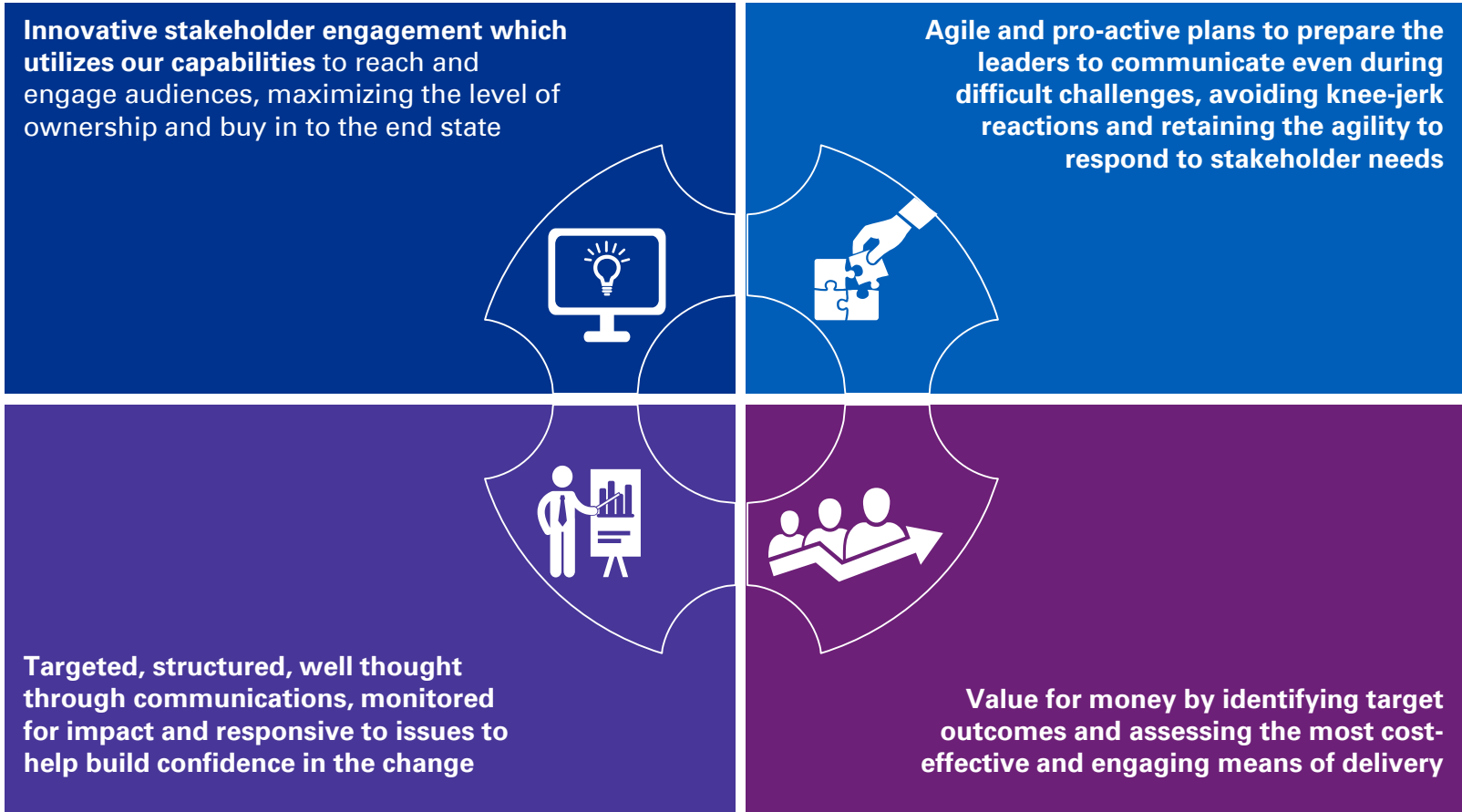
The mobilization strategy is to:

- 1) Identify the change agents who will comprise the change network
- 2) Build their capacity for change
- 3) Engage them in the change plan (Gantt)
- 4) Support the change agents from the leadership group



6.1 What Needs to Be Communicated and to Whom

Our approach to communications and engagement



6.2 Identification of Key Communication Activities

Change is largely about communicating to staff and stakeholders about the changes and what they should expect. The Communications Strategy and Plan is essential in supporting the Government of Manitoba to effectively deliver and manage change.

