

Change Management
Playbook for the
Government of Jamaica



Change Essentials



How to use this guide

The **Change Essentials** briefing pack is a simple, practical guide to the Government of Jamaica's (GoJ) 8 steps of change. It is designed as an easy reference document to support Project Managers, Change Managers, MDA Leaders and Change Practitioners to understand and apply the fundamental steps of managing change in GoJ through a programme, project, or initiative.

The briefing pack is complimentary to the Change Management Playbook and Toolkit. The full playbook and toolkit should be referenced for more detailed, comprehensive guidance, activities and tools for each stage of the 8-step change process and can be accessed here — [TIU Change Management Playbook](#).

To successfully drive change management across the Jamaica Public Service you need to understand the 8-step approach to change and be able to apply it.

This brief summarises the GoJ's 8 steps and outlines the essential activities any project or programme should undertake.

This document also outlines roles and responsibilities to provide an overview of the ownership of change activities and levels of accountability within a change team.

While the 8 steps apply to all projects, each initiative is at a different stage in terms of content, complexity, scope, and maturity. It is expected that the activities and tools will be applied to each project according to the specific stage it is in.

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Context

What is change management?

Organisations are constantly changing. As the public sector realises its transformation ambitions – responding to internal and external challenge and improving the level of service provided to its citizens - there will be change on various levels across Ministries, Departments and Agencies. Where organisations successfully manage change, they build the confidence of employees to adapt to the change and help to minimise stress and unnecessary work for impacted teams and stakeholders. With a structured methodology for managing change, organisations can guide people toward a future state and changed ways of working.

Change management provides a structured methodology that prepares, equips, and supports individuals to adopt a change to deliver business benefits. Successful change management requires placing people at the centre of the strategy. Whether the change is simple or complex, the primary aim is to ensure that the change initiatives move the organisation and people closer to achieving its desired outcomes.

Why is it important?







To deliver better, more cost effective services GoJ needs to embrace technology and innovation, optimise operational efficiencies and improve the way we manage and lead our people. Through the GoJ Transformation programme, there will be a significant change in the way government entities deliver their services and in the way they operate. To ensure transformation projects achieve benefits realisation, it is important that stakeholder groups understand what the change means for them and the way they work and are equipped to overcome any challenges in order to sustain the change.

Research conducted by EY* in 2022 identified a number of factors which are critical to successful transformation. These include adaptive and nurturing leadership; having a vision everyone believes in; transparent two-way communication; empowerment of stakeholders; building capability with a strong collaboration throughout the change. Through the structured management of change, the public and private sectors can achieve these critical factors, ultimately driving successful transformation.

* Data from the EY-Oxford Transformative Leadership Survey 2022

How do we ensure our change project is set up for success?

While every change journey is different, there are six foundational principles that underpin Gol's approach to change:

