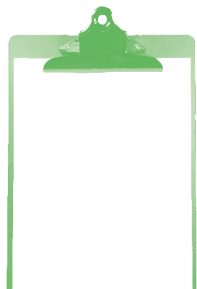


Checklist:

Engaging Staff & Managing Change

CHANGE MANAGEMENT



This checklist complements information found in the following change management tools in the CLHO Public Health Modernization Roadmap:

- Checklist: Developing Leadership Support for Change
- Individual Change Management: Awareness Desire Knowledge Ability Reinforcement
- Change Management in Public Health Modernization

The leadership team (see Step 1, Critical Strategy 2 of the Roadmap) has assessed the scope of the change and can answer these questions:

- How big is this change?
- How many people are affected?
- Is it a gradual or radical change?

The leadership team has assessed the local health department's readiness for change including:

- What is the value-system and background of the impacted staff?
- How much change is already going on?
- What type of resistance can be expected?

The leadership team has conducted a self-assessment of strengths and gaps in managing change (see Step 2, Critical Strategy 2 of the Roadmap)

Communication plans have been developed that adhere to the following:

- Takes into consideration staff values
- Targets different groups of staff (i.e. frontline staff, management, etc.)
- Builds awareness around the need for public health modernization and the risks of not engaging in change (first)
- Shares specific details about change plans in an open and honest way
- Invites comment and suggestions

The leadership team has reviewed tools for individual change management (see Individual Change Management: Awareness, Desire, Knowledge, Reinforcement (ADKAR) tool on the following pages)

The leadership team has a clear plan for providing training and guidance for staff who are affected by the change

The leadership team has identified ways to reinforce change



Individual/Organization Change Management: Awareness Desire Knowledge Ability Reinforcement (ADKAR)

Adapted from Prosci Change Management, prosci.com

The ADKAR Tool is a resource to guide individuals, teams, and organizations through change. The acronym, ADKAR, stands for five elements that can be used to determine readiness for, and to help bring about, change. These characteristics are: **A**wareness, **D**esire, **K**nowledge, **A**bility and **R**einforcement.

How to use the ADKAR Tool:

To use the ADKAR Tool, complete the blank template on the next two pages. The template can be used for individuals, teams, or entire groups of staff to determine. Usually a supervisor or team leader will work with individuals, teams, or organizations to complete the template.

1. Begin by clearly defining the change that is occurring. Provide as much detail as possible when describing the change, as this will be helpful when completing the next steps in the template.
2. Work with the individual or group to identify their understanding of the change according to the five ADKAR elements. After doing so, score the individual, team, or organization as instructed in the template.
3. Apply the results of the scoring process by addressing the areas with the lowest ratings as instructed in the final page of the template.



What is the change?

Describe the change that is occurring in detail. Who is the involved? What are the main elements of change occurring? When is this change happening?

A Awareness of the need for change	Score	Awareness List the reasons you believe the change is necessary. Review these reasons and rate the degree to which this person/team/organization is aware of them, or the need to change. (1 is no awareness, 5 is total awareness)
Notes:		
D Desire to make the change happen	Score	Desire List the factors or consequences (good and bad) that create a desire for this change. Rate the person's/team's/organization's desire to change, taking into consideration any associated consequences. (1 is no desire to change, 5 is strong desire)
Notes:		
K Knowledge about how to change	Score	Knowledge List the skills and knowledge needed to support the change, including if the person/team/organization has the clear picture of what the change looks like. Rate this person's/team's/organization's knowledge/level of training in these areas. (1 is no knowledge, 5 is highly knowledgeable)
Notes:		
A Ability to change	Score	Ability Consider the skills and knowledge identified in the previous questions, evaluate the person's/team's/organization's ability to perform these skills or act on this knowledge. Rate the person's/team's/organization's ability to implement the new skills, knowledge, and behaviors to support the change. (1 is no ability, 5 is very able)
Notes:		
R Reinforcement to retain change	Score	Reinforcement List the reinforcements that will help to retain the change. Are the incentives in place to reinforce the change and make it stick? Rate the reinforcements and how they help support the change. (1 is not helpful, 5 is very helpful)
Notes:		



Applying the ADKAR Assessment Results

Identify the first area that scored 3 or below. This is your “barrier point” and what needs to be addressed first. By addressing the first area with a low score, you will positively impact all the goals that follow.

Actionable Steps:

A

If awareness is needed:

Discuss and explore the reasons and benefits for this change. Discuss the risks of not changing and why the change needs to happen now.

D

If more desire is needed:

To move this person/team/organization forward, you must understand and address their inherent desire to change (which may stem from negative or positive consequences). These motivating factors have to be great enough to overcome the personal threshold of the person/team/organization to resisting the change.

K

If more knowledge is needed:

Avoid dwelling on reasons for change and motivating factors, as this is unnecessary and could be discouraging. Focus now on education and training for the skills and behaviors necessary to move forward.

A

If more ability is needed:

First, time is needed to develop new abilities and behaviors, and this person/team/organization simply may need more time to develop new skills with proficiency. Second, ongoing coaching and support could be required - consider outside intervention, continued support, and mentoring.

R

If more reinforcement is needed:

Investigate if the necessary elements are present to keep the person/team/organization from reverting to old behaviors. Address the incentives or consequences for not continuing to act in the new way and re-visit the knowledge and ability milestones. It may be that more training and education is needed as processes develop and evolve.

Source: Prosci Change Management, prosci.com