



Digital Transformation Agency Protected Utility blueprint

Engagement framework
Change Impact Assessment (CIA) Toolkit

28 June 2021



Purpose

The purpose of the Change Impact Assessment (CIA) toolkit is to **provide APS agencies with detailed guidance on how to conduct a CIA.**

In this toolkit, we describe the approach for conducting a CIA, including the steps that need to be undertaken to identify and validate change impacts, to enable a successful adoption of the Protected Utility blueprint (the blueprint) by the end users within transitioning agencies.

The toolkit along with the CIA template (please see slide 14) provides the suite of materials required to design and deliver CIA activities.

All APS agencies looking to operate under the blueprint are encouraged to use this toolkit and the CIA template. However, you may tailor the materials to suit your agency's specific needs.

Audience

The intended audience for this document are the agency team members responsible for implementing the blueprint services.

This may include:

- Agency blueprint project lead and team members
- Agency blueprint change team
- Agency blueprint communications and engagement team
- Agency blueprint training team.

Table of contents

The CIA toolkit comprises of three parts, outlined below:

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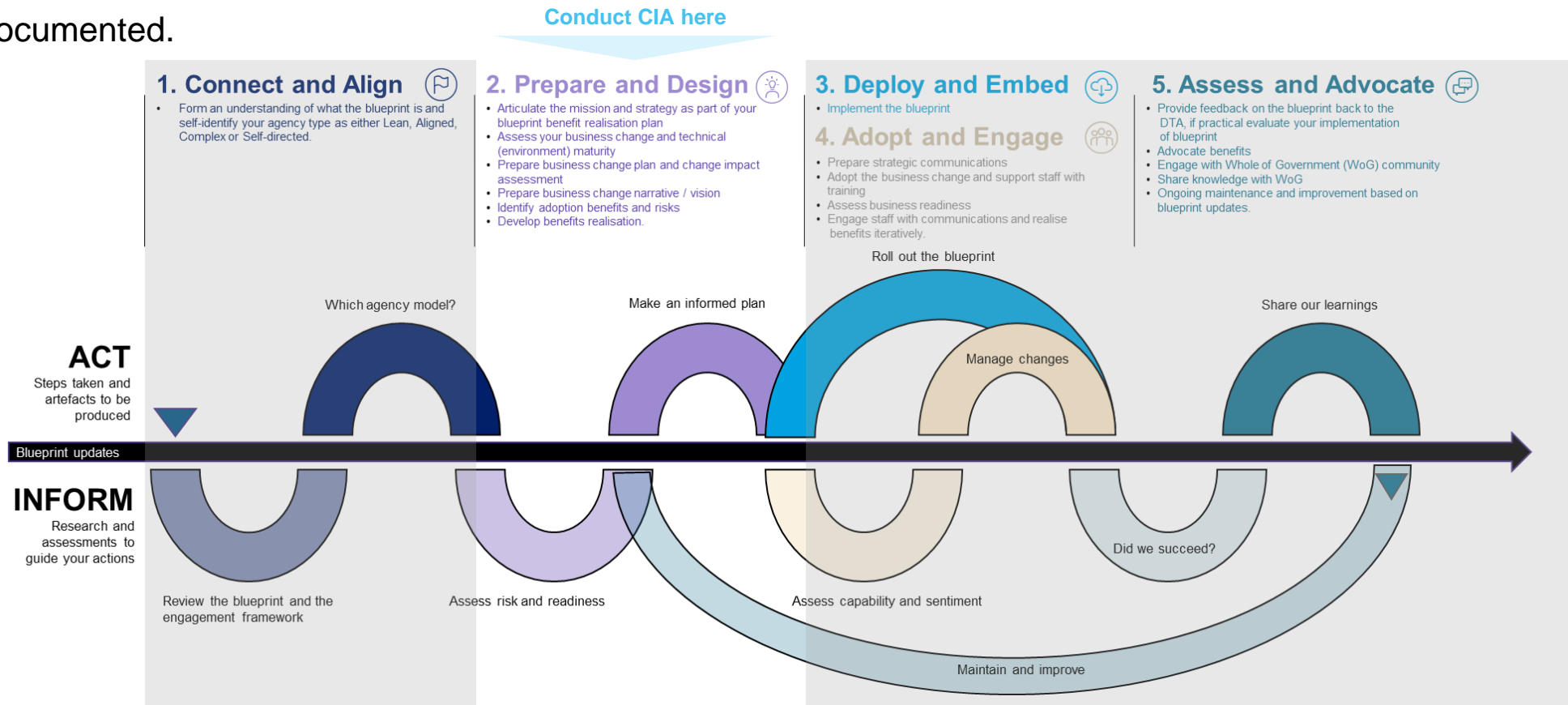
1	Introduction <i>Protected Utility blueprint engagement framework</i> 5 <i>Protected Utility blueprint agency categories</i> 6
2	Change Impact Assessment Detailed approach <i>Overview</i> 8 <i>CIA inputs and outputs</i> 9 <i>How to categorise impacts</i> 10 <i>How to measure impacts</i> 11 <i>CIA steps</i> 12
3	Change Impact Assessment Template <i>Access</i> 14