- A Communications Strategy provides a clear statement of the approach to be used for the development and execution of all communication activity and defines the parameters for delivering key messages to stakeholders.
- The Communications Plan serves as an effective mechanism to plan and deliver communications to all internal and external (if required) stakeholders.

Communications should be:

- Clear and direct in their purpose and intent;
- Consistent messaging;
- Should provide facts;
- Help to answer frequently asked questions; and
- Connect to those affected through various mediums.

6.2 Identification of Key Communication Activities

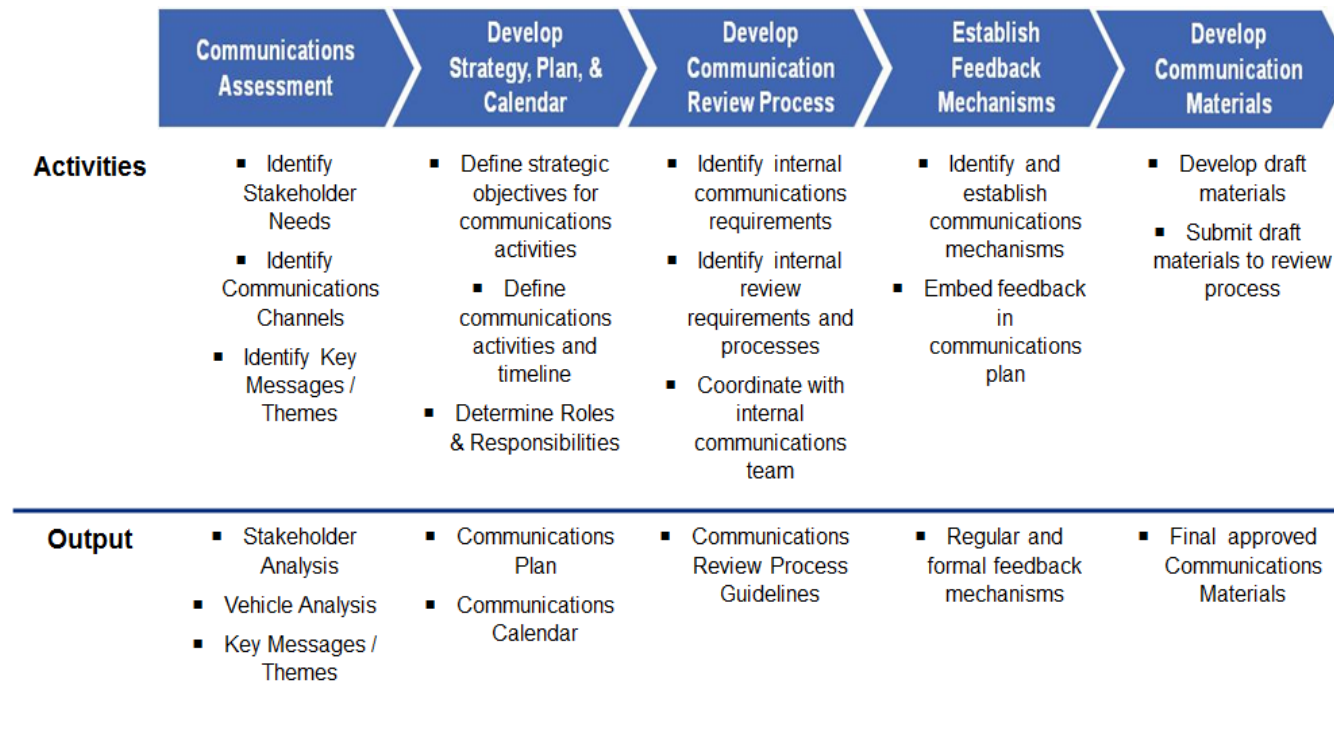
The process has four key elements to follow:

