# Change Evaluation

## Overview

Before finalising any change activity it is beneficial to the business to carry out an evaluation exercise. This will help to paint a picture of what was done well and by whom, and provide insight into where improvements can be made for future changes.

An evaluation at the close of any change activity will enable TfL to prioritise actions for improvement and help develop the overall approach to change. At an organisational level this will allow the real impact and alignment of the change on the strategic imperatives to be measured.

## Purpose (why)

Evaluation will not only provide feedback on the effectiveness of the change but will also help to:

* Determine whether the change was delivered appropriately for the target population
* Whether there were any problems with its implementation and support
* Whether there are any ongoing concerns that need to be resolved
* Whether anything else needs to take place to integrate and embed the changes

This evaluation will capture information to gauge whether change has been delivered in a way that is consistent with the principles of the Business Change Framework.

## Applicability (who and when)

Normally at this phase it is important to capture the views of all of those affected by the change. However, you may need to tailor your approach to the groups affected (see below)

## Guidance (how)

We have outlined overleaf a series of questions that will need to be answered by:

1. Employees affected by change
2. Line managers involved in change

To undertake this activity the group can:

* Answer these questions on a spreadsheet (link here) and collate the information; or
* Use an on-line survey (speak to your HR Business Partner).

You will also be able to make a comparison regarding different groups and their experience and perception of the same change events and activities, and whether within this there may be something that you need to address.

TIP: Focus Groups

Creating focus groups and workshops based on these statements can be an excellent way of celebrating what has been achieved. Also some people will value being able to talk about and share their experiences.

This can be an effective way of bring any frustrations in to the open, instead of letting them cloud the new ways of working.

## Outputs & next steps

After you have collated the scores you will be able to identify how well the change has been implemented from an employee perspective. The review will allow you to identify where there may be gaps or inconsistencies using the BCF, guidance and tools. You will also know whether anything else needs to take place to integrate and embed the changes

## Further Support

Please contact your HR Business Partner.

## Feedback

If you have any queries, feedback or improvement suggestions about this Product Description then please contact the Organisational Effectiveness Team.

## Document history

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| --- | --- | --- |
| Version | Date | Reason for change |
| 1 | 21.03.13 | Launch of BCF |
| 2 | Feb 2014 | Refinement of docs and questions |

# How you can do this: Questions/Statements to use

Below are the statements that you can use to analyse employees and Line Managers recent or on-going experience of change.

The review will allow you to identify where there may be gaps or inconsistencies using the principle of the BCF and the guidance and tools. You will also know whether anything else needs to take place to integrate and embed the changes

You can send this out in a spreadsheet or use an online survey.

Alternatively, as stated earlier you may want to use these statements to structure a meeting or workshop.

Key instructions:

* Employees need only to answer Part A
* Line Managers need to answer Part A and B
* Read each question.
* Enter your score. Scale of answers: (1) Strongly disagree (2) Disagree (3) Neither agree or disagree (4) Agree (5) Strongly Agree

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| --- | --- |
| PART A – Employee Statements | Score |
| ***These statements refer to your manger(s) who will be the highest graded person/peoples in your part of TfL*** |
| 1 | Senior managers in the area where I work were sufficiently visible during the change |  |
| 2 | Senior managers in the area where I work did what they say said they would during the change |  |
| 3 | Senior managers in the area where I work kept me informed about matters that affect me |  |
| 4 | Senior managers in the area where I work communicated openly and honestly during the change |  |
| 5 | In the area I work I trusted the senior managers  |  |
| 6 | In the area I work the change was well managed |  |
| 7 | In the area I work I think it was safe to challenge the way things were being done |  |
| 8 | I have confidence that there is a clear vision for the future of the area where I work |  |

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| *These statements relate to your understanding of the how the change affects your team and directorate* |
| 9 | The information I received was sufficient for me to understand the need to make the changes in my area |  |
| 10 | The information I received allowed me to understand the new ways of working |  |
| 11 | The information I received made it clear how the changes would affect me personally |  |
| 12 | I was satisfied that the way in which the information was communicated  |  |
| 13 | Following any update or communication I felt well supported |  |
| 14 | Following any update was able to ask questions |  |
| 15 | I felt well supported by my direct line manager |  |
| 16 | I feel the change was well planned |  |
| 17 | I feel the changes are being implemented well |  |
| 18 | As we moved from old ways of working to new ways of working I understood the changes to ways of working |  |
| 19 | As we moved from old ways of working to new ways of working I felt that I could contribute to the process |  |
| ***These statements relate to your personal experience during the change if you went through a selection process*** |
| 20 | I understood the selection process *(only for individuals who went through a selection process)* |  |
| 21 | I believe my skills, knowledge and experience were given due consideration for the role I was appointed to *(only for individuals who went through a selection process)* |  |

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| PART B - Line Manager Statements | Score |
| 1 | I understood what I needed to do in leading my team through change |  |
| 2 | The information received was sufficient for me to communicate changes effectively to my team |  |
| 3 | I was offered training and additional support e.g. workshops, briefing sessions to help me lead my staff |  |
| 4 | The information provided to me was received in a timely manner |  |
| ***Only for individuals where a selection process was necessitated by the change activity*** |
| 5 | I was able to provide support to my staff on the assessment and selection process  |  |
| ***Only for individuals who took part in a recruitment process as part of the change activity*** |
| 6 | I found the panel training useful |  |
| ***Only for individuals who took part in a recruitment process as part of the change activity*** |
| 7 | I felt confident in providing the outcome of decisions to employees |  |

# How you can do this: Focus Groups

Creating focus groups and workshops based on these statements can be an excellent way of celebrating what has been achieved. Also some people will value being able to talk about and share their experiences. This can be an effective way of bring any frustrations in to the open – opposed to letting them cloud the new ways of working.

Instructions:

* Consider what you want to explore
* It is usually best to focus on key parts of your change
* You will need to allow time for people to share their experiences
* Be clear on what you want to achieve and send information to attendees in advance of a session – it is often more productive to send information in advance so attendees can prepare.
* Don’t forget to get the group to celebrate the successes and recognise the change effort