

Conduct change impact assessment

A change impact assessment is the starting point for developing your change plan so that you can actively manage the implications of your change project.

Your change impact assessment is successful if you have a realistic understanding of how the change will impact your agency or department and key stakeholder groups. It must also be capable of guiding the change plan and activities.

How to do it

Use your stakeholder map to identify groups of people, internal and external, who may be impacted directly or indirectly by the change and then assess impacts to:

- structure
- process
- measures
- systems
- skills
- values and behaviours.



Templates to help with change impact assessments

[Simple stakeholder engagement plan](#)
[Change impact assessment](#)



Background information to help with change impact assessments

[Learn how to apply Prosci's change maturity model](#)
[Learn more about helping people through stages of change](#)

After you have identified the structural, system and behavioural implications of your change you can actively plan to accommodate them. Measure the impacts using Prosci's change maturity model, a framework that describes the varying levels of change management capability across organisations. This is a quick and useful tool that provides a preliminary understanding of the level of attention required by your agency or department during change.

Contact your Human Resources team if your assessment highlights impacts to structure, job roles or similar workplace arrangements. Your plan must comply with your Enterprise Bargaining Agreement from the outset and, if there are implications, your stakeholder engagement plan must identify who needs to be informed and consulted, and when. You should also consider what change principles will best reflect the nature of the structural change.



Categories of impact

Structure	<p>The formal and informal structures used to organise:</p> <ul style="list-style-type: none"> • formal diagrams of organisational structure and reporting relationships • spans of control; number of organisation levels • informal chains of command, relationships and networks • approvals required to make day-to-day decisions
Process	<p>Formal and informal guidelines for daily work activities; policies provide general guidelines while procedures define specific action requirements:</p> <ul style="list-style-type: none"> • business procedures and policies • administrative procedures and policies • quality standards and criteria
Measures	<p>Formal and informal guidelines for the management of organisational and individual performance. Based on:</p> <ul style="list-style-type: none"> • measurement standards and criteria • performance agreement frameworks and agreements • internal and external perceptions • staff survey and client feedback
Systems	<p>The underpinning enablers for the functions of the organisation to be performed consistently and efficiently:</p> <ul style="list-style-type: none"> • IT platforms • standardised reporting templates • information management • communications channels
Skills	<p>The special knowledge, skills, or capabilities required of the workforce to effectively perform their jobs:</p> <ul style="list-style-type: none"> • specialised skills required for specific new tasks • general knowledge for improved work performance • tools and job aids • physical or mental traits necessary to perform work tasks • management/supervisory/leadership skills
Behaviour	<p>The basic fabric and beliefs of your agency or department; the organisation's "way of life" based on assumptions that have been adopted:</p> <ul style="list-style-type: none"> • individual and company norms, values, and beliefs • management/supervisory style of philosophy • attitudes towards employees and customers • measures of success