- Build the Communications Strategy, the plan should be designed to be creative in nature and utilize out of the box channels and vehicles for delivering the key messages and themes outlined in the Communications Strategy.
- Build the Communications Plan.
- Design and evaluate effectiveness of communications. Socialize the Communications Plan so stakeholders know what to expect and that the key messages are being delivered.
- Implement the Communications Strategy and Plan throughout the project:
 - ✓ The Communications Strategy is developed based on the Communications Assessment to articulate the vision, clearly set out the strategic priorities and identify the specific communication needs of the stakeholder groups.
 - ✓ The Communications Strategy and Plan allows key stakeholders to understand the case for change, the desired end state and what the organization will do to move toward the new vision via a communications front.
 - ✓ The Communication Plan is built early in the project and then refreshed throughout. It is intended to deliver communications across the lifespan of the project or the project phase.
 - ✓ In case the initiative's scope is adjusted the plan should reflect changed audiences needs.
 - ✓ The plan should reference the findings of the Communications Assessment and refer to the Communications Strategy to maintain consistent guidance.

6.3 Create Communication Plan

The Communications Plan will help by providing set targets and defining responsibilities to build and maintain user understanding and accountability throughout the project. The plan should answer a number of questions including: who needs to be involved in the communication process, what needs to be communicated, when does the communication take place and what are the most suitable methods of communication. The plan essentially lists communication activities and events to bring the Communication Strategy to life while taking into account the risks and barriers identified through the Communications Assessment.

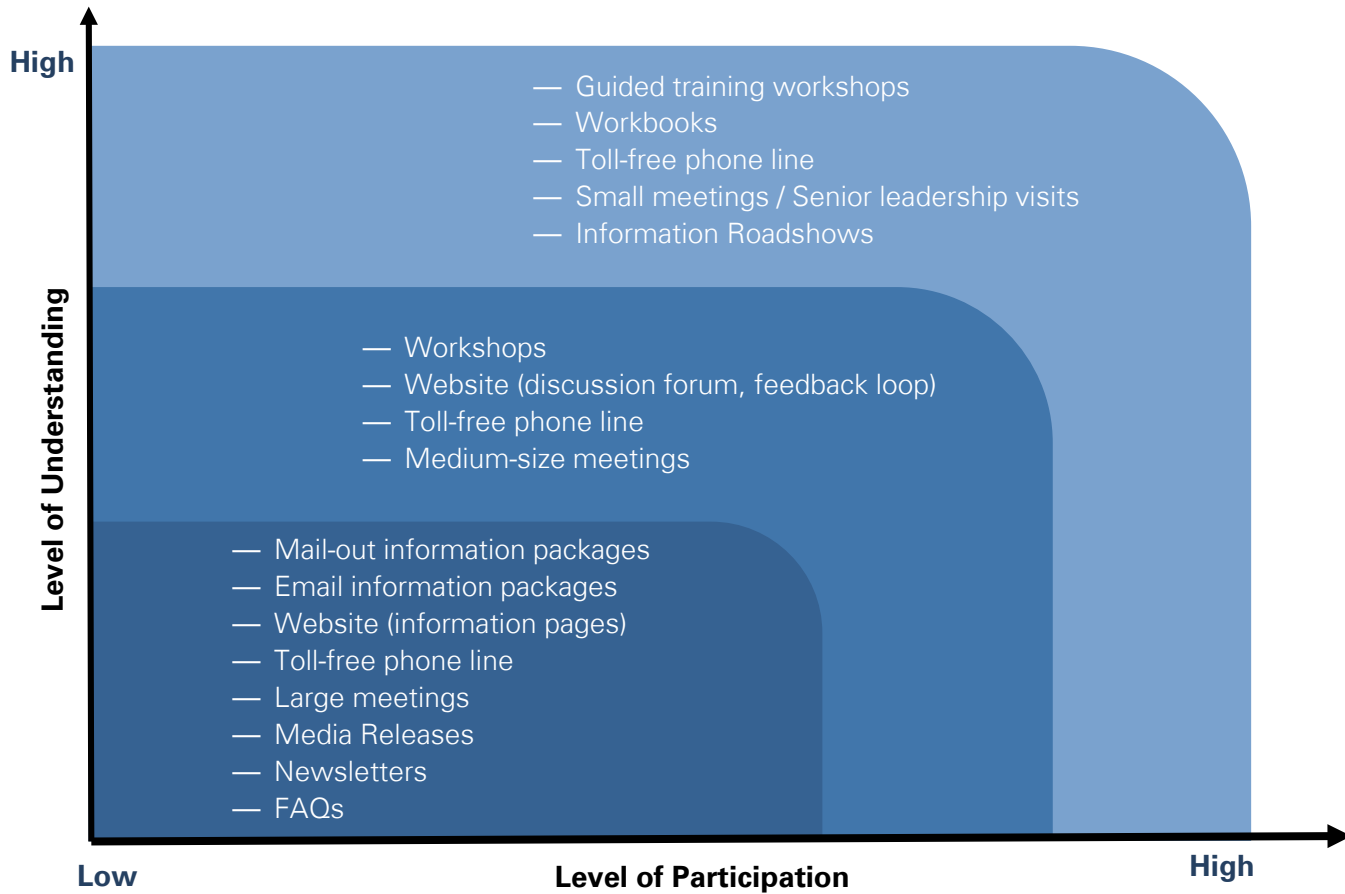
Outlined below are the practical steps required to create and execute a targeted tactical and operational Communications Plan.