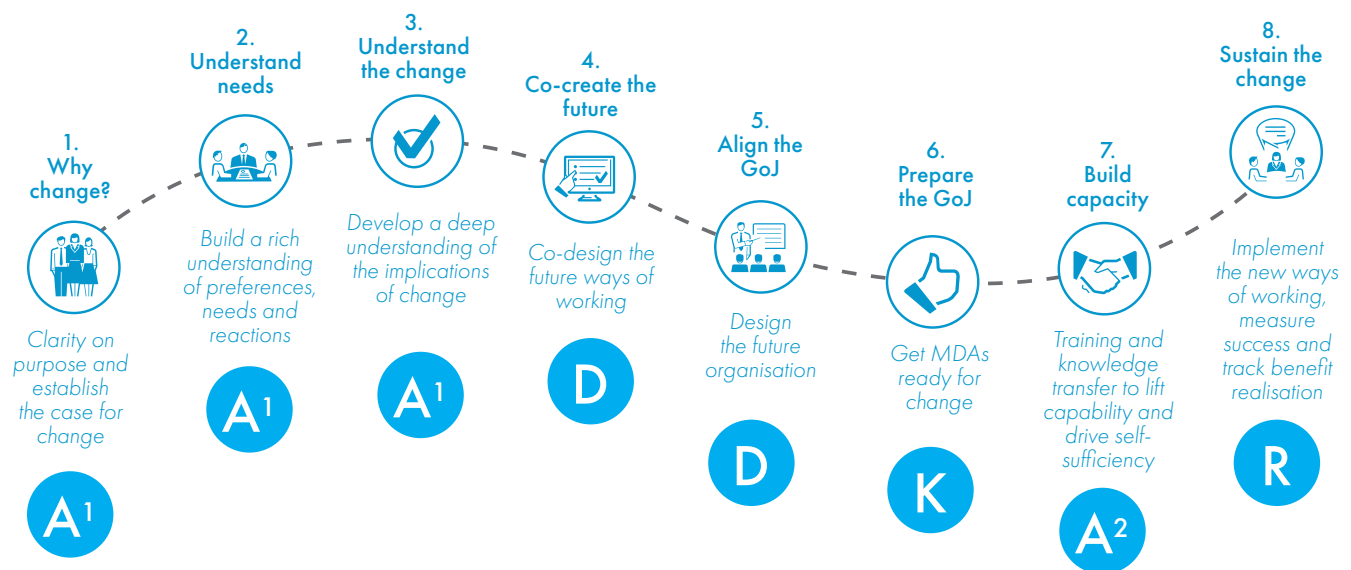
Purposeful	Engaging	Insightful	Transparent	Personalised	Collaborative
					
Align with the programme or project objectives and the transformation	Make the messaging around changes meaningful	Use data to guide decision-making and provide an evidence-based case for change	Be clear, consistent and concise in communicating what we know and what we do not	Be conscious of the personal impact of change and create solutions with the individual in mind	Engage through co-designing solutions and collaborating to break down silos

Change management framework

The change management framework provides the guidance on how to successfully execute change management and communication activities within a programme, project, or initiative. The framework is built on best practices and reflects the EY Change Experience and Prosci ADKAR model (**A1** — Awareness, **D** — Desire, **K** — Knowledge, **A2** — Ability, **R** — Reinforcement) circumstance.

Following these 8 steps will help the leadership and employees of Ministries, Departments and Agencies (MDAs) to become:

- Clear on what the change means for behaviours and ways of working;
- Aware of the reasons for and benefits of the change; and
- Ready, willing and able to adopt or implement change.



Government of Jamaica's 8-step approach to change



Government of Jamaica's 8-step approach to change

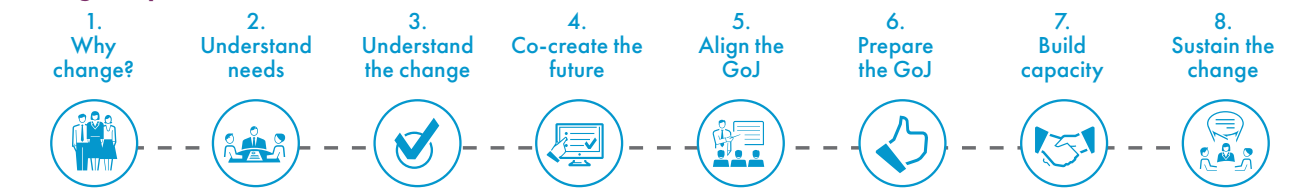
Change processes and tools

The diagram below maps the change steps to each project stage. It then outlines simple supporting essential tools, and the outcomes that are achieved as a result.