Part 1: Change Impact Assessment Introduction

Protected Utility blueprint engagement framework

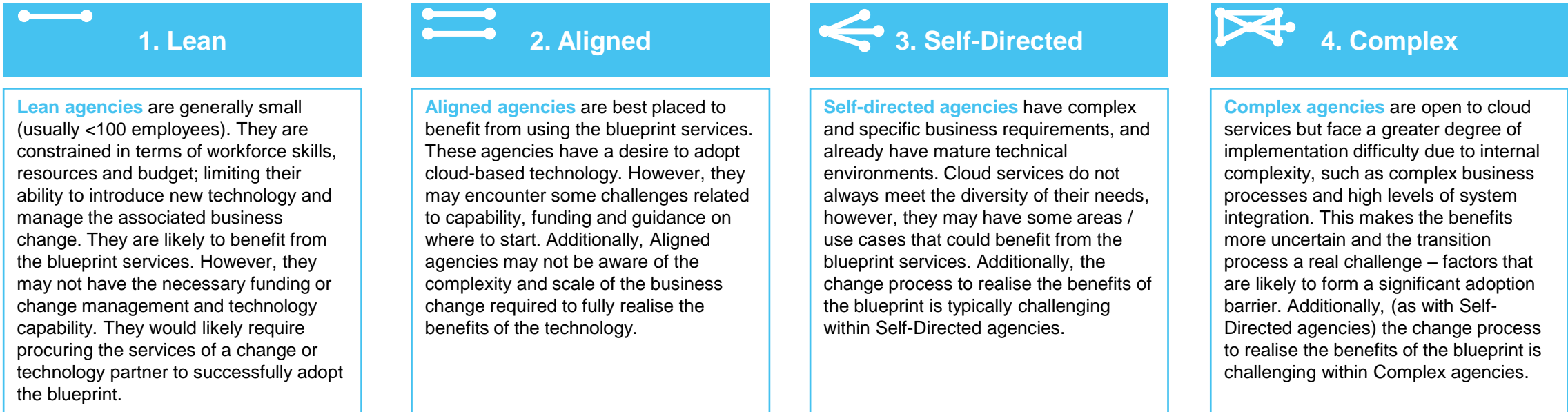
The DTA Protected Utility blueprint engagement framework defines how APS agencies access the blueprint, and how they can maximise the use of the blueprint for modern desktop services.

It is recommended that agencies conduct the CIA during *Prepare and Design*. Agencies may wish to re-iterate the CIA during *Deploy and Embed* and *Adopt and Engage* to ensure any additional changes are captured and their impacts documented.

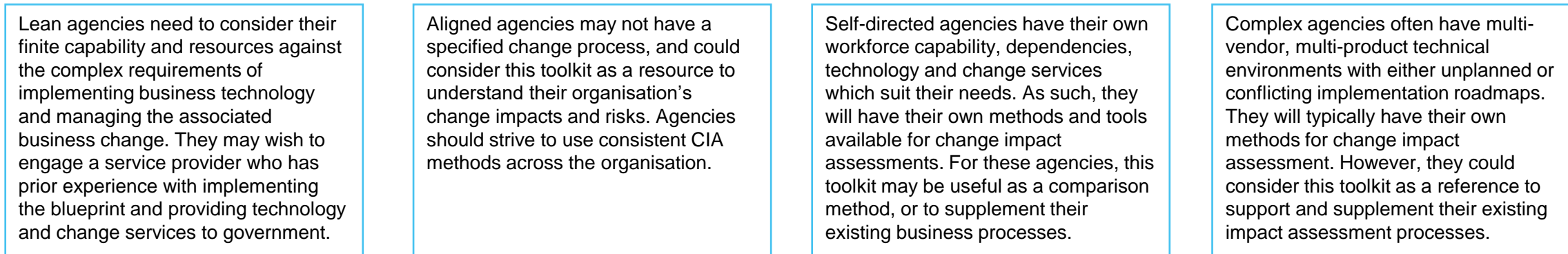


Protected Utility blueprint agency categories

DTA classifies the blueprint customer agencies into one of the four categories described below:



The value of the CIA template to each agency archetype has been described below:



Part 2:
Change Impact
Assessment
Detailed Approach

A CIA assists in identifying and assessing the breadth and magnitude of the change that will be brought about within the agencies as a result of transitioning to the blueprint.