6.4 Communications Channels

A variety of potential communication tools and channels can be used as part of Government of Manitoba change management initiatives depending on the level of understanding and participation required of stakeholders affected by changes.

The range of communication options range from low-touch to high-touch, and can be customized to resonate with their intended audiences along with the practical steps required to create and execute a targeted tactical and operational Communications Plan.





Appendix A - Templates

Template - Change Readiness Areas of Investigation

Area	Purpose / Use
Compelling Case for Change	<ul style="list-style-type: none"> — What is the stakeholders' current understanding of the program or initiative? — Do stakeholders understand the business and cost drivers? — Do stakeholders believe the change is needed? — Are stakeholders comfortable with the new processes? — Do stakeholders believe the processes and application will improve the situation? — What concerns do stakeholders have?
Resources	<ul style="list-style-type: none"> — Are effective support tools and resources in place? — Where are the gaps? — Are there common challenges? — What additional support and resources do stakeholders need?
Leadership	<ul style="list-style-type: none"> — Do leaders appear committed to the project goals and aligned to project plans? — Are leaders providing active and visible sponsorship for project efforts?
Effective Communications	<ul style="list-style-type: none"> — What communications have stakeholders received? — Which communication events have stakeholders attended? — Which channels are or are not working well?

Template - Change Readiness Sample Question Categories

Category	Question	1	2	3	4	5
Satisfaction	How satisfied are you with...?	Very Dissatisfied	Dissatisfied	Neither Satisfied or Dissatisfied (or Neutral)	Satisfied	Very Satisfied
Agreement	Please state your level of agreement with...?	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
Extent	To what extend do you...?	Not at all	To little extent	To some extent	To a moderate extent	To a large extent
Helpfulness	How helpful is...?	Not at all helpful	Not so helpful	Neither	Somewhat helpful	Very helpful
Interest	Please indicate your degree of interest in...?	No interest	Little interest	Some interest	Moderate interest	Considerable interest
Relative Quantity	Should ... do less or more of...?	Much less	Somewhat less	Fine as is	Somewhat more	Much more
Importance	How important to you is...?	Very Unimportant	Somewhat Unimportant	Neither Important or Unimportant	Somewhat important	Very important
Quality Rating	Please rate the quality of...?	Poor	Below Average	Average	Above Average	Excellent

