

# People change roles and responsibilities





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# What are the people change roles?

In any change project, employees will normally fall into one of the categories below:

People change role	Brief description
<b>Sponsor for Change</b>	Leads, sanctions and legitimises the change
<b>People Change Manager</b>	Leads on people change management activities
<b>Project Manager</b>	Ensures that the people change management activities are captured in the project plan
<b>Line Managers</b>	Manages the change within their own teams
<b>Change Champions</b>	Are advocates for the change and link between local teams and the project team
<b>Employee Group</b>	Those affected by the change who are usually required to adapt
<b>Employee Representatives</b>	Formally represent employees (often TU reps)
<b>Solution Providers</b>	Often specialists and subject matter experts outside of the project

# Create the people change roles

You now know what the different people change roles are, so how should you establish them?

- Don't over complicate the assignment of people to roles – for example, your solution providers may be pre-allocated based on their substantive role (e.g. HR, IM, Finance and Internal Communications)
- If your change is so large that a full time resource is needed, please contact your HR Business Partner who'll be able to provide information about the typical skills, knowledge and experience required to fulfil these roles
- Research has found that for a change to be successful, 75% of your senior managers need to 'buy-in' to it
- Therefore, early in your change you'll need to spend time and energy on engaging your senior managers – be clear on the role they play and how they can lead by example



# Why is it important to have change roles?

Research has shown that if a project fails to address the people elements of change, it will also fail to realise its full benefits.

- Changes that impact **how people do their jobs** can be **less predictable** but are often **more valuable** in helping us be a success
- One of TfL's strategic pillars is **People** (Pride & Belonging, Trust, and Collaboration)
- In order to realise the full benefits of a project, we must focus on our people and be clear on what is expected of them during change



# Why is it important to have change roles?

You can use the people change roles to:

- Ensure people are aware of their responsibilities
- Set out areas and remits of accountabilities
- Allow for quicker decision making (linked to responsibility and accountability)

# Putting the roles in to practice: the key responsibilities

## So how can you put this into practice?

- You can use the information on the 'things to do' list as a template to capture what you want employees in change roles to do
- If you have two or more people assigned to one change role, be clear on who is accountable for what
- You might also want to add any requirements about the time they must commit and how quickly they'll need to sign off proposals or decisions, etc.
- Remember this is just a guide, the starting point – make it work for your change