Project stages

Stage 1 and 2 Initiate & Define	Stage 3 Design	Stage 4 Deliver	Stage 5 Transition	Stage 6 Close
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Change step



Toolkit essentials

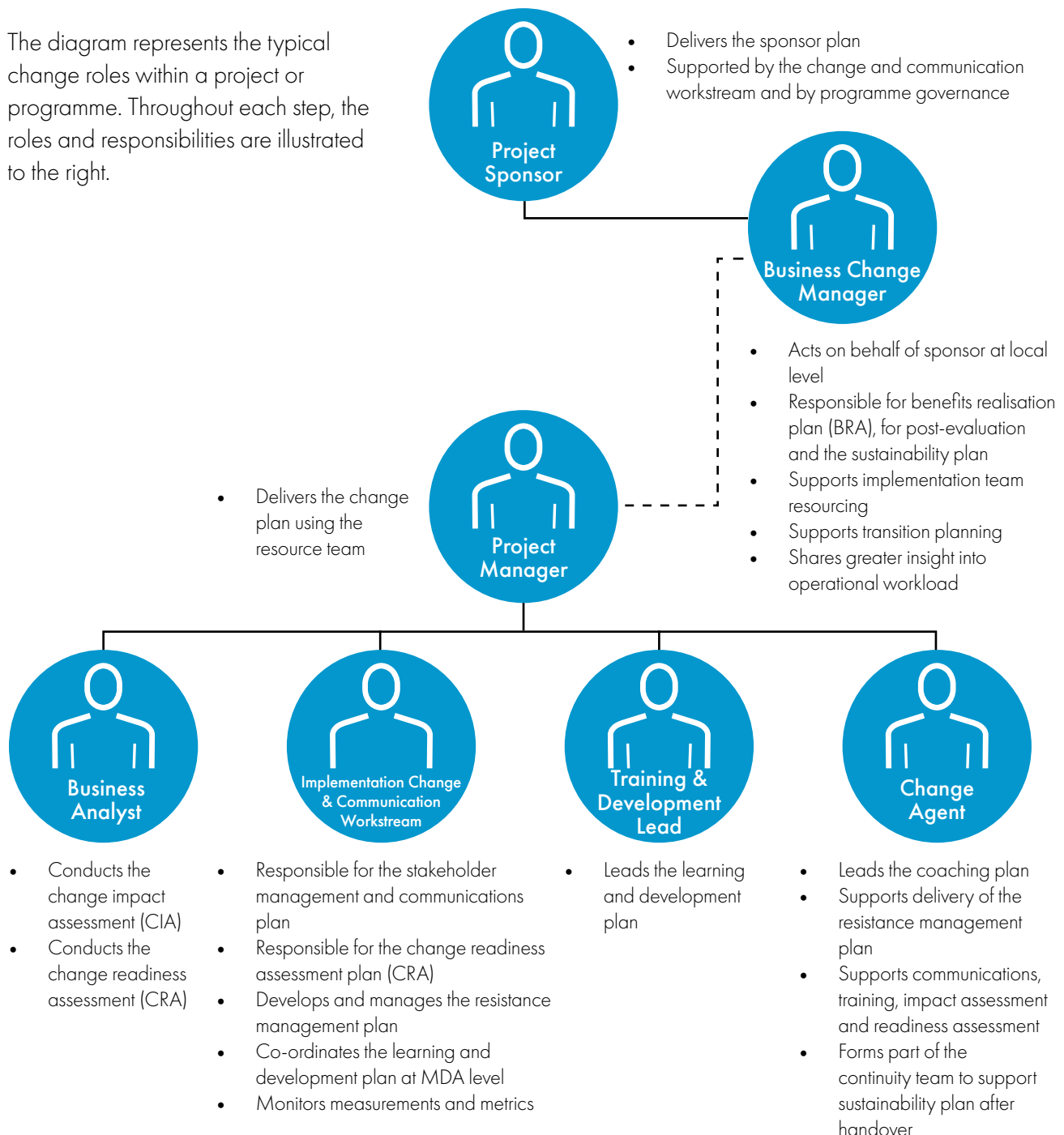
Vision and case for change	Sponsorship plan	Change impact analysis approach and tool	Change strategy	Benefits realisation plan and charter	Business readiness plan	Training evaluation guide	Lessons learned
	Leadership action plan	Change impact analysis report and action plan	Change readiness approach and survey	Metrics guide	Business readiness survey		Reinforcement plan
	Stakeholder assessment map	Resistance management guide and log	Change readiness summary report	Project to BAU — Knowledge transfer plan	Change agent network		
	Stakeholder engagement and communication plan	Training needs analysis	Training plan		Training curriculum design		
			Coaching plan				