Template - Change Leadership Behavioural Diagnostics

Leadership Diagnostic Questionnaire

Change Leadership Guidance	Change Leadership Behaviours	Rarely	Some-times	Often	Don't know
<p>Change leadership can be defined as:</p> <p><i>“Behaviour and actions that mobilize committed and capable people from their current situation to a successful future.”</i></p> <p>There are four key behaviours that do this:</p> <ol style="list-style-type: none"> 1) Sets direction 2) Mobilizes action 3) Builds capability 4) Acts with courage <p>A key part of change leadership is to understand where their skills in these key areas are. This will help to determine areas of strength that may be beneficial during the change.</p>	Sets Direction				
	Based on knowledge of provincial priorities, determines and communicates priorities for attention				
	Sets, shapes and corrects direction in which people are to move				
	Communicates clear, challenging but fair individual accountabilities for each direct report				
	Mobilizes Action				
	Anticipates and thinks through other's possible responses and adapts own approach to speak to their interests or concerns in explaining new directions				
	Takes action in group situations (even if not the official leader) to make sure people work effectively together				
	Respects the contribution of others, seeking out strong people for the team and giving them freedom to act				
	Consciously keeps an open mind when listening to others' ideas; going out of the way to hear contrary opinions in order to avoid 'groupthink' and land on the best decision				
	Builds Capability				
	Notices others' learning needs and takes personal action to provide feedback, coaching and training				
	Creates challenging learning opportunities that stretch the person's ability to experience and think				
	Looks for development opportunities for others (assignments, job moves, training etc)				
	Acts with Courage				
	Sets personal stretch goals and takes informed risks to achieve them				
	Raises issues honestly and directly with the people involved and works to resolve them				

