

**Protective Marking**

Change Impact Assessment

Project/Program name

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This template includes prompts and example text to support the development of the Change Impact Assessment. Delete the prompts and example text before finalising the document.

# About this template

This template includes an optional high-level view (at the end of the template). Feel free to only complete this high-level view or, work through the detail of this document, or both.

A Change Impact Assessment (CIA) is the set of tasks performed to analyse the impacts of change on people, systems and processes and informs what needs to be done to effectively manage those impacts.

A CIA is undertaken during project/program definition and initiation to understand the overall impact of a project/program on the organisation, business operations and staff.

This analysis activity is focused on the impacts of the change on people, systems and processes.

The following provides guidance on completing the CIA. Should the scale and nature of the change be less or more complex, remove or add sections from this template as required.

## Instructions

1. In consultation with the Project/Program Manager, review all available project/program initiation documentation. A change discovery workshop with the PM and Business Analyst may offer a good opportunity to clarify your understanding of the change.
2. Based on your understanding, complete a first draft of the CIA. Noting the template provides guidance on the information required within each of the fields. The template also offers a range of tools including; the Change Impact Assessment Guide (Appendix A), Change Impact Matrix (Appendix B) and the Risk Level Matrix (Appendix C).
3. Use the draft CIA to consult with representatives of impacted stakeholders. This is an opportunity for these stakeholders to learn more about the nature of the change and will offer a more detailed understanding of the change impacts to complete the CIA. Use this opportunity to gain stakeholder feedback on how they are best supported through the change, including their preferences in relation to communication, engagement and training. This information can be captured in the Change Readiness Assessment.
4. Review these more detailed findings with the project/program team to build their understanding of the change aspects of the delivery. Determine what is needed to gain alignment between the project/program and change delivery approaches. Building alignment and support between the project/program and change plans dramatically increases the likelihood of change success.
5. The final CIA is typically approved by representatives of key impacted areas and project/program manager.

Note: The CIA may need to be updated as new information or project/program changes are identified. Ensure that you are maintaining regular, open and clear communication with the project/program manager and the impacted business area/s.

For change management guidance and support, please contact the APS Change Management Centre of Excellence at [PortfolioChangeStewardshipOffice@homeaffairs.gov.au](mailto:PortfolioChangeStewardshipOffice@homeaffairs.gov.au)

If the Version Control and Endorsement section is not required for this change, this section can be deleted.

# Version control and endorsement

## Version control

Before use, please verify this document is current.

|  |  |
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| Version number | ### |
| Version date |  |
| Document status |  |
| File name |  |
| Author |  |
| Record management reference |  |

## Reviews and approvals

This document has been reviewed and approved by the people in this list. Evidence of the approvals is retained in *Record Management* system.

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# Introduction

Provide a short description of the document purpose or use standard text below

The Change Impact Assessment outlines the change impacts of the project/program on each of the impacted stakeholders. It also provides analysis of the impacted stakeholders.

The purpose of this document is to inform the project/program team, sponsors and stakeholders of the overall impact of the change on the organisation, business operations and staff.

The Change Impact Assessment is a chapter of the Change Playbook. Each Change Playbook chapter builds on from the previous one/s. Not all chapters are completed for every change initiative. The Change Manager decides on the appropriate documentation to support the change management.

Please refer to the first chapter, the Change Context for the list of the playbook chapters, which include further information on the change management of this project/program.

|  |  |
| --- | --- |
| Chapter title | Record management reference |
| Change Context | Record Management reference |

# Change impact overview (high / medium / low)

This section provides an overview of the change impact.

Use the Change Impact Assessment Guide in Appendix A to determine the People, System/Process and External change impact types. Once you have identified the impact types, use the Change Impact Matrix in Appendix B to determine the level of impact for each of the impact types and inform the change management approach. Based on the size of the change you can then determine the overall change impact of the project/program. Add key points to explain the level of impact for each of the impact types, the change management approach and the overall change impact.

|  |  |  |
| --- | --- | --- |
| Change impact type | Assessment (high/medium/low) | Key points |
| **OVERALL CHANGE** |  |  |
| People change |  |  |
| System and process change |  |  |
| External change |  |  |
| Engagement and  communication needs |  |  |
| Training needs |  |  |

# Stakeholder analysis

Stakeholder analysis is a process to identify and understand key individuals or groups that have a stake in a project/program. A stakeholder is any individual, group or organisation that can affect, be affected by or perceives itself to be affected by a project/program.