Output

<ul style="list-style-type: none"> • Vision articulated • Clear project objectives, outcomes and benefits 	<ul style="list-style-type: none"> • Clarity on what the future looks like • Full understanding of the change, audiences and impact • A plan for moving forward through the change • Active resistance management plans & activities 	<ul style="list-style-type: none"> • High awareness of the need for and impact of change on groups • Engaged change community with early adopters identified and active; feedback loops in place and used to inform actions • Clear and programmed change activities • Identified ways of measuring success 	<ul style="list-style-type: none"> • Measures of adoption of behavioural and cultural change • Plans to sustain the change
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Roles in change management

The diagram represents the typical change roles within a project or programme. Throughout each step, the roles and responsibilities are illustrated to the right.



Step 1 — Why change?

What

The 'Why' is a critical first step in the change process. It focuses on getting clarity on purpose and outcomes and arriving at a case for change. Change activities in this step are focused on articulating the reasons for change in a simple, compelling way that aligns to the organisational purpose and strategy.

There are three key activities:

- **Identify purpose** — align leaders around the overall project purpose, connecting to the organisation's broader goals and the program business case.
- **Co-create the vision** — analyse the business case, benefits and/or change drivers to better support your "vision and case for change".
- **Develop the case for change** — develop a compelling case for change and narrative with leaders and people at all levels in the organisation. Clearly capture what is changing, why, how and "what's in it for me".

Key tools

- Case for change.

When

- Developed during the initiate stage of the project.
- The vision and case for change is used in Step 2, to identify and explore impacted stakeholders and to provide a foundation to activities throughout the change journey.

Who is involved?

Project Sponsors and Leaders:

- Communicate a compelling case for change.
- Provide a vision of what success looks like, describing the benefits to be achieved from the change.

Project Manager and Change and Communication Workstream:

- Support sponsors and key stakeholders in developing vision and case for change.

Changetip

Create a compelling and clear purpose, vision, and case for change narrative **early** to drive understanding of and gain support for the change. **Define your north star.**

Step 2 — Understand needs

What

Change is personal and it is critical to understand the needs of those involved in or impacted by change. This step is about building an understanding of the preferences, needs and reactions of stakeholders involved in the change. During this step, the project should establish sponsorship and governance for the project, align sponsors and leaders around the change, gain a better understanding of stakeholder needs and have clarity on the future user experience.

There are four key activities:

- **Sponsorship plan** — provide a holistic view of key activities and responsibilities that the project sponsor and key leaders can focus on to drive results.
- **Leadership alignment** — achieve a common agreement and commitment with leaders around the nature and scale of change, equipping them to lead during the change journey.
- **Stakeholder management** — identify, prioritise and engage stakeholders to ensure their position is understood, and that resistance is recognised and managed.
- **Communication and engagement** — create awareness of the change with the right messages delivered at the right time to the right people, taking them on the journey from unaware to aware and from buy-in to commitment.

Key tools

- Sponsorship plan, leadership action plan, stakeholder assessment map, stakeholder engagement and communication plan.

When

- During the initiate stage of the project.

Who is involved?

Project Sponsors and Leaders:

- Engage staff and deliver communications and stakeholder actions.
- Participate in leadership capability building and commit to leading the change.

Change and Communication Workstream:

- Plan and prepare communications and stakeholder engagement.
- Collaborate with sponsors and leaders to develop the sponsorship plan and leadership action plan.

Changetip

Personalise the engagement approach and communication and establish the “what’s in it for me” — so people can connect better with the project. **Make the change personal.**

Step 3 — Understand the change

What

This step develops an understanding of the implications and impact of the change. The change activities during this step help clarify the nature and magnitude of the change on people (both roles and behaviours), processes, technology and policy.

