



# វេទិកាវៀនសូត្រលើកទី៤០ ស្តីពី

## ការគ្រប់គ្រងការផ្លាស់ប្តូរ

ថ្ងៃទី ២៧ ខែសីហា ឆ្នាំ ២០២០

# The 40<sup>th</sup> Learning Forum On

## Change Management

27 August 2020

# Change Management (CM)

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# Change Management

What is **change**?

**Change** គឺជាការកែប្រែ ឬការផ្លាស់ប្តូររចនាសម្ព័ន្ធ និងដំណើរការរបស់អង្គភាព ដែលមានផលប៉ះពាល់ទៅលើរបៀបបំពេញការងារ និងមានផលប៉ះពាល់ដោយផ្ទាល់ ទៅលើនិយោជិត។

A modification or transformation of organization's structure and process that has an impact on the way work is performed and has a significant effect on employee.

*Debbie Nell G. Geronimo*

*MPA Camarin*

# Change Management

There are **two types** of change

- **Unexpected change:** political impacts, resource constraints, social impacts, economic crisis and Covid-19 outbreak
- **Intentional:** organization restructure or growth

# Introduction to Change Management

What is **change management**?

គឺជាវិធានដែលណែនាំពីរបៀបដែលអង្គភាពរៀបចំ បំពាក់បំប៉ន និងគាំទ្រដល់  
និយោជិតម្នាក់ៗឲ្យទទួលយកការផ្លាស់ប្តូរដោយជោគជ័យ។

It is the discipline that guides how the organization prepares, equips and supports  
each and individual employees to adopt change successfully.

# Why Change?

- Covid-19
- វិបត្តិសេដ្ឋកិច្ចនៅលើពិភពលោក ជាពិសេសបណ្តាប្រទេសដែលជាប្រភពជំនួយ  
របស់អង្គភាព Economic crisis in the world especially in those countries where  
NGO funds are from.

# Scope of Change

- តើវាប៉ះពាល់ដល់គ្រប់គ្នានៅក្នុងអង្គភាពឬអត់? ឬក៏គ្រាន់តែប៉ុន្មានក្រុម ឬក៏តូចនាទីមួយចំនួន?

Does it affect to everyone in the org? Or only for few teams or certain positions?

- តើវាតម្រូវឲ្យបញ្ឈប់ប្រតិបត្តិការនៅក្នុងប្រទេស ឬក៏គ្រាន់តែមួយផ្នែក?

Is it required to close operation in the country or just a part of?

- តើវាប៉ះពាល់ទូទាំងប្រទេស ឬក៏ប៉ះពាល់តែនៅតាមខេត្ត?

Is it nationwide or at the provinces?

# Change Management Plan

ផែនការគ្រប់គ្រងការផ្លាស់ប្តូរ កំណត់ពីសកម្មភាព និងតួនាទីដើម្បីចាត់ចែង និងគ្រប់គ្រងការផ្លាស់ប្តូរនៅក្នុងអង្គភាព។

A **change management plan** defines **activities** and **roles** to manage and control **change** in the organization.



# Change Management Plan (Cont.)

## Change Management Committee (CMC)

- CD/ED (top management/decision making)
- HR Director/Manager (procedural approach/guidance and advice)
- Finance Director/Manager (budget management/impact)
- Program Director/Manager (impact on program implementation)
- Staff Representative
- Etc.

# - RACI Matrix

- ❑ RACI is an acronym for the four roles that stakeholders might play in any project or change situation:
  - **R**esponsible.
  - **A**ccountable.
  - **C**onsulted.
  - **I**nformed.



## - RACI Matrix

### It Answers:

- ☐ Who is responsible?
- ☐ Who is accountable?
- ☐ Are there stakeholders who can be consulted about the activities?
- ☐ Are there stakeholders needs to be informed about the activities?
- ☐ Is there a stakeholder who has too much responsibility?



# - RACI Matrix

**Example – Assigning Persons to a Project:**

	Adam	Ali	Emir	Peter	Sara	Nermin
Collect data	A	I	C	R		I
Analyze data	A	I		R	C	
Order parts	C	A	I			R
Install parts	I	A	R	C		I
Test		A	R	I		
Document	A	I	I		C	R

# Change Management Plan (Cont.)

## Why does HR involve in Change Management Planning?

- A focal person working with people
- HR has knowledge and experience in Labor law, HR Policy
- Work Plan, Compensation, JD and Org Chart
- Workforce Planning
- Talent Mapping
- Legal Compliance
- Etc.