Identify the stakeholders who will be impacted by this change (Primary), as well as those who are not impacted but will need to be informed (Secondary). Consider stakeholders who may be contributing to or receiving product, service or information outputs affected by the change and cross-organisational roles, specialist roles, governing bodies, corporate roles that could offer support for the project/program, interested parties and those external to the Department. Update this table as new stakeholders come to light. This analysis will primarily inform your change management plan and transition and support plan.

Complete a row of the table for each stakeholder identified

This table includes both constant characteristics and change characteristics for each stakeholder. Constant characteristics remain constant for the stakeholder, regardless of the change and include the stakeholder’s role, size, location and preferred engagement and communication channels. Change characteristics are specific to this particular change for the stakeholder and include the stakeholder type, their level of influence, their readiness for the change and how supportive they are of the change.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Stakeholder | Role | Size | Location | Channels | Type | Influence | Readiness | Supportive |
| Stakeholder name  A stakeholder can be an individual or group | Role of the stakeholder (not just their job title/s, a description of their function in relation to the Department).  Consider that there may be different roles within a stakeholder that may be impacted by the change in different ways. For example, the role of a manager may result in different change impacts and engagement requirements to that of a staff member. Consider completing separate rows of the table in these cases. | Number of people in the stakeholder | Location of people in the stakeholder.  Consider building/s, cities/towns, countries, time zones. | This column is optional for small changes.  The stakeholder's preferred channels for engagement and communication.  Some examples: team meetings (in person/online), workshops, Executive messages, newsletters, emails, intranet, SharePoint, external engagement forums, website, social media, traditional media, advertising, publication/printed material, mail out.  Consider stakeholders who may be information disadvantaged or have special needs. | This column is optional for small changes.  A description of the stakeholder type for this change. For example, is this stakeholder a sponsor, executive, governing body, end user, manager, project/program team, SME, change champion, success enabler, observer or external? | The level of influence the stakeholder has on the project/program (e.g. high, medium, low) and what this means or will require.  The influence a stakeholder has on the project/program will inform the level of engagement with them during the change management. See Appendix C – Engagement Matrix in the Change Management Plan. | How ready is the stakeholder for this change?  This assessment can be made through general observation and interaction or a formal change readiness assessment.  Consider elements such as:   * change fatigue (how much change the stakeholder has been impacted by recently and how they have responded to it), * change saturation (how much change the stakeholder will be impacted by at the same time as this change), * change awareness (the stakeholder's understanding of and/or ability to lead staff through change).   Rate the stakeholder as high, medium or low.  Detail why this stakeholder has been given this rating. | Is the stakeholder on board (OB) with the project/program or not on board (NOB)?  Make an assessment based on all the information collected and analysis completed so far. |

# Change impacts

The Change Impacts refer to the effect or impact of the change on the identified stakeholders.

Consider how the change will impact specifically on people and how they will need to perform their jobs, the systems, processes, products or tools they use and the behavioural or other changes they may need to make. Please refer to guidance on impact definitions, types and focusing questions as set out in the Change Impact Assessment Guide (Appendix A). This information will be used to inform and guide the development of the change management plan and identify activities required to manage risk and challenges that may be associated with the change.

List the type of change impacts for each impacted stakeholder identified above

|  |  |
| --- | --- |
| Stakeholder name | insert name |
| Key contact(s) | name of contact person |
| Functional area | State branch/section name |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Impacted job roles | # of people impacted | Level of impact  (H,M,L) | Current state | Future state | The impact | Change benefits | Comments |
| Job role titles Impacted by the change |  | Identify the level of impact of the change on the functional/process area Refer to the Change Impact Matrix (Appendix B) | How the identified functional/process area is operating under current state | How the functional/process area will operate under the future state once the change has been delivered | Impact type - The nature of the change this functional area will experience (Select category; People, System, Process or External and type; Job roles, skills, tools for example.)  Note, one stakeholder may have multiple impact types – list these separately  Impacted systems/products - Outline the impacted ICT system, system processes which will be affected. List also any products, tools or resources which are affected or will be subject to change.  Description - Describe the nature of the impact to this stakeholder. What will they need to do differently as a result of the change? | What are the benefits for implementing this change?  – the stakeholder perspective  What enabling work does the business need to do in order for them to realise the benefit/s  This column is optional for small changes. | Include any comments about the change impacts |
| e.g. Data entry staff | 10 | Medium | Data entry is manual | Data entry will be in a new system | System  XX report  YY SOP  Will need to learn how to use new system | Efficiency Improvements | Workshops and newsletters.  Videos and webinars |

