**Org:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Senior HR Leader:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Local Org Primary Sponsor:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[date]

# CHANGE MANAGEMENT PLAN

## change management

Change management is about preparing, equipping, and supporting our employees through the individual change journeys they will experience as a result of the university’s return to campus (whether full return, virtual, or hybrid). We recognize that change happens one person at a time; collective outcomes depend on individual transitions.

We are taking a proactive approach in helping our employees back to campus, understanding that emotions may be high for our employees.

## risk level

Our risk level is (select one): HIGH or MEDIUM or LOW

Factors that impact risk (delete irrelevant items):

* Scope of the change (how many impacted and how disruptive)
* Perceived business need for return to campus by managers and employees
* How well COVID transitions have been handled so far
* # of other changes underway
* Manager/supervisor skill level in guiding employees through change
* Time frame

## detail plans

**Communications:**

1. List key stakeholder groups here:

* ???
* ???

1. Coordinate with OSC and schedule messages as follows:

|  |  |  |  |
| --- | --- | --- | --- |
| DATE | MESSAGE CONTENT | DELIVERY MECHANISM | SENDER |
| PRE RETURN TO CAMPUS | | | |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| DURING RETURN TO CAMPUS | | | |
|  |  |  |  |
|  |  |  |  |
| POST RETURN TO CAMPUS | | | |
|  |  |  |  |
|  |  |  |  |

**Primary Sponsorship:**

Active and visible sponsorship is the key factor in change management success. Use the following as a checklist or for detail planning of actions from your primary sponsor:

* Actively and visibly participate throughout the return to campus
  + Set expectations and establish clear objectives for the return to campus
  + Hold the team accountable for results
  + Attend frequent review meetings and actively review progress
* Build a coalition of sponsorship with peers and managers within your org
  + Focus on ‘who is being impacted’
* Communicate directly with employees
  + “What/Why/Why Now” messages
  + See Future of Work website for messaging ideas… <https://hr.uiowa.edu/administrative-services/current-initiatives/future-workiowa>

**Supervisor Support:**

The influence that a supervisor has on employees is significant and will directly impact the overall engagement of employees in the return to campus. Use the following as a checklist or for detail planning of actions to support your supervisors:

1. Preparing Your Supervisors for Change – Provide an opportunity for supervisors to:
   * Understand return to campus changes underway and their role
   * Adapt to change that is happening to them personally
   * Develop competencies for managing change
2. Supervisors Leading Their Employees Through Change:
   * Introducing the return to campus to their employees
   * Managing employees through transition
   * Reinforcing and celebrating successes

**Resistance Management:**

|  |  |
| --- | --- |
| **Types or Locations of Resistance Anticipated:** | **Mitigation Tactics:** |
|  |  |

**Training Needs:**

Identify training needed as follows:

|  |  |  |
| --- | --- | --- |
| **Department, Team, or Group:** | **Knowledge or Skills Needed:** | **Training Needed:** |
|  |  |  |