What is a Change Impact?

- A change impact is the degree and volume of the extent of variation to the way users perform their day-to-day activities due to business process, technology, or people changes.

What is a CIA?

- **A CIA will enable the agencies to identify and self-assess* the complexity, scale and scope of changes relevant to the successful adoption of the blueprint.**
- It is the process for identifying the degree of change. The output of this assessment will frame the approach to delivering successful change across the organisation.
- The outputs from the CIA will establish a foundation for the change management plan, supporting change activities, deliverables and define change interventions to mitigate impacts on the stakeholder community.
- Change impacts are prioritised based on high, medium, and low designations to inform organisational change activities.

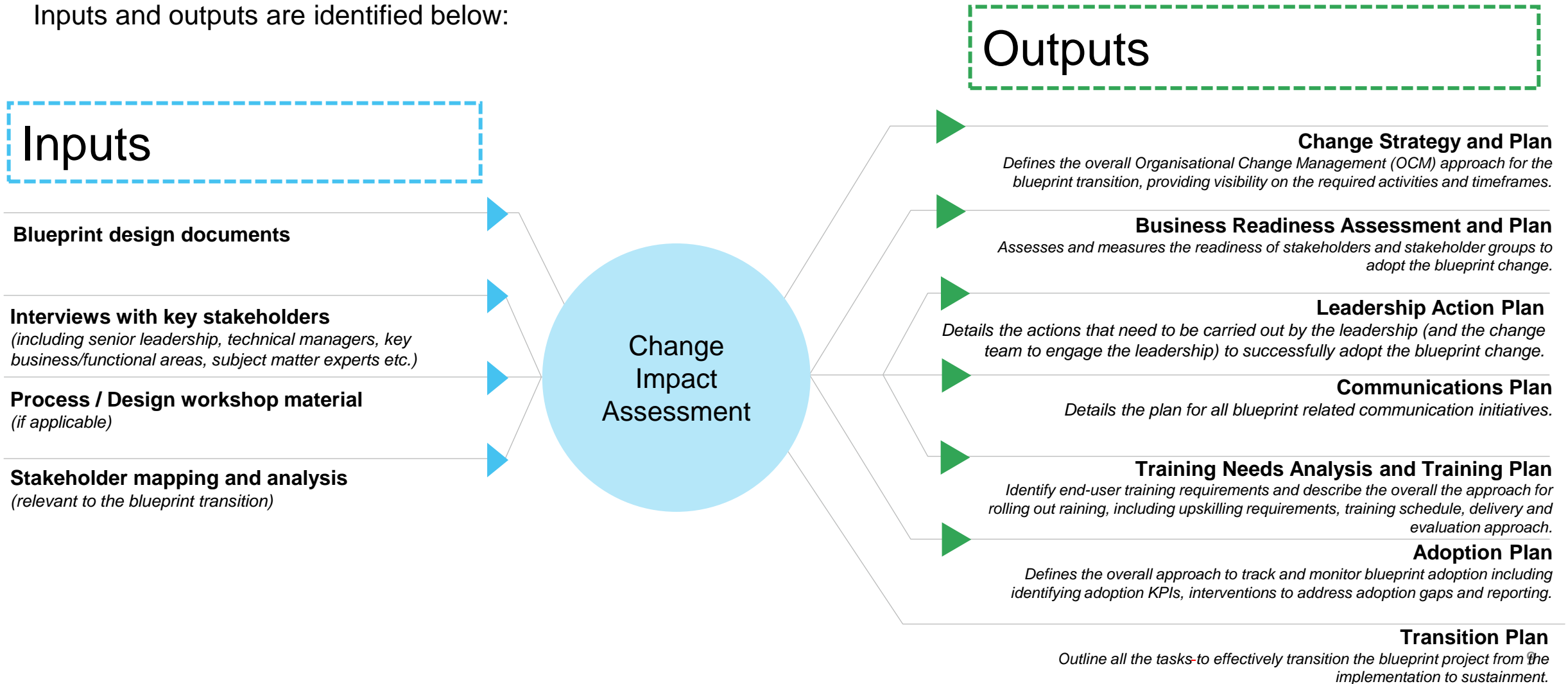
How will a CIA help manage the change for your organisation?