# Change risks

This section provides details of the potential risks associated with this change. A risk is an uncertain event or set of events that, should it occur, will have an effect on the achievement of objectives.

Hold risk workshops with key stakeholders to identify potential risks factors and likely impacts when change is realised. Use the Risk Level Matrix (Appendix C) to assess the significance and likelihood of any of them occurring. Focus on high impact factors where there is a reasonable to high likelihood of the risk occurring. Plan the contingency for these to either mitigate or eliminate the risk, reduce the likelihood of the risk occurring or reduce the impact of the risk in the event it is realised. Keep in mind that the larger and more disruptive the change the greater the likelihood of risks being present. Small and incremental changes typically have less risk. Ensure all identified risks are also recorded in the Project/Program Risk Register.

### Focusing questions

* What risks may impact the ability of the primary stakeholder to prepare for and adopt the changes?
* What risks may occur upfront, during implementing the change and after implementation?
* What are the risks associated with concurrent changes which may affect your stakeholders?
* What are the risks to the project/program or organisation if the people side of change is not managed/ managed effectively?
* What are the risks if the project/program does not deliver the expected results?

Provide a link to the project/program risk register and include a brief list of the high priority risks here as well. If there is no project/program risk register, fill in the table below.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Risk no. | Brief description of risk | Risk level  (L, M, H) | Mitigation action | Status / progress | Date of commencement |
|  |  |  |  | This column is optional for small changes. | This column is optional for small changes. |
|  |  |  |  |  |  |
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# Resources and costs

Change management effort, resourcing and costs need to be fully understood and included in total project/program costs PRIOR to the project/program being approved to commence.

Based on the change impacts, key stakeholders and change risks associated with the project/program, determine an estimate of the total cost for the activities required to carry out the change management, this includes any training costs. It is essential to develop and confirm costs to a good level of confidence, even and especially at this early stage.

List the associated resources and costs. This section is optional for small changes.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Resource | Rationale | Duration required | Associated costs | Comments |
| e.g. IT team | IT team will be required to attend a 3 hour training course run by an external provider. This will be primarily based around how to use and upgrade the system appropriately. | 2 hours | $1, 500 |  |
| e.g. Data | Data will be required to work on the weekend | 3-4 June 2020 | None | These costs should already be built into existing salaries. No overtime or extra costs should be required for personnel. |
|  |  |  | **Total  $1, 500** |  |

# Appendix A – Change impact assessment guide

The purpose of the Change Impact Assessment Guide is to provide guidance in developing the Change Impact Assessment. It outlines the potential impacts that will need to be considered from a People, System and Process, and External stakeholder point of view including what our legal obligations are to effectively manage the change initiative. The guide includes descriptions and questions to consider when exploring change impacts. Once you have identified the impact types, use the Change Impact Matrix in Appendix B to determine the level of impact for each impact type and category.