Template - Leadership Engagement Plan

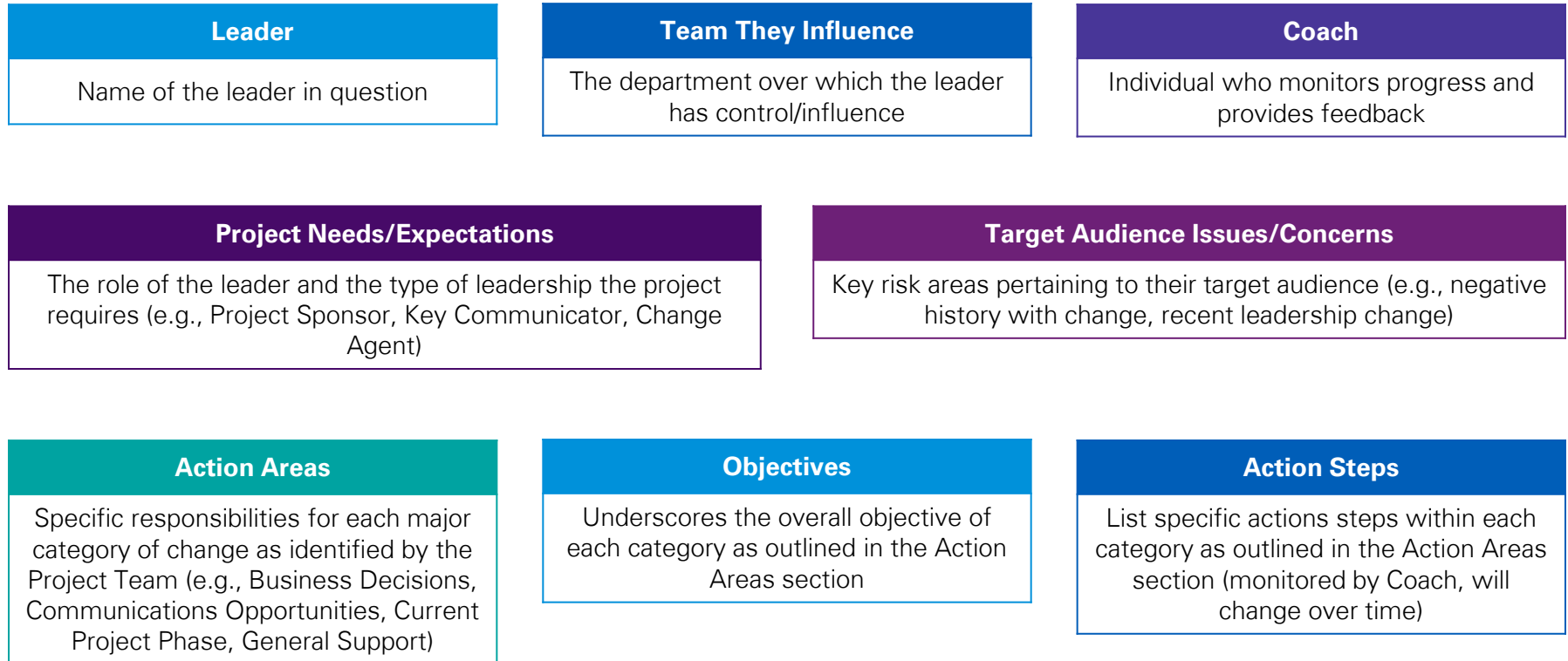
Leadership Engagement Plan

Manitoba Leadership Engagement Plan				
Purpose: Plan and track activities needed to ensure impacted leaders are ready, willing, and able to make the necessary changes.				
Who	When Launch	How	Resources	Responsibilities
*Leader Name or Leadership Group	*Date (Month YYYY)	*Listing of activities and cadence	*Deliverables to be created for stakeholders	*Individual(s) responsible for execution



Template - Leadership Action Plan

Leadership Action Plan Template – Sample



Template - Change Action Roadmap

The Change Impact Action Plan is created using the information created by the sequentially collected information on change including the change plan, risk analysis and leadership action plans. The roadmap identifies specific interventions needed to address impacts. It also establishes accountability by identifying the owner for each intervention.

Benefits
<ul style="list-style-type: none"> ✓ Identifies specific actions required to prepare stakeholders ✓ Creates formal accountability by assigning the appropriate stakeholders to be responsible for taking the necessary actions

Understanding Change Impacts

Degree of Impact

Degree	Description
R "Big"	<ul style="list-style-type: none"> — This is significant change compared to how things are currently done. — Majority of stakeholders will be impacted. — Very visible to internal customer. — At least somewhat visible externally (customers or suppliers).
Y	<ul style="list-style-type: none"> — A change that has some impacts, but may only impact a few departments. — Somewhat visible to internal customer. — Limited external impact (customers or suppliers).
G	<ul style="list-style-type: none"> — Not a significant area of change. — Only a small number of people impacted. — No internal customer or external stakeholder impact.

Perception of Impact

Degree	Description
R "Difficult"	<ul style="list-style-type: none"> — This is a change that would not be favorably received. — Resistance is expected from a large portion of people impacted. — Increases work effort, has impact on internal customers that they would consider negative or at least neutral.
Y	<ul style="list-style-type: none"> — Those impacted would not view this negatively or positively.
G	<ul style="list-style-type: none"> — This is a change that would be welcomed by the majority of those impacted. — Potentially reduces work effort, provides better information, or has positive impact on internal customer. — The change would not be viewed as a threat, but as a way to make work easier or work product better.

Template - Change Action Roadmap

Use the previously created documents to gather and enter the key impacts in the action plan template and develop recommendations to address the change impacts. Add due dates if necessary.

Example

Impacted Division, Function or Change Dimension: [Function]

Summary: [Summarize the change initiative]

- [Text]
- [Text]
- [Text]

Summarize the level of impact based on Magnitude and Perception

Key Impact	Recommendation	Owner
<ul style="list-style-type: none"> — List the key impacts from the Change Impact Summary report 	<ul style="list-style-type: none"> — List recommendations to address the impacts. — Recommendations should be timely and actionable using existing resources. 	<ul style="list-style-type: none"> — Assign owner to address recommendation

Template - Change Action Roadmap

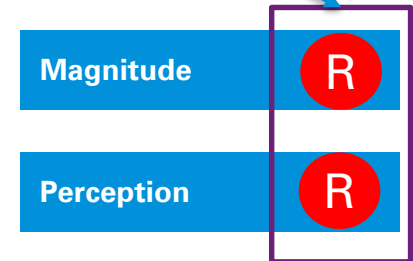
Example

Impacted Division, Function or Change Dimension: [Function]

Summary: The new collaboration tool is not being received positively and there's a negative connotation associated with the implementation because of a low score associated with "leadership shows visible support."

