



# **RFP 647 - Question and Answer**

## **Additional Information**

### **Extract of Change Management Strategy**

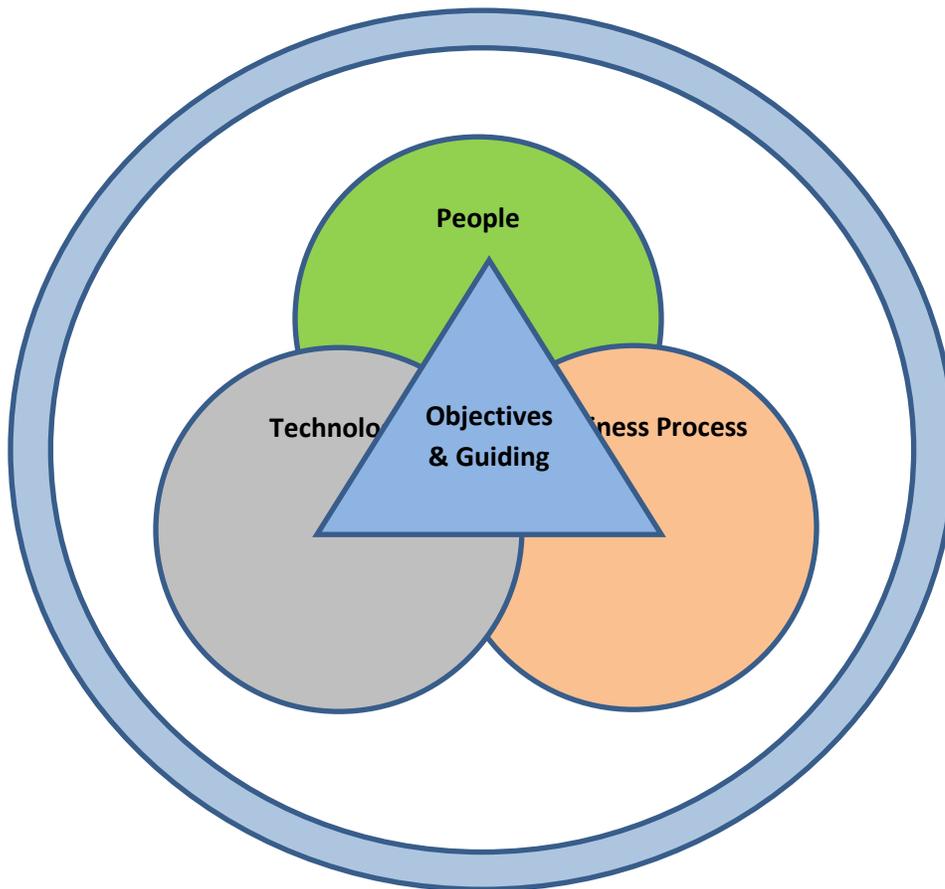
### **Additional Information – Extract of Change Management Strategy**

This is an extract of the overall change management strategy to support the upgrade project. The strategy must be reviewed, revalidated and revised during the build and implementation phase.

Organizational Change Management encompasses all activities aimed at helping it understand and successfully adopt new technologies. A comprehensive and structured approach is critical to the success of any program that will bring about significant change.

In the context of MSRP Upgrade project, Change Management is a systematic set of proactive steps

- To ensure continued sponsorship and business engagement by the key stakeholders
- For a smooth and controlled system transition with minimal disruption
- To prepare UNHCR staff, at the HQ and field, for the new (updated) system
- To ensure policies, procedures/guidelines and system instructions are aligned
- To contribute in the management of e project risks and helping the business achieve its defined objectives for the project



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Change management activities go hand-in-hand with the upgrade project which UNHCR has divided into two main stages: 1, the conceptual design, completed, and; 2, the actual upgrade and implementation, this RFP

### **1.1 Change Assessment (Stage 1 – Conceptual Design)**

During this stage the groundwork for the MSRP Upgrade Change Management activities is done, changes in MSRP system are assessed, organizational characteristics are reviewed, and impacts to existing procedures and UNHCR staff functions are identified to the extent possible.

### **1.2 Change Assessment (Stage 2)**

The assessment of changes continues into the actual upgrade phase of the project to determine and will cover these two main activities.