# Change Management Plan (Cont.)

Workforce planning is the process of analyzing, forecasting and planning workforce supply and demand, assessing gaps and determining targeted talent management intervention to ensure that an organization has the right people with the right skills in the right places at the right time to fulfill its mandate and objectives

# Change Management Plan (Cont.)

Study **legal requirements** to minimize risks  
(one of tools to identify possible risks)

## Risk Assessment (contd..)



### Risk Scoring Results

Consequences					
	Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood	1	2	3	4	5
A. Almost Certain	-	-	-	-	-
B. Likely	-	-	-	-	-
C. Possible	-	-	-	-	-
D. Unlikely	-	-	-	-	-
E. Rare	-	-	-	-	-
Extreme Risk		High Risk		Moderate Risk	
Immediate Action where senior management get involved		Management responsibility should be specified		Managed by specific responsible person	
Low Risk					
				Managed by routine process	



# Change Management Plan (Cont.)

## Assess the readiness

- How much change is already going on?
- What type of **resistance** can be expected?
  - Employees affected may **complain**, gathering for **demonstration**, posting their **dissatisfaction** on social media.
  - Employees affected may **sue** the organization or Management Team or Change Management Committee to the court.





# Change Management Plan (Cont.)

## **Communication Plan:**

- Who is the audience?
- What is it to communicate?
- When is it communicated?
- How to communicate?

A hand is pointing at a digital interface. The interface features a central circular area with concentric rings and a grid of icons. The word "IMPLEMENTATION" is prominently displayed in the center. The background is a blurred image of a hand pointing at a screen.

# IMPLEMENTATION

# Implementation (Cont.)

- How big is the change? Will staff resist org? what is the CMT want to do?
- RACI
  - Develop compensation plan (how much org need to prepare budget for this)
  - Risk Assessment (HR, Pro, Donors...)
  - Communication Plan (email, meeting, workshop...)
  - Manage the resistance
  - Termination Process

# Implementation (Cont.)

## What is it to communicate?

Change happening : **fund reduction/downsizing** that leads to restructure or staff redundancy or closing down the organization.

- CM Manager (CD) will set up meeting plan in advance (at least 3 months)
- RACI had developed and presented to all the CMT ,share to staff so that they know who doing what

# Implementation

## **Who is the audience?**

All employees in the organization or by part of the organization?

CMC members should meet employees (in person, email or workshop) and explain the message, all employees hear the same page about the upcoming change.

# Implementation (Cont.)

## **Org context?**

- Management, Regional (need their supports directions)
- Support between team or department
- Staff spirit connecting change

# Implementation

## Study Legal requirements

- What does **Cambodian Labor Law** say about employee layoff (UDC/FDC)?
  - Notice Period, Compensation, Service Certificate, Recommendation, Appreciation
  - Retirement/resignation, no replacement
  - Suspension: following current govt. instruction
  - Leave: unpaid leave
  - Wage reduction to maintain job security
- What does **internal regulation** (HR Policy) of the organization about **employee lay off** or **redundancy**?
- Taxation Law. Technical support from Regional Team/BoD
- Seek **consultation** from **Lawyers/Consultant** if applicable

# Implementation (Cont.)

## Outplacement

Outplacement is the initiative approach by the organization to help their laid-off employees equipped for new job searching, such as:

- Training on writing attractive CV
- Interview Skills
- Refer to network for available positions, recruitment agency...
- Introduce excellent job search tools, website to market themselves



# Implementation (Cont.)

## **Outplacement – Employee Benefits**

- Help restore self confidence and morale.
- Offers in-depth assessment to assist individuals in determining an appropriate and desirable career path, and in identifying transferable skills and competencies.
- Keep in touch of future job if fund is back to the organization

# Implementation (Cont.)

## **Outplacement – Employer Benefits**

- Reduce negative feelings associated with redundancies.
- Creates a positive image that promotes a caring organization and diminishes negative word of mouth.
- Minimizes the risk of legal action through professional counseling directed toward future career success.
- Encourages remaining employees who may feel threatened, maintaining productivity and boosting morale.

# Monitoring Results

- Review clear KPIs based on the planning stage (RACI)
- Adjust the change plan as required
- Update KPIs with CMC

# Challenges

- Challenges (HR vs Management and Employees)
  - Change is affected Org, Team and Individuals
  - HR will face a challenging time from both mgt and employees (expertise and fairness of the HR)
- Small vs Mass Lay-off
- Competitions (among individual, department and projects)

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