Sample

Summarize the level of impact based on Magnitude and Perception



Key Impact	Recommendation	Owner
<ul style="list-style-type: none"> Workforce does not view the new tool in a positive light; this has led to low participation at training and info sessions. 	<ul style="list-style-type: none"> Managers will hold one-on-one conversations with their team members to explain the value the tool will bring to the organization The functional lead will hold a Town Hall to review key dates, expectations, and create accountability. 	<ul style="list-style-type: none"> [Owner Name(s)]

Template - Change Action Gantt Chart

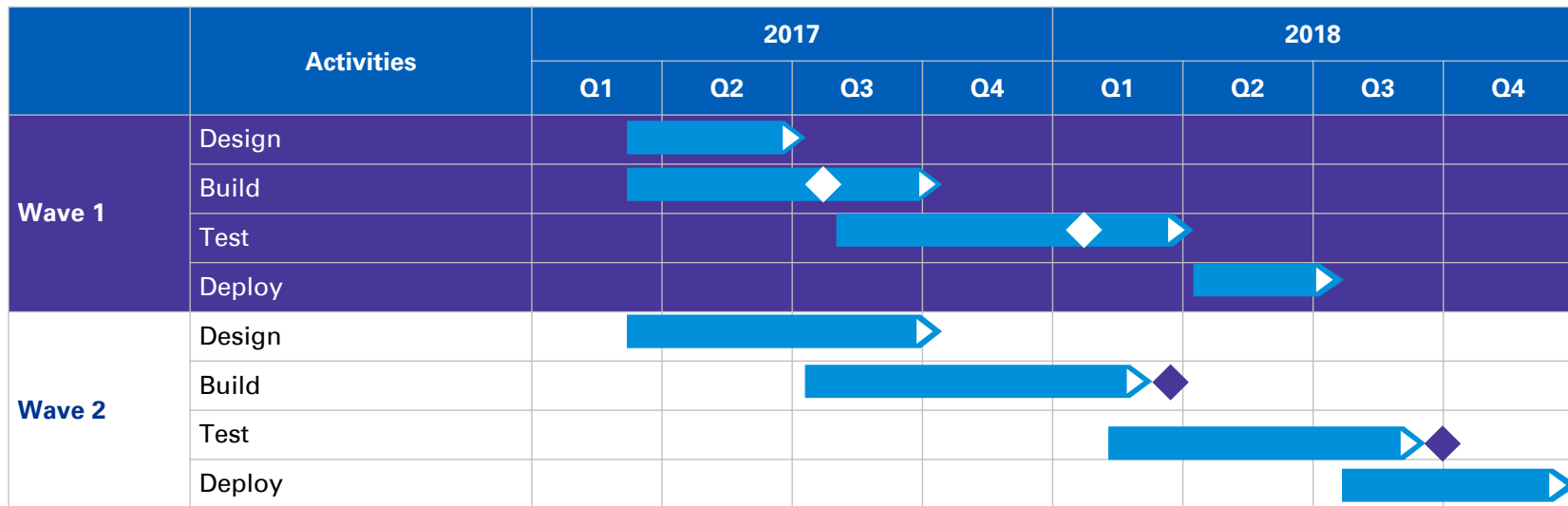
The Gantt chart is a visual tool that will allow all parties involved to know where they are, what tasks are coming up, and what is to be expected in the future.

This visual communication tool is one of the risk mitigation steps required.

The Gantt chart will influence:

- Staff involvement
- Questions asked
- Timely progress

Estimated Change Action Gantt Chart



Estimated timing for assessment of progress to plan.

Template - Change Agent Selection Matrix (Risk Analysis)

Skills and Attributes

Customer Advocacy: should understand that customers (both internal and external) are always the final judges of service quality.

