



# OCPSE Change Management Overview

Everyone within the South Australian public sector plays a part in change and benefits when it is done well. The Change Toolkit and resources are designed for use across the sector by people leading change management activities.

The resources provide guidance to plan and lead sustainable change, communicate a clear vision and maintain productivity and engagement during change. They can be tailored to suit individual agencies and should be read alongside relevant industrial instruments and agency policies.

Change management is the structured, practical work of helping people move from the current way of working to a new way of working so the change is adopted, benefits are realised and the new ways of working become business as usual.

Good change management supports performance, service delivery and the wellbeing of people. Poor organisational change management is a psychosocial hazard, which can contribute to psychological and physical harm.

	Common starting point	Setting the scene	Bringing it all together	Making it stick
<b>Purpose</b>	Understand the change, who it affects and what it will take. Right-size effort early to avoid rework, resistance and harm.	Create clarity and leadership alignment on direction, expectations and decision-making. Reduce uncertainty and confusion.	Translate intent into a coordinated plan that enables adoption and supports people during the change.	Sustain adoption, learn quickly and embed BAU so benefits are realised and support is not removed too early.
<b>Actions</b>	<ul style="list-style-type: none"> <li>Define the change including what is changing, why, and what is not changing.</li> <li>Identify stakeholders and consultation needs.               <ul style="list-style-type: none"> <li>Assess impacts and readiness.</li> </ul> </li> <li>Identify risks and dependencies, including psychosocial risks.</li> </ul>	<ul style="list-style-type: none"> <li>Confirm vision and case for change.</li> <li>Define success measures and monitoring.               <ul style="list-style-type: none"> <li>Confirm governance and roles.</li> <li>Set sponsor commitments.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Draft and integrate change plan (actions, owners, milestones, measures).</li> <li>Develop a stakeholder engagement plan.               <ul style="list-style-type: none"> <li>Plan and deliver consultation where required.</li> </ul> </li> <li>Prepare a communications plan.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver in manageable stages.</li> <li>Track adoption and adjust based on evidence.               <ul style="list-style-type: none"> <li>Monitor risks and issues, including psychosocial red flags.</li> <li>Maintain support to stabilise.</li> </ul> </li> <li>Complete post-implementation review (PIR) and BAU handover.</li> </ul>
<b>Effort</b> (how much is needed)	<p><b>Basic:</b> Impact and readiness check, including psychosocial considerations; stakeholder map.</p> <p><b>Better:</b> Validate impacts and overall change load; confirm initial controls.</p> <p><b>Best:</b> Validate impacts and change effort; confirm initial controls.</p>	<p><b>Basic:</b> Case and measures drafted; governance confirmed.</p> <p><b>Better:</b> Leadership aligned; change principles agreed, including wellbeing.</p>	<p><b>Basic:</b> Change and communications plans drafted; supports identified.</p> <p><b>Better:</b> Engagement and consultation delivered; managers enabled.</p> <p><b>Best:</b> Managers empowered. Adapt to readiness assessment, provide stabilisation support and monitor wellbeing indicators.</p>	<p><b>Basic:</b> Adoption check completed; issues triaged; BAU owner confirmed.</p> <p><b>Better:</b> Post-implementation review (PIR) completed; actions assigned; monitoring established.</p> <p><b>Best:</b> Benefits and wellbeing trends tracked; lessons embedded.</p>
<b>Scale</b> (Small / Medium / Large)	<p><b>Small:</b> Quick impact and readiness check; note change effort.</p> <p><b>Medium:</b> Structured impact and readiness; stakeholder map by cohort.</p> <p><b>Large:</b> Detailed impact and readiness assessment; quantify load; early controls.</p>	<p><b>Small:</b> Brief case and measures; sponsor confirmed.</p> <p><b>Medium:</b> Brief case and measures; sponsor confirmed and engaged.</p> <p><b>Large:</b> Sponsor-led narrative; strong governance; clear measures.</p>	<p><b>Small:</b> Simple plan; light engagement; basic supports.</p> <p><b>Medium:</b> Integrated plan; consultation delivered; readiness check.</p> <p><b>Large:</b> Multi-stream plans; phased rollout; transition to BAU is resourced.</p>	<p><b>Small:</b> Short PIR; BAU owner; quick adoption check.</p> <p><b>Medium:</b> Short PIR; BAU owner confirmed; quick adoption check.</p> <p><b>Large:</b> Benefits tracking; extended stabilisation; lessons embedded.</p>
<b>OCPSE resources</b>	<ul style="list-style-type: none"> <li>Change impact assessment</li> <li>Change readiness assessment</li> <li>Mapping your stakeholders               <ul style="list-style-type: none"> <li>Types of change</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>The case for change</li> <li>Developing your change principles</li> </ul>	<ul style="list-style-type: none"> <li>Developing your change plan</li> <li>Developing your engagement plan</li> <li>Managing individual reactions to change</li> <li>Principles for effective communication               <ul style="list-style-type: none"> <li>Stakeholder engagement and communications plan</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Common problems and solutions</li> <li>Post-implementation review (PIR)</li> </ul>