## People impacts

| Impact type | Impact definitions | Impact questions to consider |
| --- | --- | --- |
| **Workload** | The quality, quantity and pace of work required | * Will the workload increase or decrease? * Will there be a change in the pace and intensity of the workload? * Does the project/program impact workload quality? |
| **Skills & Capabilities** | Required knowledge, abilities and skills that enable job performance | * Will there be changes to the skills and capabilities required by the impacted team and/or the overall department as a result of the changes? * Will the change result in knowledge or skill gaps? * Are new process tasks required in order to meet the needs of the change? * Are there any changes to work routine? * Does the organisation have the training and performance structure to support their staff in capability uplift? * Do the staff have the skills and capabilities to manage the workload changes? * Does workforce have the capabilities and capacity to cope with the change? |
| **Job Roles** | Specific individual job roles to perform | * Will there be any changes to job role? Will I need to make any amendments in SAP? * Will new job roles be required? * Do job roles require redesign? * Will any job roles be made redundant? Your local People Business Partner team should be involved to manage these issues? * Will there be changes to reporting lines or organisational structure? |
| **Roles & Responsibilities** | A role refers to what’s required for an individual and/or team to perform their function. Responsibilities are specific expected tasks that individuals and/or team are required to complete as a function of their role | * Will there be changes in decision making accountability or governance? * Is there an existing governance framework that supports changing roles and responsibilities? * Will there be any new/revised responsibilities? Or role accountabilities? * Will there be changes to delegations? |
| **Employment conditions** | Employee conditions and allowances as prescribed by the Workplace Determination | * Will employee working conditions and entitlements be impacted by the change? |
| **Work health and safety** | The management of risks to the health and safety of people in workplace | * Will the health and/or safety of individuals be impacted in any way by this change? * Do you need to consider health and wellbeing supports for impacted employees? * Have Organisational Change Due Diligence requirements been met? * Will this change introduce new workplace hazards or increase the likelihood of exposure to existing hazards? * Are there potential changes to the risk profile of the workplace? For example, will the effectiveness of control measures be affected? * Does the organisation need to make changes on work health and safety measures/practices? |
| **Team Size** | The current and/or future size of the team | * Do teams need to be created, dissolved or reorganised? * Will there be an increase or decrease in number of team members? |
| **Team Structure** | The current and/or future structure of the team | * Do reporting lines need to change? * How will this affect the individuals within the team? * Are there any changes to existing formal and informal relationships? |
| **Workforce Composition** | Aspects of the workforce such as number/headcount and types of employment (e.g. FTE or part-time) | * Will there be an increase or decrease in the number of FTEs, PTEs ant CTEs required due to changes in workload, automation of tasks, additional duties for example? * Are there any changes to the workforce headcount (increase or decrease) necessary to continue with current workload and capabilities? |
| **Location(s)** | Location(s) where staff are based | * Are different locations impacted by the change? Which locations are affected? * Does the organisation have the current infrastructure available at each location to cope with the change? * How will people be affected at each location? Consider environment including layout of seats. * What will people need to do to cope with the change? * Does the physical location of a team need to change? |
| **Stakeholders** | Individuals and/or groups that will be impacted by the project/program directly and/or indirectly | * Which stakeholders will be impacted by the change? * How will stakeholders be directly and indirectly impacted by the change? * Which groups and organisations will need to perform their jobs differently from how they perform their jobs today? * How will this impact the organisation in meeting the needs and requirements of their stakeholders? * What external factors may impact upon the delivery of the change, for example, political, socio-economic, national or international factors or emergencies i.e. Bushfires, pandemic |
| **Workplace Behaviours** | The way staff behave, act and/or conduct themselves within the workplace | * Will there be changes to current ways of working and how things are currently done? * What existing workplace behaviours will be required to change? * How will the new workplace behaviours affect the working environment? |
| **Leadership** | Individuals/groups that lead organisation as an organisation and/or teams | * Do leaders need to change their behaviours and how they interact with staff? * Do the current leaders have the capabilities to support organisation through the change and their staff? * How will leadership changes affect staff in non-leadership positions? |
| **Performance and performance reviews** | The action and/or process of performing or reviewing a role, task and/or function | * • How will the performance of the staff/organisation be affected? * • Will the process and indicators of how performance is measured change? * • How will the impact affect the organisation being able to be user centric and self-servicing? |

