



CHANGE MANAGEMENT

for Continuous Improvement

Guidance Document

Change Management for Continuous Improvement

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Guidance Document

Purpose

The Guidance Document is designed to provide a framework for utilizing the *Change Management for Continuous Improvement* and assisting the initiator of a change management request from the Initiation Phase to the Evaluation Phase. All necessary components and documents are included.

Change Management for Continuous Improvement

An Overview

Background – AdvancED’s Finding

In response to Required Action 7 from AdvancED’s findings, a systematic process to Change Management for the district was developed. It is a four-phase framework that allows a change (or initiative) to move through the process with ease. The District recognizes that changes (or initiatives) succeed when they are well-planned, monitored, and aligned to the Strategic Plan. This process allows the District to manage changes (or initiatives) within a context of planning, oversight, and support. This comprehensive process for continuous improvement achieves desired results on time and within budget.

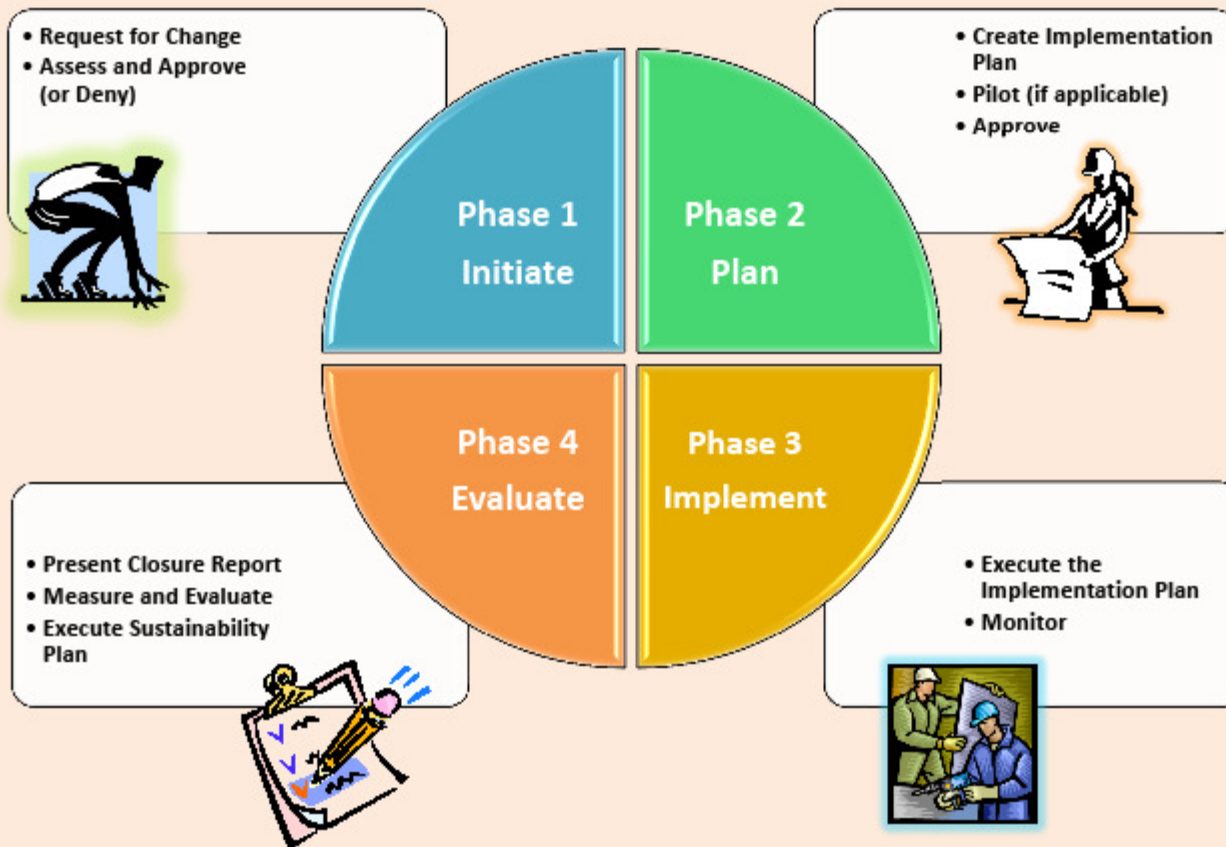
What is Change Management?

It is a process for defining and managing school, regional, and district changes (or initiatives) for continuous improvement.

Why is Change Management important?