Passion: passion gives fortitude to persevere, even when the going may get tough.

Change Leadership: change agents and change leaders have a way of accomplishing positive change while engendering support for the change.

Communication: understanding the various needs of audience members and tailoring the message to address their concerns is the mark of an effective communicator.

Business Acumen: the ability to display the linkage between projects and desired business results.

Project Management: knowledge of project management fundamentals and experience managing projects are essential.

Team Player and Leader: must possess the ability to lead, work with teams, be part of a team, and understand team dynamics (forming, storming, norming, performing).

Result Oriented: are expected to perform and produce tangible results.

Fun: should enjoy their jobs if they are passionate about them.

Trust and Integrity: these are requirements and are non-negotiable.

Been There, Done That: typically a team gives credibility to a change agent that has “been through it.”

Diverse Work Experience: a diverse background can help one appreciate change and issues more holistically

Scoring a potential change agent – 1 = no experience, 3 = applied experience, 9 = proven experience (score each skill/attribute)

A score of 36 or higher would indicate a change agent capable of leading the change

Template - Sample Communication Plan

Communication Activity	Timing	Target Audience	Message Objectives	Vehicles	Sender	Responsibility	Status	Feedback Mechanism	Action
Joint Mobilization Meeting	2/9	Core Team, Advisors and Sponsors	<ul style="list-style-type: none"> — Introductions — Project Background — Overall vision — Initial mobilization activity — Logistics 	Meeting			Complete	On-going dialogue	
Project Team Core Kickoff Meeting	2/25	Project Leadership and all Team Leads	<ul style="list-style-type: none"> — Kickoff Workshop format — Project Business Case and Vision — Scope and Objectives — Approach — Breakouts covering Critical Success Factors & Action Plans 	Kickoff Meeting (off-site)			Complete	Q&A/Parking Lot	
Manager Pre-notification	2/26	Key managers affected by new roles on project with people reporting to them	<ul style="list-style-type: none"> — Organizational Announcement — Clarify new role on project for affected managers — Announce any backfill or transition plans as appropriate 	Email			Complete	Points employees to manager for additional clarification	
Stakeholder Executive Interviews	3/18 – 4/5	Executive Leadership	<ul style="list-style-type: none"> — Discuss and identify areas of change, complexity and change readiness 	Individual Meetings			Complete	Individual Meetings	
Create Vision	3/22	Project Leadership	<ul style="list-style-type: none"> — Clearly layout project vision and scope 	Meeting			Complete	Steering	
Roadmap	3/22	Executive Leadership and eventually all involved departments	<ul style="list-style-type: none"> — Layout timeline on how we expect to accomplish scope and objectives — Clearly identify what will and will not be delivered 	Meeting Presentation			Complete		

Template - Sample RACI Chart

R = Responsible (for executing or “doing the work”)
A = Accountable (for outcomes of the decisions, “the buck stops here”)
C = Consulted (involved in the process, but not decision makers)
I = Informed (communicated on the outcome of a decision)

Deliverables	Deputy Minister	ADM	Manager
On-going			
Monthly or Biweekly Status Reports	C, I	R	I
Steering Committee Update Reports	C, I	R	I
Updated plan, estimate, and budget to complete the remaining phases	C, I	R	I
Start-up			
Project Team Structure and RACI	C, I	R	
Quality Plan	C, I	R	
Validation Workshops Schedule	R	C, I	
Kick-off Meeting Deck and Execution	C, I	R	
Provisioned to execute remaining phases	R	C, I	
Chart of Accounts Design	A, C	R	
High Level Organization Design and Role Definitions	C, I	R	
Consolidated Reporting Inventory currently used by the Finance Organization	C, I	R	
Stakeholder Analysis	A, C	R	
Future State Close-out Process	C, I	R	



kpmg.ca



© 2017 KPMG LLP, a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative (“KPMG International”), a Swiss entity. All rights reserved. The KPMG name and logo are registered trademarks or trademarks of KPMG International.

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.