## System and process impacts

| Impact type | Impact definitions | Impact questions to consider |
| --- | --- | --- |
| **Agency, Branch and/or Team** | Agency, Branch and/or specific Teams (also includes how other departments are directly and/or indirectly impacted) | * How will the department be impacted by the change? * What will the impact be on other portfolio departments? * Will other branches in the organisation be affected? * What else is happening in the organisational landscape at the point of change? |
| **Organisational Structure** | The current organisational functions and/or structures | * Are there changes to existing organisational structures? * Do new reporting lines/team structures need to created and/or amended? * Is there an impact on remuneration or potential redundancy? Your local People Business Partner team are to be engaged to manage these issues |
| **Legislation** | The associated laws and business rules | * Will legislation be impacted by the change? * Will the legislation require amendments? * How will business rules be impacted? * How will new business rules be introduced? * Have we met our staff consultation requirements under Part 7 of the Workplace Determination? * Does this change impact on our ability to meet legislative requirements? |
| **Policy/Compliance** | Existing policies and procedures in place to guide decisions and outcomes as well as compliance regulations | * What level of impact will be put on existing policy and compliance? * How will existing policy, procedures and compliance be changed to meet the needs of the change? * How will new policies be introduced? * How will governance support changes to the organisational structure once impacted? * Have we met our Organisational Change Due Diligence consultation and approval requirements with organisational change (names / structures / functions / creations / disbandment)? |
| **Re-designed business processes** | Changes to the current business processes that determine outcomes and services | * Will the change impact the re-design of business process? * How long will a re-design of a business process take and how will the new process effect staff? * How much effort will be involved for staff to make that switch and to embrace the change? |
| **New work practices** | Commencing new work practices to change the way staff, process and/or systems work | * Will the change require the introduction of new-work practices? * How will the new work practices be introduced? * Do the staff have the capability and capacity to understand and develop new-work practices? |
| **Consultation process** | Formal and/or informal engagement and communication channels between organisation and its stakeholders | * Have the appropriate stakeholders been consulted with? * Has organisation’s consultation process been followed? * How will the consultation process be affected by the change? * Have we met staff consultation requirements under Part 7 of the Workplace Determination? |
| **Tools &/or Technologies** | Tools and or technologies and their support to wider organisation | * Will staff need to use a new system, or stop a system they currently use? * Will staff have access to more, less, or different systems and/or tools? * How will the organisation’s systems be impacted by the change? * Can the current existing Technology Systems cope with the level of impact? |
| **Infrastructure** | Current organisation infrastructure such as structures and facilities. | * How will the organisation’s technological infrastructure be affected? * Does organisation’s current technological infrastructure exist to cope with the change * Is there any impact to buildings or facilities? * Is there any impact to the supply or maintenance of infrastructure? |
| **Use of Information** | Current use of organisation information | * Will staff have access to more or less information as a result of the planned changes? * Will clearance levels change, affecting the content that staff can access? * Will working conditions change as a result of the type or amount of information that is available of staff? |
| **Data** | Use, availability and storage of existing data | * Will the organisation’s data be impacted by the change? * How will the data being impacted affect the ease of use and access of the data? |
| **Organisational Culture** | The values, norms and characteristics within organisation | * Will the current culture of the organisation be impacted by the change? * How will the change impact the existing culture? * How will the culture have adapt to embrace the change? |
| **Cost** | Cost to the organisation in implementing the project/program and change management | * What would be an estimate of the total cost for the activities required to carry out the project/program and change management? * Where will the funds come from? * Has this been negotiated with the customer and sponsor? |

## External impacts

| **Impact type** | **Impact definitions** | **Impact questions to consider** |
| --- | --- | --- |
| **External factors** | Any external factors outside of the control of organisation | * What external factors may impact upon the delivery of the change, for example, political, socio-economic, national or international factors or emergencies i.e. Bushfires, pandemic |
| **Clients/customers** | External customers or clients with business arrangements with the organisation | * Will the change impact current external clients, new ones only, or both? * What will external clients need to do differently? * Will the change affect any current dealings they have with the Department? * What do clients need to be informed about? * Consider processes, administration responsibilities/requirements, contractual arrangements and linkages between external and internal client applications. |
| **Industry and vendors/service providers** | External departments, agencies or vendors that provide service to the organisation | * Will the change impact stakeholders and/or service providers? * Are any supporting or enabling processes affected? * Do requirements or system interactions change? * Will there be a change in goods and services delivered to the Department? * Is there a risk to the departmental reputation? * Consider processes, administration responsibilities/requirements, contractual arrangements and linkages between internal and external client applications |

# Appendix B – Change impact matrix

The Change Impact Matrix will allow you to determine the expected level of impact for each impact category and type; the training, engagement and communication needs of the change.