There are five key activities:

- **Change impact analysis** — evaluate how the project will impact stakeholders, processes, tools, organisation structures, roles and technology.
- **Training needs assessment** — identify what skill, capability, and knowledge gaps exist between how stakeholders currently perform their jobs and how they will be expected to perform in the future state.
- **Change capability maturity assessment** — evaluate the organisation's current experience and competency (knowledge, skill and ability) to plan, manage and sustain change.
- **Resistance management** — identify points of resistance and types of resistors, developing strategies to address concerns.
- **Continuous improvement** — re-examine and improve processes to embed change.

Key tools

- Change impact analysis tool, resistance management guide and log, training needs analysis.

When

- Conducted during the design stage of the project
- Outcome from change impact assessments enable the design of the strategy and change management plan in Step 4.

Who is involved?

Training and Development Lead

- Conduct training needs assessment.

Change and Communication Workstream:

- Conduct maturity assessment and capture resistance points using insights to determine actions.

Business Analyst:

- Capture and analyse change impacts.

Sponsor and leaders:

- Communicate openly and honestly about the impact of change for the organisation and individuals.
- Prepare to address barriers, recognising and handling conflicts with corrective actions.

Changetip

Identify resistance and tactics to address resistance, using the outcome from the stakeholder mapping and change impact analysis.

Anticipate resistance.

Step 4 — Co-create the future

What

The “co-create the future” step starts with building the change strategy and plan. The change strategy reflects the change activities to support transition from the current state to a desired future. The desired behaviours and target interventions to equip individuals to work in new ways are then derived from the organisation’s readiness for change and stakeholder analysis.

There are four key activities:

- **Change strategy** — provide the context, direction and purpose for the change programme.
- **Change readiness assessment** — evaluate whether GoJ/MDA is prepared for a specific change, assessing factors like organisational conditions, resources and capacities and attitudes.
- **Training strategy and plan** — identify the factors necessary for training to be successful, outlining the training approach.
- **Coaching plan** — develop a plan to support people managers with the tools and skills to enable them to lead their teams through change.

Key tools

- Change strategy, change readiness survey, training plan, coaching plan.

When

- Conducted during the design stage of the project.

Who is involved?

Business Change Manager:

- Provide input into the change strategy and plans.

Project Manager and Change and Communication Workstream team:

- Designs the change strategy, approach and plans.
- Co-ordinate with the Business Analyst to conduct change readiness assessment.

Training and Development Lead:

- Plan and prepare the training strategy and plan.

Changetip

Bring the change strategy to life by illustrating the journey and storytelling. Connect the change activities to “the why” and desired outcomes. **Focus on the big picture.**

Step 5 — Align the GoJ

What

Step 5 focuses on understanding the difference between current state and future state operations and developing ways to bridge the gaps. Closing the gap enables the employees to shift to the new operational norms, culture and ways of working. The activities set the foundation to support the transfer of ownership from the project to business-as-usual team.

There are four key activities:

- **Change capability development** — build internal team change capability across six areas: purpose alignment, leadership activation, operating model, methodology, development and culture.
- **Benefits realisation** — track the achievement of intended benefits (tangible and intangible).
- **Measurement and metrics** — track and monitor the performance of the project and quantify benefits to validate whether they are realised.
- **Knowledge transfer** — conduct learning and training, including the core skills required to manage the project activity going forward and/or operate in the new environment.

Key tools

- Benefits realisation plan and charter, metrics guide, project to BAU-knowledge transfer plan.

When

- Conducted during the deliver stage of the project.

Who is involved?

Sponsors and Leaders:

- Own the realisation of benefits.

Business Change Manager:

- Develop the benefits realisation plan.

Project Manager and Change and

Communication Workstream team:

- Address the gaps in change capability (skills and knowledge).
- Define metrics and monitor progress.