- The CIA will:
 - Enable agencies to identify and self-assess* the most pertinent change impacts associated with adopting the blueprint services
 - Support the change team to develop the change plan and assist the employees to understand what it means for them
 - Enable targeted communications and engagement with stakeholder groups to build awareness and prepare for change
 - Identify key benefits and risks associated with change
 - Provide a formal tracking mechanism for the identified impacts.

* - For some agencies, particularly those that identify with the Lean archetype, this self-assessment may be conducted by a service provider.

Detailed Approach | CIA inputs and outputs

Various inputs will be required to assist develop the CIA. Once developed, the CIA informs various transition activities. Inputs and outputs are identified below:



Detailed Approach | How to categorise impacts

The seven categories described below may be used to assist understand how the blueprint changes will impact users. Considering these dimensions ensures that a pragmatic and holistic approach is developed when analysing change impacts.

People		
1. Organisation and roles	2. Knowledge and skills	3. Ways of working and behaviours
<p>Change impacts in this category may include:</p> <ul style="list-style-type: none"> • New/additional reporting lines • Change in authority levels, roles, delegations and responsibilities • New job classification, capability level, and grading • Change in performance requirements, standards, and measurement criteria. 	<p>Change impacts in this category may include:</p> <ul style="list-style-type: none"> • New skills or upskilling required due to changes in role • Technology related training or job aid required • The need to acquire talent to meet a significant skill gap • Outsourcing and partnership arrangements to fill temporary skills gaps. 	<p>Change impacts in this category may include:</p> <ul style="list-style-type: none"> • Ways of working that people are going to stop, start or continue in a different way • Different expectations regarding “how we do things around here” • Implications of work being performed by a different role • New management/supervisory style required.
Process		
4. Processes and tasks	5. Policies and procedures	
<p>Change impacts in this category may include:</p> <ul style="list-style-type: none"> • Changes to business processes/workflows with new processes, sub-processes and tasks • Different process dependencies • New policies and forms • Changes to operational or business concepts. 	<p>Change impacts in this category may include:</p> <ul style="list-style-type: none"> • Changes to business procedures and policies • New/updated administrative procedures and policies • New/updated measurement standards and criteria • Change in quality standards and criteria. 	
Technology		
6. Data	7. Technology and tools	
<p>Change impacts in this category may include:</p> <ul style="list-style-type: none"> • Change in the type of information available • Change in the forms and reports used (e.g. inputs and outputs) • Change in the form frequency, and speed of formal and informal communications (inter and intra departmental communications) • Change to data governance needs. 	<p>Change impacts in this category may include:</p> <ul style="list-style-type: none"> • Difference between current-state and future state capabilities / technology • Retirement of (legacy) systems, and change in how to use technology in the process • Change of interfaces or manual activities required to enable interfaces between systems • New security and access rights and responsibilities. 	

Detailed Approach | How to measure impacts

The criteria presented below across **people**, **process** and **technology** provides guiding parameters that may be considered by agencies when identifying the degree of change or impact.