## Level of impact

|  |  |
| --- | --- |
| Impact level | Description |
| **Not applicable** | * Change has no impact |
| **LOW – Change is minimal** | * No process, system or behavioral changes required * Awareness of high level changes is required * Primary impacts are to workload * Training is typically handled through engagement, communication or short video explanations |
| **MEDIUM – Change is moderate** | * Moderate process, technology or behavioral change is required * Understanding of changes is required * Task changes will be a moderate difficult level * Training is typically handled by videos and self-based training |
| **HIGH – Change is substantial** | * Substantial process, technology or behavioral changes required * Required to be SME's on changes and new concepts * Fundamental job/skills shift. Training is typically handled by videos, self-based training and reinforcement sessions |
| **EXTREME – Change is intolerable** | * Change should not occur until impact has been reduced * If it not possible to reduce impact, change should not occur |

## Overall change impact

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Impact level | 1 Team impacted | 1 Branch impacted | 1 Division impacted | 1 Group impacted | Department impacted |
| **EXTREME** | Medium | High | High | Extreme | Extreme |
| **HIGH** | Medium | Medium | High | High | Extreme |
| **MEDIUM** | Low | Medium | Medium | High | High |
| **LOW** | Low | Low | Medium | Medium | High |

# Appendix C – Risk level matrix

In the process of considering the different aspects of the change, we need to consider what might happen leading up to implementing the change as well as what may be the unintended consequences of the change. A risk is measured by a combination of the probability of a perceived threat occurring and the magnitude of its impact on objectives. The Risk Level Matrix will allow you to assess the likelihood and consequences of the change to indicate whether the activity is a low, medium or high risk to the project/program.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Likelihood | Insignificant consequence | Minor consequence | Moderate consequence | Major consequence | Critical consequence |
| **ALMOST CERTAIN** | Medium | High | High | Extreme | Extreme |
| **LIKELY** | Medium | Medium | High | High | Extreme |
| **POSSIBLE** | Low | Medium | Medium | High | Extreme |
| **UNLIKELY** | Low | Low | Medium | Medium | High |
| **RARE** | Low | Low | Low | Medium | High |

|  |  |
| --- | --- |
| **Risk level** | **Description** |
| **LOW** | * The risk does not need immediate attention, monitor the risk |
| **MEDIUM** | * Do something to mitigate the risk, monitor the risk |
| **HIGH** | * Do something to mitigate the risk as much as possible, monitor the risk |
| **EXTREME** | * Do something to mitigate the risk as much as possible immediately, monitor the risk |

# Change Impact Assessment high-level view

*Completing this high-level view of the Change Impact Assessment is optional. Feel free to only complete this high-level view or, work through the detail of this document, or both. This high-level view can be a useful tool when discussing the change management with stakeholders.*

Project/Program name

## Date last updated:

## Stakeholders and impacts

|  |  |  |
| --- | --- | --- |
| Stakeholder | Impact type/s and/or description/s | Impact scale |
| For this high-level view, focus on primary (end user) stakeholders and any other stakeholders you would like to capture in this view.  Stakeholder name – a stakeholder can be an individual or group  Stakeholder type – a description of the stakeholder type for this change. | The nature of the change. For example: People, System, Process or External.  The type of change. For example: Job roles, skills, tools.  Describe the nature of the impact to this stakeholder. What will they need to do differently as a result of the change?  Refer to guidance on impact definitions, types and focusing questions as set out in the Change Impact Assessment Guide (Appendix A). | Identify the level of impact of the change on the functional/process area.(H, M, L)  Refer to the Level of Impact in the Change Impact Matrix (Appendix B) |
|  |  |  |

## Risks

|  |  |  |
| --- | --- | --- |
| Description | Risk Level | Mitigation |
| A description of the risk for this change. | Use the Risk Level Matrix (Appendix C) to assess the likelihood and consequences of the risk occurring | How the risk will be mitigated to reduce the risk level (either likelihood or consequence) or eliminate the risk all together. |
|  |  |  |

## Resources

*Based on the change impacts, key stakeholders and change risks associated with the project/program, determine an estimate of the total cost for the activities required to carry out the change management.*

|  |  |  |
| --- | --- | --- |
| Resources | Rationale | Costs |
|  |  |  |
|  |  |  |
|  |  |  |
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