

 **Protective Marking**

Sponsor Brief

Project/Program name

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This template includes prompts and example text to support the development of the Sponsor Brief. Delete the prompts and example text before finalising the document.

# About this template

The purpose of the Sponsor Brief is to ensure the Sponsor understands their role, the importance of it and the specific activities they will be asked to do, as well as the support they will be provided. It is important to gain commitment for activities the sponsor will participate in.

Start engaging with the Sponsor early, perhaps with the Project/Program Manager, and secure the Sponsor’s support for the change management. Discuss the time and effort required to prepare the business for the change, gain their in-principle commitment for activities they need to participate in, agree to when the Sponsor Brief will be provided to them and gain commitment for the frequency of updates moving forward.

Ideally, the Change Manager will meet with the Sponsor to take them through the key points of the previous Chapters of the Change Playbook as well as discuss their role, the importance of it, the specific activities they will be asked to do, and the support they will be provided.

For change management guidance and support, please contact the APS Change Management Centre of Excellence at 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 Sponsor Brief provides an overview of the Sponsor’s role.

The Sponsor Brief 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. 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 background on the project/program and further information on the change management of this project/program.

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

# Sponsorship

Standard text to be included in all Sponsor Brief documents.

Studies indicate that projects/programs with active Sponsors are three times more likely to achieve their change objectives as compared to those that don’t. An active and visible Sponsor is consistently noted in benchmark studies as the biggest contributor to change success.

The key roles of the Sponsor in relation to delivery, including change management (business readiness, transition and reinforcement) are:

* Supporting the change by communicating with staff – talking big picture about why the change is occurring, the strategic objectives and the outcomes being sought for the organisation.
* Promoting the change to peers and in so doing, build broader executive support and understanding for the importance of the change.
* Supporting the delivery team by making timely and effective decisions about the delivery, as well as:
	+ working with the delivery team to remove obstacles,
	+ ensuring the required resources are available.

# Sponsor roadmap

Outline the specific activities and milestone points where the Sponsor’s time or attention will be required, and the support they will be provided.

This could be in one or more of the following formats:

* In the same format as the change management schedule included in the Change Management Plan and/or activities table included in the Stakeholder Engagement and Communication Plan (as below) with all non-sponsor activities removed.
* For a higher level view, in the same format as the Change Management Roadmap also included in Change Management Plan and/or the Stakeholder Engagement and Communication Roadmap also included in Stakeholder Engagement and Communication Plan (also below) with all non-sponsor activities removed.
* In line with the 5 stages of the APS Change Framework (also below).

## Sponsor schedule

Summary view of the activity requirements for all stakeholders.

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Activity | Role | Location | Description | Timing | Delivery method | Facilitator | Responsible | Cost |
| Consider engagement activities, communication and training.  | Stakeholder/s. Who is this activity for?Will the audience for this specific activity be one stakeholder, multiple stakeholders or all stakeholders? | What is the location of the stakeholder/s | Define the objective, key message, topic or learning outcomes/requirements for this stakeholder role For stakeholder engagement activities - what artefacts will be distributed (if any)? E.g. reports, workshop aides | Date /frequency. Is this a recurring activity?Is there a specific phase of the project/ program when this activity will occur? | How will this activity be delivered?Face-to-face, online etc. | Who the message is coming from or who is facilitating the engagement.Do they require any specific support? E.g. draft message, speaking notes | Who (apart from the change manager) will ensure the activity runs smoothly? | Note any costs associated with the development and/or delivery and who is responsible for this.Consider; travel, accommodation, venue hire, tech support, catering, photo/videographer design, editing printing |
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## Sponsor roadmap

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Activities | Month/ year | Month/ year | Month/ year | Month/ year | Month/ year | Month/ year | Month/ year | Month/ year | Month/ year | Month/ year | Month/ year | Month/ year |
| e.g. Sponsor communications |  |  |  |  |  |  |  |  |  |  |  |  |
| e.g. Sponsor meetings |  |  |  |  |  |  |  |  |  |  |  |  |
| e.g. Sponsor engagement |  |  |  |  |  |  |  |  |  |  |  |  |
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## Sponsor roadmap in line with the 5 stages of the APS Change Framework

A description of each stage of the APS change framework and the Sponsor activities that contribute to the change readiness for each stage.

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| --- | --- | --- | --- | --- |
| DEFINE | ASSESS | DESIGN | IMPLEMENT | TRANSITION AND SUPPORT |
| Define the scope, vision and objectives to inform the change analysis | Assess the nature, size and scale of the change and impacted stakeholders to enable change planning | Design the change management approach to support effective delivery of outcomes | Implement the change management plan and review readiness to deliver the outcomes | Transition and embed the change into business as usual |
| e.g. Gain executive support | e.g. Understand impacts to operations and people | e.g. Clarify roles and responsibilities in the lead up to the change | e.g. Maintain communication updates to staff | e.g. Escalate issues if needed |
| e.g. Communicate reason for the change |  | e.g. Provide regular progress updates with feedback loop |  | e.g. Monitor and communicate progress of change adoption |
|  |  |  |  |  |