#### **Finalize Open Requirements with Business & Vendor**

During conceptual upgrade stage, some of the requirements are listed in Fit Gap for which decisions were yet to be taken by business. Taking a Go - No Go decision would help in preparing for subsequent steps in Change Management and would give a realistic view of quantum of change in system & business process and its impact on UNHCR staff.

#### **Revisit Policy & Business Process Change**

Based on finalized requirements and decisions, on which of the new modules would be part of the upgraded MSRP, assessment needs to be done on the impacted changes in Policies, Procedures and System.

### **1.3 Change Planning & Execution**

Up until this point, the Change Assessment which was defined as two stage activities, focused on laying the groundwork for change management activities and assess impact based on decision to be taken by business on the open requirements.

After assessment, the actual change management activities need to be planned and executed. This section lists the plan, its approach and implementation details

- Prepare the Change Management Charter
- Form core change agent team
- Perform stakeholder (impacted parties) analysis
- Prepare the communication strategy
- Prepare training strategy
- Plan sponsor involvement

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Assess people change and end-user impact  
Form readiness assessment group  
Prepare transition Plan  
Assess organizational readiness  
Revisit all inputs and dependencies of change management

#### **Prepare MSRP Upgrade Change Management Charter**

UNHCR would create a Change Management Charter to set the direction with following objectives

- It would set the stage for successful implementation of the project.
- Aligning with project objectives and guiding principles define critical success factors for CM efforts.
- Put in words the sponsor’s vision of change by providing overview on project objectives, rationale and expected state in future.
- Bring clarity on the roadmap to stakeholders and staff with Executive Direction and Commitment to support upgrade.

It also helps in cascading information faster and alignment of objectives and vision.

#### **Reaffirmation/Formation of Core Change Management Team for MSRP Upgrade**

- UNHCR to create a Core Change Management Team for MSRP Upgrade that would be aligned to the Signed and Approved Project Management Charter (Project Structure and Organization) whose responsibility would involve:
  - Being key drivers of change.
  - Coordinate & manage overall change management activities.
  - Alleviate the concerns of UNHCR Stakeholders and End User groups to ensure that additional difficulties with perceptions about the project do not arise.
  - This group can facilitate a review of the impact that change may have on employee skills and assigned duties in order to develop a plan to address for workforce changes.

#### **(Continue to) Perform Stakeholders Analysis**

(Those affected by changes in business process and technology by MSRP Upgrade Project)

- Direct
  - Senior Management
  - HQ Staff/Regional Office/Field Staff
- External
  - Donors/Implementing Partners

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- Indirect
  - HR, GLC, Support, Project Management/Audit & External Bodies
- Assess the key stakeholders and super users readiness by asking questions regarding the change, its impact etc.
- Stakeholder assessment helps to determine the best feedback channels for each identified [stakeholder group](#). It is important to understand the major questions and concerns that these groups may have, so that adequate attention can be paid to correcting misunderstandings, filling in the gaps, undoing rumors, etc. If UNHCR understands, what the potential barriers to acceptance are, it will be better prepared to take proactive action to eliminate them.
- Determine the most effective way to reach the [stakeholder groups](#) (e.g., individual or group interviews, surveys, web site with user response capability, etc.).
- Recognize serious concerns or misunderstandings and be prepared to respond to them promptly. Help concerned stakeholders to see why the project is in their best interest.
- Be persistent and creative in approach to those influential individuals who demonstrate continued resistance. Make every effort to make them aware of how the project works in their favor. Turn them into allies.
- Plan to make management commitment to the project visible throughout the organization.

#### **Prepare/Revise the Communication Strategy**

As part of Change Management, the communication strategy and plan need to be aligned. Existing plan needs to be revalidated with respect to the results of change management assessments and the most suitable options need to be taken forward.

#### **Prepare/Update Training Strategy**

Current training plan/strategy has served as a guide for the training needs of project team and Subject Matter Experts for engagement in upgrade project related activities.

This plan needs to be updated to include training plan for the implementation, as per the outcomes of change management assessments and planning and the most suitable options need to be taken forward.