Training and Development Lead:

- Conduct the learning and training sessions.

Changetip

Identify people in the MDA who have accountability for the delivery of benefits. Establish measures and KPIs that matter, are measurable and achievable. **Build accountability for benefits realisation.**

Step 6 — Prepare the GoJ

What

Preparing for the change involves planning and implementing a variety of actions and interventions to enable transition from project go live to business as usual. The activities included in this step are designed to prepare the organisation for the change, assess potential knowledge and capability gaps and establish a change agent network (CAN) to support the management of change.

There are three key activities:

- **Business readiness management** — assess readiness for change across critical aspects of the business in advance of project go-live ensuring ownership in four main areas – people, process, technology and functional.
- **Change agent network** — establish a network of employees as a catalyst for change to inspire and influence others — driving two-way communication and feedback between project team, leaders and employees.
- **Training design and development** — define learning content and develop training materials to ensure stakeholders can perform their role.

Key tools

- Business readiness plan, business readiness survey, change agent network, training curriculum design.

When

- Conducted at the end of the deliver stage of the project.

Who is involved?

Sponsors/leaders:

- Encourage and mobilise active participation of the change agent network.

Change and Communication Workstream team:

- Conduct the business readiness assessment and coordinate to build training design.
- Work closely with change agents on arising interventions.

Training and Development Lead:

- Lead the training design and development.

Changetip

Take the time to conduct a business readiness assessment to uncover team member frustrations, organisation challenges and other key issues which might be a barrier to change. **Assess readiness.**

Step 7 — Build capacity

What

This step focuses on developing capability and structures to enable the GoJ to sustain the change and realise benefits. Capability building focuses on improving the skills and competencies of the employees through well-structured and supportive learning and development.

There are three key activities:

- **Knowledge transfer sign off** — document that the knowledge transfer objectives have been met and relevant information has been transferred from the programme/project team members to specific stakeholders.
- **Training delivery** — confirm training logistics, execute and evaluate training sessions as outlined in training plan.
- **Assess leadership alignment** — review and update the leadership alignment action plan.

Key tools

- Training evaluation guide.

When

- Conducted at the transition stage of the project.

Who is involved?

Leaders:

- Re-align leadership action plan and interventions.

Change and Communication Workstream team:

- Initiate knowledge transfer sign-off.
- Co-ordinate with the Training and Development Lead to execute training.

Training and Development Lead:

- Co-ordinate with the Change and Communications workstream to execute training.

Changetip

Make learning “stick” by tracking knowledge transfer and creating the right support structure to enable long term learning via assessments, evaluation and feedback. **Build confidence.**

Step 8 — Sustain the change

What

Any change, whether brought about by new procedures, a fresh system or a new organisational structure, can only be sustained over time if all relevant parties accept and fully embrace it. The leadership team of each Ministry, Department, or Agency (MDA) affected by the change must be actively involved and supportive for the change to be sustained.

There are four key activities:

- **Sustainability/reinforcement plan** — create an action plan to support and monitor the level of adoption of new behaviours and skills.
- **Measurement and metrics** — track the achievement of intended benefits using measurable KPIs, that align with overall project business case, expected outcomes and success factors.
- **Lesson learned** — collect and document lessons learned throughout the project to gain insights into root causes of challenges and best practices for the future project teams.
- **Deployment planning** — prepare and perform activities during pre and post go-live for the business to be ready including testing, cut over performance and sustainability and post go-live support.

Key tools

- Lessons learned, reinforcement plan.

When

- Conducted at the close stage of the project.

Who is involved?

Business Change Manager:

- Support transition to business-as-usual planning.

Change Agent:

- Collaborate with the MDA team to support sustainability plan.

Change and Communication Workstream team:

- Develop sustainability or reinforcement plan.
- Track and monitor project performance.

Changetip

Sustaining the change does not happen on its own — it requires deliberate effort, strong ownership and commitment from leadership.

Make the change stick!



What next?

What can you do to explore the eight steps of change and start putting them into practice?

