

## Change Management

Change management refers to the management of *organizational* change and as such, should not be confused with *change control*. Change management is a discipline that offers a structured approach that is aligned with Project Management Institute (PMI) project delivery lifecycle and the City's Project Delivery Framework. The purpose of change management is to promote and enable the adoption of changes that may occur as the result of project delivery, and thereby to support the achievement of project results and outcomes.

The City of Winnipeg has certified Change Managers (ChM) located in every department who form a Change Management Working Group sponsored by the CAO. This group is a change management resource pool for projects. Its members are trained to apply tools and methods for change management within the change lifecycle framework.

Project Managers should know who their departmental Change Managers are and should engage them in all the Phases of the project lifecycle.

PMI recognizes that change management is an important feature of project management and successful project delivery. Without attention to change management, less than 40% of projects are successful. Thus, the inclusion of change management activities within the project delivery model is essential for minimizing barriers to change and for ensuring rapid and effective implementation of project outcomes.

When a PM develops the project's stakeholder assessment in the Project initiation phase, the need to follow the City's formal integrated change management procedure should be identified. This need should be included in the Project Charter and discussed with the Project Sponsor.

By following the change management procedure together with developing the PDP, a PM will formulate a solid plan to manage the change created by the project.

The PM may assign a separate Change Manager, if applicable. Criteria could be developed based on project complexity, risks, financial loss, quantity of stakeholders, rushed timeline, etc. For projects deemed high risk, a separate Change Manager could be assigned and implement the ADKAR model which would be of great assistance for the PM.