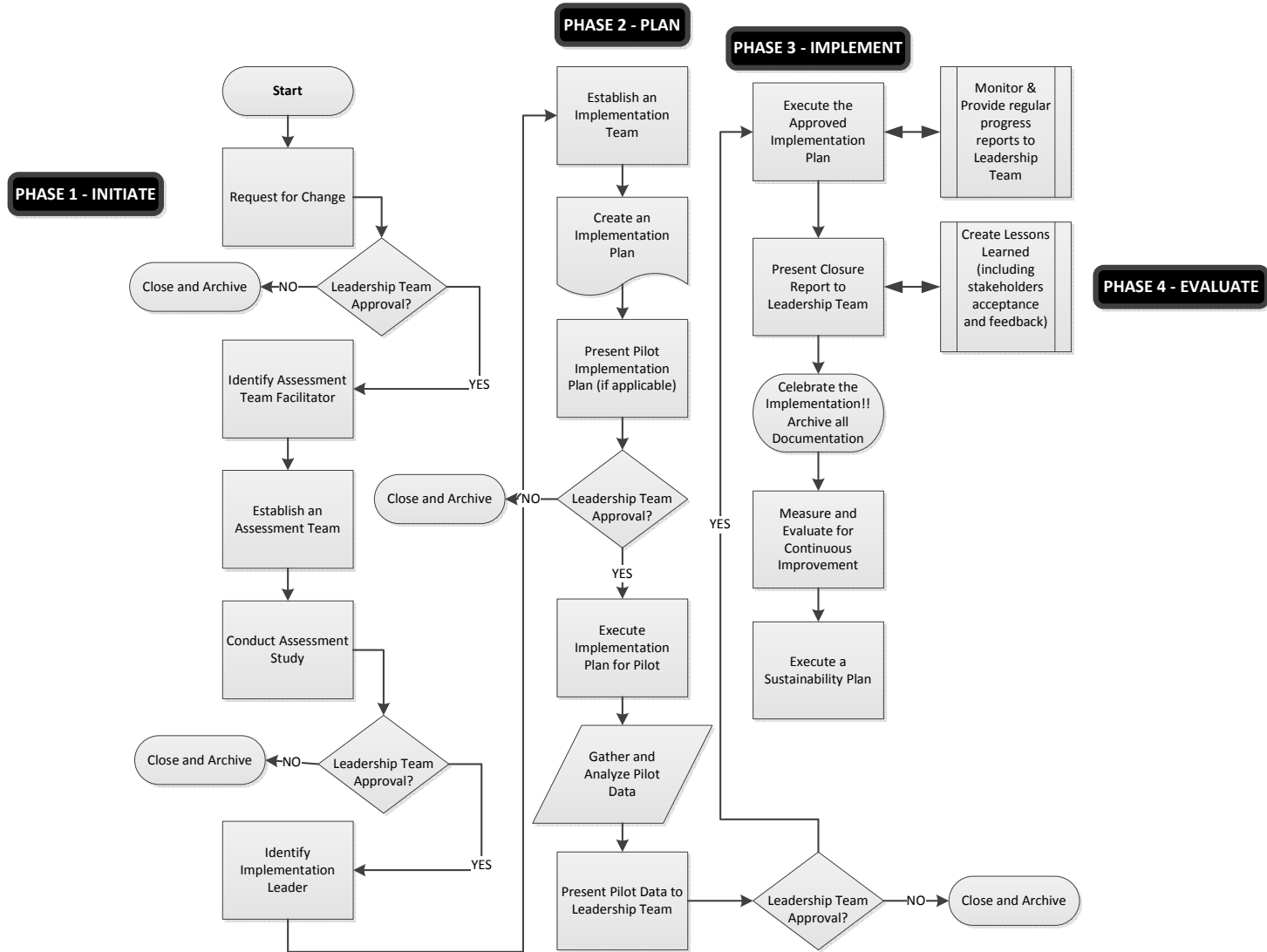
The District has articulated a shared mission and vision through its Strategic Plan. A critical piece in attaining organizational efficiency is by transforming the Strategic Plan contents into actionable changes (or initiatives) with performance measures that can be tracked and monitored over time. This process eliminates random acts of improvement and replaces them with aligned acts of improvement focused on the shared mission and vision. When changes (or initiatives) occur, they more than likely will impact multiple stakeholders. Therefore, in order to minimize the impact from having unintended negative outcomes, it is necessary to manage changes (or initiatives) being considered to insure positive and sustainable results that achieve excellence.

CHANGE MANAGEMENT



FOR CONTINUOUS IMPROVEMENT

Change Management Flowchart



Phase 1 - Initiate

Purpose

This phase describes, defines and authorizes the request for a change (or initiative).

Components are:

Request for Change

- Complete a Change Request Form at the School, Region, or District Level – see page 7. The change (or initiative) could be based on or in response to a(n) need, problem, issue, or idea. This could be something new to the school, region or district, or it could be a change (or initiative) already in progress that requires improvement.
- Connect the change (or initiative) to the District's Strategic Goal Areas, Regional Improvement Plan, and/or School Improvement Plan.
- Include data and/or supporting documentation that supports the requested change (or initiative).
- Present request(s) to the Leadership Team for approval, revisions or denial.