Discover

- Review the change capability resources/ learning materials provided on the change portal. This contains quick reference guides, the full change management playbook and toolkit and further resources to deepen your knowledge and understanding of the GoJ 8-step change methodology.
- Explore other change capability resources on the portal to gain insights on how to establish and mobilise change teams.
- Contact the CMO at TIUChangeManagement@transformation.gov.jm for further guidance and assistance

Put the 8 steps into practice

- Create the “why” and align it to the overall transformation vision and direction through materials such as project charter/profile and business case
- Incorporate the change management activities into your project plan
- Assess and baseline the status of current change management activities and identify the activities to close the gaps
- Continue and be **confident on your change journey!**



Appendix

Key definitions and terms

Term	Definition
Benefits realisation	The actual achievement of intended benefits (tangible and intangible) following the implementation or completion of a programme, project or initiative.
Business case	<p>A business case is the rationale (typically financial) for a project's existence. It documents why the project should proceed. It typically contains:</p> <ul style="list-style-type: none"> • Strategic context: overview of the problem and the case for change, and how it aligns with the organisation's strategy • Economic analysis: return on investment appraisal of the solution and its risks • Financial case: affordability to the organisation in the expected time frame
Case for change	Case for Change is a story that explains the changes coming to the organisation including the current challenges, benefits of the change and the vision.
Change agent network	Involves employees at various levels helping to prepare the organisation for change.
Change capability maturity assessment	An evaluation of an organisation's current competency (knowledge, skill and ability) to plan, manage and sustain change.
Change impact analysis	An assessment of how project changes will impact stakeholders, processes, tools, organisation structures, roles, and technology. It involves a description of the change, who and what will be affected, and the degree of change to be introduced (or that was introduced) in specific areas of the organisation.
Change management	Change management provides a structured methodology that prepares, equips and supports individuals to adopt change successfully and, as a result, embed changes in the way people work.
Change readiness assessment	An early analysis of stakeholder preparedness and receptivity to change. It helps to identify potential barriers that may cause resistance to a change initiative, and provides opportunities to develop a plan to remove these barriers to increase willingness to accept and support change.

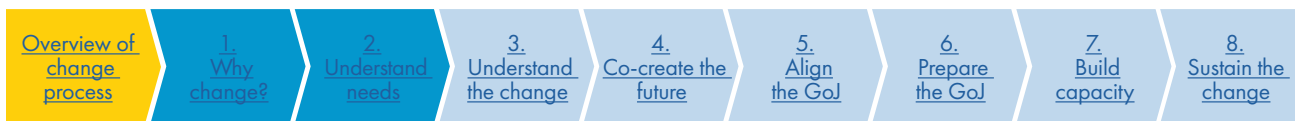
Key definitions and terms

Term	Definition
Knowledge transfer (KT)	The transfer of targeted skills and knowledge between key subject-matter experts (SMEs) or knowledge holders to designated knowledge receiver(s).
Metrics	Metrics, simply put, are measurements. Metrics could include organisation results, quantification of system usage, average response time, benefits achieved, etc. (i.e., the measures that an organisation believes are vital for its success). They are a quantified measure of the degree to which a process, component or system possesses a given attribute.
Programme	"A group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually." – PMBOK Guide 6th Edition.
Project	"A temporary endeavour undertaken to create a unique project service or result." – PMBOK Guide 6th Edition. Projects may be grouped together into a programme.
Initiative	An informal activity that is undertaken to bring about a specific type of change. Initiatives are not formally classified as a projects or programmes, and do not normally fall within the TIU or the Programme Management Office (PMO).
Resistance management	The response to resistance (opposition) during times of change and is done by identifying points of resistance, types of resistors, and strategies to address the resistance.
Sponsorship plan	A roadmap which provides a complete view of key activities and responsibilities that the programme, project or initiative sponsor and key organisation leaders can focus on to drive results.
Stakeholder	"An individual, group or organisation that may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project, programme, or portfolio." – PMBOK Guide 6th Edition.
Training needs assessment	An approach used to identify what skill, capability, and knowledge gaps exist between how stakeholders currently perform their job and how they will be expected to perform in the future state.
What's in it for me?	This is the central question that employees are concerned with when faced with organisational change. It focused on the actual, tangible impacts to the employees.