#### **Plan Continued Sponsor Involvement**

As sponsors are actively involved in the upgrade project, this is a reassessment of providing visibility to end users and staff distributed globally, on how sponsors are actively involved and it leads to faster Buy

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in. It could lead to updated plan for different modes of actively involving sponsors in driving the message and communicating with end users across organization.

### **Assess/Re-Assess People Change and End User Impact**

- Awareness Level on Upgrade
- Identify lack of information & resistance
- Guard against complacency

Identify key sponsors from UNHCR who act as positive influence driving this change.

### **Form Readiness Assessment Group**

Drill further to form this group which would be an extended arm of Core Change management team that would lead in implementation and spread message across staff. This could align with the '**Field Reference Group**' which is planned by UNHCR. Specific focus to impacted UNHCR regional & field office staff and communicate to encourage ownership and nurture acceptance of the new business processes and system. Have different forums in which the user community can interact with change agents, readiness assessment groups and sponsors to discuss project issues and potential user impacts. These meetings can be:

- Customized for Specific User Groups.
- Specific plans for business process/workflows identified for improvement.
- Focus group for IPSAS and compliance adherence changes.
- Identify training needs Change in Roles and Responsibilities, job profile.
- Interaction workshops.
- Address particular concerns the users may have.
- Provide timely and accurate information about upcoming events.
- Ensure the consistency of information passed onto the user community.
- Ensure project buy-in by the users.
- Follow up
- Provide potential users with a way to provide feedback, ask questions, etc.
- Recommendation is through the intranet portal as it would provide real time visibility to common issues and solutions

### **Prepare Transition Plan**

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- Develop a transition plan for people who are part of updated business process which needs change in roles and responsibilities as well as still set of impacted staff

#### **Assess Organizational Readiness**

- Risk parameters assessment
- Functional Impact & Business Process Change Listing
- Sponsor Buy In & Involvement Plan
- Policy & Procedure Update plan

#### **Revisit all inputs and dependencies of Change Management**

- Use learnings from similar past project in UNHCR
- Form Change group
- Address Staff and UNHCR organization issues specific to upgrade
- Finalize open requirements to be implemented along with business
- Propose updated organization structure based on Roles and Responsibilities, Job description
- Update Policy and Procedures
- Implement Communication Mechanism & Plan
- Prepare training content

At the end of **Planning & Execution** Stage, the key expectations are:

- Visibility of all changes which are going to take place in the system
- Identification of stakeholders and audience
- Impact on Policy, Procedure, Technology & People
- Formation of Core Change Agent Group
- Skill Gap Analysis and Transition requirements
- Organizational Readiness Assessment
- Communication Plan aligned with its strategy
- Focused training plan as per training strategy
- Master tracker sheet aligned with upgrade lifecycle and milestones

Based on the functional and business impact plan for:

- **Regular Communication** - Aligned with Communication Strategy

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- **Focused Trainings** – Aligned with Training Strategy

### Prepare Roles & Responsibilities Matrix

Preparing roles and responsibilities of all involved users would give ownership clarity and identify gaps if any for

- Sponsor/Stakeholder
- Change Agent Team
- Project Management Office
- Business Users
- GLC
- Vendor
- Support teams

### 1.4 Change Monitoring & Verification

For all the planned activities under Change management and its Execution, it is important to monitor and assess if the project is on track to meet the desired objectives set out with respect to change management.

A master tracking sheet would be an overall plan on a single page which would give an overview of group of change management activities. It would help tracking the progress in a single page or a sheet and dependencies if any to be shared with sponsors and help in monitoring the progress with respect to planned milestones.

Activities include but are not limited to:

- Forming the Change Control Board
- Publishing results of planned measurement
- Evaluation and tracking of regulatory compliance requirements
- Planning for testing groups and covering
- Review of transition plans
  
- Assessment of readiness for change
- Analysis of support logs and system behavior

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**Monitoring & Verification** stage expectations are

- Regular communication, tracking & review
- Training outcome and feedback assessment
- Skill Set Transition
- Align with other related strategies for collaboration (User Acceptance testing)
- Evaluate system performance and user tickets from support team
- Lessons learned
- Closure and Archival
- Review, identify and address weakness in the processes
- Review, identify and address gaps in the training material or skill enhancement needs of the users