Assess and Approve (or Deny)

- Identify an Assessment Team Facilitator.
- Create an Assessment Team (Responsible: Assessment Team Facilitator).
- Conduct an assessment study for requested change (Responsible: Assessment Team).
- Provide and present recommended solution(s) along with budget implications to the Leadership Team (Responsible: Assessment Team)
- Identify an Implementation Team Leader, if approved

Cross Reference: Use Steps 1 and 2 of the District's Six-Step Data Protocol

CHANGE MANAGEMENT for CONTINUOUS IMPROVEMENT

Change Request Form

INITIATOR INFORMATION

INITIATOR'S FIRST NAME	MIDDLE NAME	LAST NAME	DATE
INITIATOR'S POSITION		INITIATOR'S LOCATION (SCHOOL, REGION OR DISTRICT)	

PROPOSED CHANGE

DESCRIPTION OF CHANGE (OR INITIATIVE)
RATIONALE AND NEED FOR CHANGE (INCLUDE DATA /SUPPORTING DOCUMENTATION THAT SUPPORTS THE CHANGE)
WHO OR WHAT GROUP IS IMPACTED

CONNECTIONS TO STRATEGIC PLAN

STRATEGIC GOAL AREAS	EXPLANATION
REGIONAL IMPROVEMENT PLAN GOAL AREAS	EXPLANATION
SCHOOL IMPROVEMENT PLAN GOALS	EXPLANATION

INITIATOR'S SIGNATURE

NAME (PRINT)	SIGNATURE	DATE
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LEADERSHIP TEAM'S ACTION

<input type="checkbox"/> Accept AS-IS <input type="checkbox"/> Accept with Revisions <input type="checkbox"/> Deny	COMMENTS (IF APPROPRIATE)
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LEADERSHIP TEAM SIGNATURES

NAME (PRINT)	SIGNATURE	DATE
NAME (PRINT)	SIGNATURE	DATE
NAME (PRINT)	SIGNATURE	DATE
NAME (PRINT)	SIGNATURE	DATE
NAME (PRINT)	SIGNATURE	DATE

Phase 2 – Plan

Purpose

This phase describes the work to be accomplished, identifies desired outcomes and results, and establishes an action plan that will be used to implement the change (or initiative)

Components are:

Plan

- Create an Implementation Team (Responsible: Implementation Team Leader)
- Create an Implementation Plan using the Change Management Implementation Plan Template

Pilot (if applicable)

- Present pilot Implementation Plan to the Leadership Team
- Execute pilot Implementation Plan, if approved by the Leadership Team
- Gather and analyze pilot data including surveys, focus groups, attitude assessments, etc.
- Present pilot data to the Leadership Team for approval to proceed with planning for full implementation

Approve

- Present full Implementation Plan to Leadership Team for approval to execute

Cross Reference: Use Steps 3 and 4 of the District's Six-Step Data Protocol

Implementation Plan Template

The template on the following page is designed to support the planning phase (**Phase 2 – Plan**) of the district's *Change Management*. In this phase, one requirement is to create an Implementation Plan for the change (or initiative) that will be executed. Without a written plan, it is difficult to implement any change (or initiative) efficiently. This template is designed to assist the school, region or district in moving toward the Implementation Phase. An explanation of each section in the template is presented on pages 11 to 13.

Implementation Plan Template

Description of Work

Connection(s) to District's Strategic Goal Areas, Regional Improvement Plan and/or School Improvement Plan

Desired Outcomes

Date Completed	Desired Outcome

Stakeholders Impacted

Stakeholders

Major Milestones and Quality Checklist

Major Milestones	Met Expectation	Needs Improvement	Did Not Meet Expectation

Risk Management Plan

Risk (brief description)	High	Med	Low	Mitigation Strategy

Budget Management Plan

	Funding Source(s)	Responsible Persons	Budget Variances Resolution
\$			
\$			

Deployment Schedule (include Pilot schedule, if applicable)

Item #	Deliverables (Tasks and/or Activities)	Responsible Person	Start Date	Projected End Date	Completion Rate (%)	Actual Completion Date

Communications Plan

Key Message	Audience	Date to Issue Communication	Method of Communication	Person Responsible

Professional Learning Plan

Existing Gaps (Knowledge, Skills, Talents, etc.)	Audience	Date of Training	Method of Training (Online, Face-to-Face, etc.)	Person(s) Responsible for Training

Evaluation Plan

Performance Measures

Sustainability Plan

Audience	Purpose of What Will be Done	Method that Will be Used	When

Components of the Implementation Plan

Description of Work

Instructions: Describe the work that needs to be accomplished in order to deliver the requested change (or initiative) as provided in the Change Request Form.