Acronyms

Prosci ADKAR	Awareness, Desire, Knowledge, Ability and Reinforcement
BAU	Business as usual
GoJ	Government of Jamaica
KPIs	Key performance indicators
MDA	Ministries, Departments and Agencies
WIIFM	What's in it for me?

Tools and templates — Steps 1 and 2



Step 1 — Why change?		
Tools and templates		
1.1	Case for change	
	Vision and case for change	Template

Step 2 — Understand the needs		
Tools and templates		
2.1	Sponsorship	
	Sponsorship plan	Template
2.2	Leadership alignment	
	Leadership action plan	Template
2.3	Stakeholder management	
	Stakeholder assessment map	Template
	Stakeholder engagement and communications plan	Template

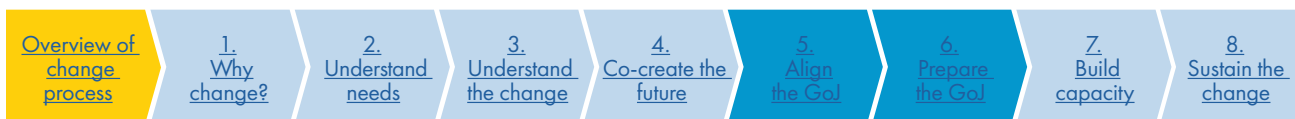
Tools and templates — Steps 3 and 4



Step 3 — Understand the change		
Tools and templates		
3.1	Change impact analysis	
	Change impact analysis approach	Template
	Change impact analysis tool	Template
	Change impact analysis report and action plan	Template
3.4	Resistance management	
	Resistance management guide	Template
	Resistance management log	Template
3.5	Training needs analysis	
	Training needs analysis	Template

Step 4 — Co-create the future		
Tools and templates		
4.1	Change strategy	
	Change management strategy example	Template
4.2	Change readiness assessment	
	Change readiness question example	Template
	Change readiness summary report	Template
4.3	Coaching	
	Coaching plan	Template
4.4	Training strategy and plan	
	Training plan	Template

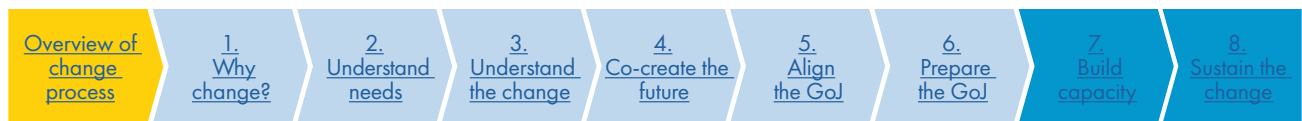
Tools and templates — Steps 5 and 6



Step 5 — Align the GoJ		
Tools and templates		
5.1	Readiness knowledge transfer plan	
	Readiness knowledge transfer plan	Template
5.2	Measurement	
	Use of metric guide	Template
5.3	Benefits realisation	
	Benefits profile and charter	Template

Step 6 — Business readiness		
Tools and templates		
6.1	Business readiness	
	Business readiness plan template	Template
	Business readiness survey questions	Template
6.2	Change agent network	
	Practical guide to change agent network	Template
6.3	Training	
	Training curriculum design template	Template

Tools and templates — Steps 7 and 8



Step 7 — Build the capacity		
Tools and templates		
7.2	Training delivery	
	Training evaluation guide	Template

Step 8 — Sustain the change		
Tools and templates		
8.2	Sustainability and reinforcement	
	Reinforcement (sustainability) template	Template
8.3	Lessons learned	
	Lesson learned template	Template



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