

Change Management Framework

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1. Purpose

The Change Management Framework is designed specifically for the Flinders University environment, offering a robust and practical approach to managing change, and which:

- a. is adaptable to the size and scale of the change, recognising that not all changes are the same. The framework outlines the stages of change, and provides proposed activities, tools, templates, and guides to help determine the most suitable approach and activities to support people through change
- b. supports end-to-end management of organisational change across varying levels of complexity and impact. The framework will, where required, work in conjunction with the Managing Change provisions of the [Flinders University Enterprise Agreement 2023 to 2026](#)
- c. reflects that change at Flinders University means continually improving the quality of current practices and processes, while embracing innovation, adaptation, and growth to align with new strategic directions
- d. serves as a comprehensive and practical resource for leaders, supervisors, and staff members, providing clear guidance and support for effectively managing and delivering change at Flinders.

2. Scope

- a. This framework applies to all staff members.
- b. The framework can be applied to any organisational change at Flinders, including but not limited to the introduction of, or changes to, technology, facilities, services, ways of working or organisational transitions.
- c. Changes that constitute 'major change' as defined in the [Flinders University Enterprise Agreement 2023 to 2026](#) must be managed in accordance with the Managing Change provisions of the Enterprise Agreement. This framework serves as a guide for managing end-to-end change at Flinders, ensuring a consistent and effective approach to change management.
- d. This framework does not apply to project management and other related project activities. However, the Change Management Framework can be integrated with any project management methodology and serves as a critical success factor for project outcomes.

3. Definitions

Change	For the purpose of this framework, "change" broadly refers to a range of conditions that may involve technical, organisational, or cultural transitions from current to future state in order to achieve the objectives of a specific change initiative. Changes will vary in scope, from minor localised operational adjustments to university-wide transformations, with all efforts aligned with the overarching goals of the University.
Change Management	Change management is a structured approach to transitioning individuals, teams, and organisations from a current state to a desired future state. This involves applying a systematic process to help impacted groups embrace and support the adoption of change in their work environment. Effective change management ensures that changes are implemented smoothly and successfully, minimising barriers to success, and maximising engagement and implementation.
Major Change	As defined under the Managing Change provisions of the Flinders University Enterprise Agreement 2023 to 2026 .

4. Change Management Framework

4.1. Overview

- a. This Change Management Framework has been developed to support groups affected by change through the change process and serves as a practical guide to managing change effectively. It includes a step-by-step process that guides how to plan, implement, and sustain change initiatives.
- b. The framework is structured around three key stages: Plan for Change, Activate Change, and Embed Change. Each stage is further organised into three essential components, referred to as the A, B, Cs of each stage.
 - i. **Plan for Change:** This initial stage involves setting the groundwork for a successful change initiative by partnering with the sponsor, identifying stakeholders, understanding the potential scope and impact, and developing a comprehensive change management strategy.
 - ii. **Activate Change:** This stage focuses on bringing the change management strategy to life by completing planned activities, assessing impact, engaging stakeholders, and delivering necessary support to facilitate the transition.
 - iii. **Embed Change:** The final stage ensures the change is sustained over time by monitoring progress, celebrating successes, addressing any gaps, and fully integrating the change into new ways of working.
- c. The framework is adaptable based on the size and scale of the specific change. Recognising that not all change is the same, the stages, activities, tools, templates, and guides within this framework are designed to help determine the most suitable activities for each change, to ensure an effective change journey. This approach fosters a smooth transition and sustainable outcomes, providing a roadmap for change practitioners, leaders, supervisors, and any staff members involved in managing or supporting change.

4.2. Application

- a. To apply the Change Management Framework, each stage has an associated toolkit that includes a wide range of templates, tools, and guides to support the successful management and delivery of change activities.
- b. A key component of the toolkit is the 'Change Management Sizing and Scaling' Tool, which allows users to input relevant information and receive guidance on the size and scale of their change through an impact rating. This rating is then used throughout the framework to determine the appropriate activities, all supported by the toolkit.
- c. The framework and all associated toolkits are accessible on the dedicated Change Management Framework [webpage](#). This webpage serves as a central repository for all content and toolkits, ensuring that change practitioners, leaders, supervisors, and staff have easy access to the resources they need.
- d. While the methodology of the change stages will remain consistent, the toolkits and content on the webpage will be regularly reviewed and updated to ensure they remain current and effective. For direct information on the framework and associated resources, please visit the [webpage](#).

5. Governance

5.1. Change Management Centre

- a. The Change Management Centre is a central service designed to provide change practitioners, leaders, supervisors, and staff involved in managing or supporting change with strategic advice and guidance on effectively utilising the Change Management Framework for their change initiatives.
- b. Established within People and Culture, this service aims to support the wider University community in navigating and managing change initiatives. To request advice and guidance, please use the Service One form available [here](#).
- c. The function of the Change Management Centre is to offer expert advice, and guidance on change management roles for recruitment processes and/or advice on how internal resources may be organised to support change initiatives (where required). Business areas seeking to initiate a change activity should note that all resources required to undertake change efforts are to be sourced by the business area.

5.2. Change Management Reference Group

- a. This Change Management Framework has been developed by a dedicated Change Management Reference Group (CMRG) established and led by People and Culture.
- b. This group includes professional staff, as well as academic staff who specialise in projects, change management, and innovation.
- c. The CMRG will oversee the implementation and pilot phase of this Change Management Framework and incorporate lessons learned as the framework is practically applied and any areas for improvement are identified.

Approval Authority	Vice-President (Corporate Services)
Responsible Officer	Director, People and Culture
Approval Date	16 May 2025
Effective Date	16 May 2025
Review Date*	2028
Last amended	
CM file number	CF21/642

* Unless otherwise indicated, this policy or procedures still apply beyond the review date.

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