	Low Impact L	Medium Impact M	High Impact H
People	<p>Organisation and roles:</p> <ul style="list-style-type: none"> Limited changes to existing roles and expectations (only impacting few business units). <p>Knowledge and skills:</p> <ul style="list-style-type: none"> Minimal skills training required Capabilities already largely present in each role. <p>Ways of working and behaviours:</p> <ul style="list-style-type: none"> Little change to how employees complete their daily activities Little changes to behaviours required. 	<p>Organisation and roles:</p> <ul style="list-style-type: none"> Some new roles and responsibilities introduced (impacting some business units). <p>Knowledge and skills:</p> <ul style="list-style-type: none"> Training, coaching and support required. <p>Ways of working and behaviours:</p> <ul style="list-style-type: none"> Changes to how employees complete their daily activities Some new behaviours required. 	<p>Organisation and roles:</p> <ul style="list-style-type: none"> Numerous new roles or responsibilities introduced (impacting most/all business units). <p>Knowledge and skills:</p> <ul style="list-style-type: none"> Extensive skills training required in addition to coaching and support programs New partnerships required. <p>Ways of working and behaviours:</p> <ul style="list-style-type: none"> Complex changes to how teams complete daily activities New behaviours required.
Process	<p>Policies and procedures:</p> <ul style="list-style-type: none"> Procedures will remain consistent <p>Processes and tasks:</p> <ul style="list-style-type: none"> Minor changes to processes and tasks to be completed <p>Data:</p> <ul style="list-style-type: none"> Suitable data is readily available and is understood. 	<p>Policies and procedure:</p> <ul style="list-style-type: none"> Noticeable changes to working procedures. <p>Processes and tasks:</p> <ul style="list-style-type: none"> Impacts key components of a process, and some new tasks created, including some additional workflows. <p>Data:</p> <ul style="list-style-type: none"> Data is not readily available and may need some adjustment Presentation format of data may differ slightly. 	<p>Policies and procedures:</p> <ul style="list-style-type: none"> Large scale change to core processes and procedures. <p>Processes and tasks:</p> <ul style="list-style-type: none"> Significantly alters, or creates new processes and tasks, including large-scale changes to workflow procedure. <p>Data:</p> <ul style="list-style-type: none"> Data is not readily available or may need high levels of adjustment.
Technology	<p>Technology and tools:</p> <ul style="list-style-type: none"> Technology is already in place and will not be greatly impacted. 	<p>Technology and tools:</p> <ul style="list-style-type: none"> Some technology platforms in place Some manual tasks may be automated, but minimal changes to the process itself. 	<p>Technology and tools:</p> <ul style="list-style-type: none"> No existing technology platforms in place New technology and tools required New system access and security rights required.

Detailed Approach | CIA steps

The steps to undertake a blueprint CIA are presented below. It describes what activities should be undertaken at each phase, along with providing an indicative view of the outcomes expected.

	1. Data gathering	2. Validation	3. Consolidation and approval	4. Reporting and next steps
Purpose	This phase involves consulting key stakeholders within the agency to gather current state information and data to inform the change impacts.	Once the initial impacts have been captured and documented, this phase involves validating them with relevant business/functional areas and key stakeholders.	After validation, this phase involves finalising impacts and insights and sharing with relevant leaders for approval.	This phase involves using the results from the CIA to develop recommendations and plans for communications, leadership activities, training, and other change activities.
Key Activities	<ul style="list-style-type: none"> Review existing relevant documents including the blueprint design documents, Discovery phase assessment reports etc.(please refer to slide 9 for input resources). Capture the findings within a CIA template and complete other key information in relation to the impact (please refer to slide 14) Document open questions and gaps. 	<ul style="list-style-type: none"> Meet with process, technology and other relevant business / functional teams to validate the draft CIA report and address questions and gaps. Validate the impact levels (please refer to slide X) assigned to each change impact within the template. Document open questions and gaps. 	<ul style="list-style-type: none"> Perform final review and validation with process and technology SMEs Modify CIA Report as needed E-mail assessment to leads and obtain sign-off Leads may also request to meet in person before final signoff. 	<ul style="list-style-type: none"> Analyse the impact information and insights gathered, focussing on different categories. Use the impact information and insights to develop and/or inform customised action plans for: <ul style="list-style-type: none"> Change Plan Leadership Activities Plan Communications Plan and Narrative Business Readiness Training Needs Analysis/Plan.
Responsible individuals / teams	<ul style="list-style-type: none"> Agency blueprint change team Relevant agency stakeholders from different business / functional areas 	<ul style="list-style-type: none"> Agency blueprint change team Relevant agency stakeholders from impacted business / functional areas <p><i>CIA sessions are typically facilitated by the change manager, acting on behalf of the agency.</i></p>	<ul style="list-style-type: none"> Agency blueprint change team Agency project sponsor and other senior leadership 	<ul style="list-style-type: none"> Agency blueprint change team Agency blueprint project lead Agency blueprint communications team Agency blueprint training team Agency blueprint technology teams (for transition activities)
Expected Outcomes	<ul style="list-style-type: none"> Initial Change Impact Assessment (CIA) drafted List of gaps and questions compiled. 	<ul style="list-style-type: none"> Gaps and questions addressed Final Change Impact Assessment Report completed 	<ul style="list-style-type: none"> Final Change Impact Assessment Report completed. 	<ul style="list-style-type: none"> Action plans to address key issues developed (please refer to slide 9 for CIA outputs).

Part 2: Change Impact Assessment Template

The CIA template will provide a mechanism to capture and consolidate all the change impact information. Based on the inputs, the tool will analyse and summarise the change impact levels (high, medium and low).

The CIA template can be accessed by clicking the icon:



Note: Further information regarding how to complete the template has been included within the template itself. An example has also been included to further clarify how to use the template.

Thank you!