Connection(s) to District's Strategic Goal Areas, Regional Improvement Plan and/or School Improvement Plan

Instructions: Describe the connection between the requested change (or initiative) to the District's Strategic Goal Areas, Regional and/or School Improvement Plans.

Desired Outcomes

Instructions: These should be specific changes that people will see as a result of the accomplished work (i.e., a(n) professional learning plan, implementation of an instructional strategy, fully functioning software or hardware, etc.).

Stakeholders Impacted

Instructions: List all stakeholders who will be responsible for and/or will be affected by the implementation.

Major Milestones and Quality Checklist

Instructions: Answer the following questions...

- *What are the major milestones necessary to accomplish the work?*
- *Were expectations met (i.e., completed on time, within budget and in accordance to the Description of Work) after each occurrence?*

Risk Management Plan

What is risk? Those events or issues that arise that may affect the successful outcome of the implementation.

What is a Risk Management Plan? It is documenting a systematic process of identifying, analyzing, and responding to possible risks.

Instructions: The following should be included in the Risk Management Plan...

- *Identify all known risks and causes that could have an impact on the success of the implementation.*
- *Determine the level of impact the risks may have on the Implementation Plan (use the table below or a similar tool).*
- *Develop mitigation strategies (or solutions) to reduce probability of the risk(s) occurring.*
- *Do the same thing for any unknown risks that may occur during implementation. If this should occur, address immediately to avoid a halt to implementation.*

Budget Management Plan

Instructions: Determine all cost associated with the change (or initiative) to insure a successful implementation (if applicable).

- *What is the budget?*
- *By whom or how will the change (or initiative) be funded?*
- *Who will manage the budget?*
- *How will budget differences be handled and reported, especially if the change (or initiative) is under budgeted?*

Deployment Schedule (include Pilot schedule, if applicable)

Instructions: How will the Implementation Plan be delivered?

Communications Plan

In order for an Implementation Plan to be successful, it must have a well-defined communications plan. This plan can be expressed in a narrative or some type of table or matrix.

Instructions: Include the following information in the plan:

- *What are the key messages we want to communicate?*
- *Who is the audience?*
- *When and/or how often do we communicate?*
- *How do we want to communicate? (What mediums will be used to communicate?)*

Professional Learning Plan

A professional learning plan (if applicable) is necessary to insure that all stakeholders who need to be aware of the change (or initiative) are included in the implementation process.

Instructions: Include the following information in the plan...

- *What are existing gaps (knowledge, skills, talents, etc.) that determine needed training?*
- *Who is the audience impacted by the proposed change (or initiative)?*
- *When will the training be implemented?*
- *How will the training be delivered?*
- *Who will conduct the training?*

Evaluation Plan

Develop a plan showing what method will be used to evaluate the success of the implementation, why this method was chosen, and include the performance measures.

Instructions: To determine the success of the implementation, the items below must be assessed...

- *How do we evaluate that the change (or initiative) has occurred successfully?*
- *Include the performance measures and/or targets in this plan.*

Performance Measures

Develop performance measures or targets that will tell what was accomplished, how well the stakeholders impacted performed the change (or initiative), and how the change (or initiative) was demonstrated by the stakeholders impacted.

Instructions: The performance measures or targets should be able to show and/or answer the following questions...

- *Is the change (or initiative) working?*
- *How do we know the change (or initiative) is working?*

Sustainability Plan

Instructions: Determine and show...

- *What must be accomplished to sustain the change (or initiative)?*
- *How will the change (or initiative) be sustained over time?*
- *When will the change (or initiative) be institutionalized?*

Phase 3 – Implement

Purpose

This phase integrates people and other resources to carry out the plan of action, monitor progress through the process, and take corrective action when necessary.

Components are:

Implement

- Execute the approved Implementation Plan

Monitor

- Provide regular progress reports to the Leadership Team

Phase 4 – Evaluate

Purpose

This phase brings the implementation process to completion.

Components are:

Close

- Obtain stakeholder acceptance and feedback regarding the change (i.e., surveys, focus groups, attitude assessments, etc.)
- Present closure report to the Leadership Team
- Celebrate the implementation and closure

Measure and Evaluate for Continuous Improvement

- Report actual performance measures or targets to the Leadership Team
- Determine next steps for continuous improvement based on performance measures or targets and evaluation results

Sustain

- Execute Sustainability Plan
- Execute next steps for continuous improvement based on performance measures or targets and evaluation results

Cross Reference: Use Steps 5 and 6 of the District’s Six-Step Data Protocol