

DSP Remedy - Change Management Portfolio Mapping

June 2023

Agenda

1. Objectives
2. Approach Overview
3. Assessing and Supporting Out Change Management and Comms.
 1. Assessing the Change Impacts of Remedy Work
 2. Building the Tools for Change and Comms. Program
 3. Operationalizing Change and Comms. Program Across Projects

Objectives

Implementing the Remedy targets and measures will involve 7 portfolios of work, each with multiple projects. This work will require **consistent and strategic change management and communication across portfolios and projects**.

This document outlines a proposed approach for the development of a portfolio-wide change management and communications strategy that DSP can leverage in the coming months.

This approach attempts to achieve the following:

- ✓ **Consistent change** practices across portfolios and project teams
- ✓ **Cohesive experience** for internal and external stakeholders
- ✓ Enable **DSP Leads to be the CM voice** of their projects
- ✓ Ensure **efficient collaboration** with CNS and external marketing firm
- ✓ Enable **application of best practice** by those without a change and comms. background

Approach

1

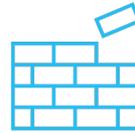
Assess Change Impacts of Remedy Work



- Assess each portfolio / project for potential change impacts using common assessment tool
- Establish a list of stakeholders experiencing the significant change within each portfolio
- Measure the magnitude of the changes, and consider potential points of change resistance

2

Build Change Management Practice Across Portfolios & Projects



- Across portfolios / projects:
 - Establish consistent communication processes
 - Formalize communications hub with examples and templates for project teams
 - Maintain a single calendar view of CM activities for all projects
- For each portfolio, establish:
 - Key messages
 - Change champions
 - Methods / tools for communication

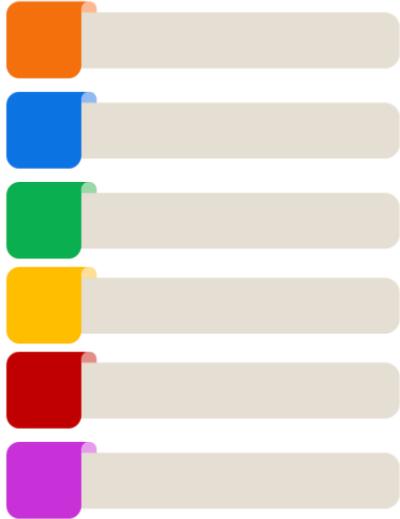
3

Operationalize Change Management via Project Teams



- Embed CM into portfolios and initial project plans / teams
- Leverage pre-established CM structure to execute ongoing CM assessment and activities
- Manage / adjust approach as needed
- Evaluate and adjust CM resources during periods of significant change
- Continuously assess for change across portfolios

Assessing the Change Impacts of Remedy Work



Change Impact Assessment by Portfolio

Each portfolio will be assessed for key change impacts associated within project work.



Impacted Stakeholders

Impacted stakeholders will be assessed across portfolios to mitigate change saturation across multiple projects.

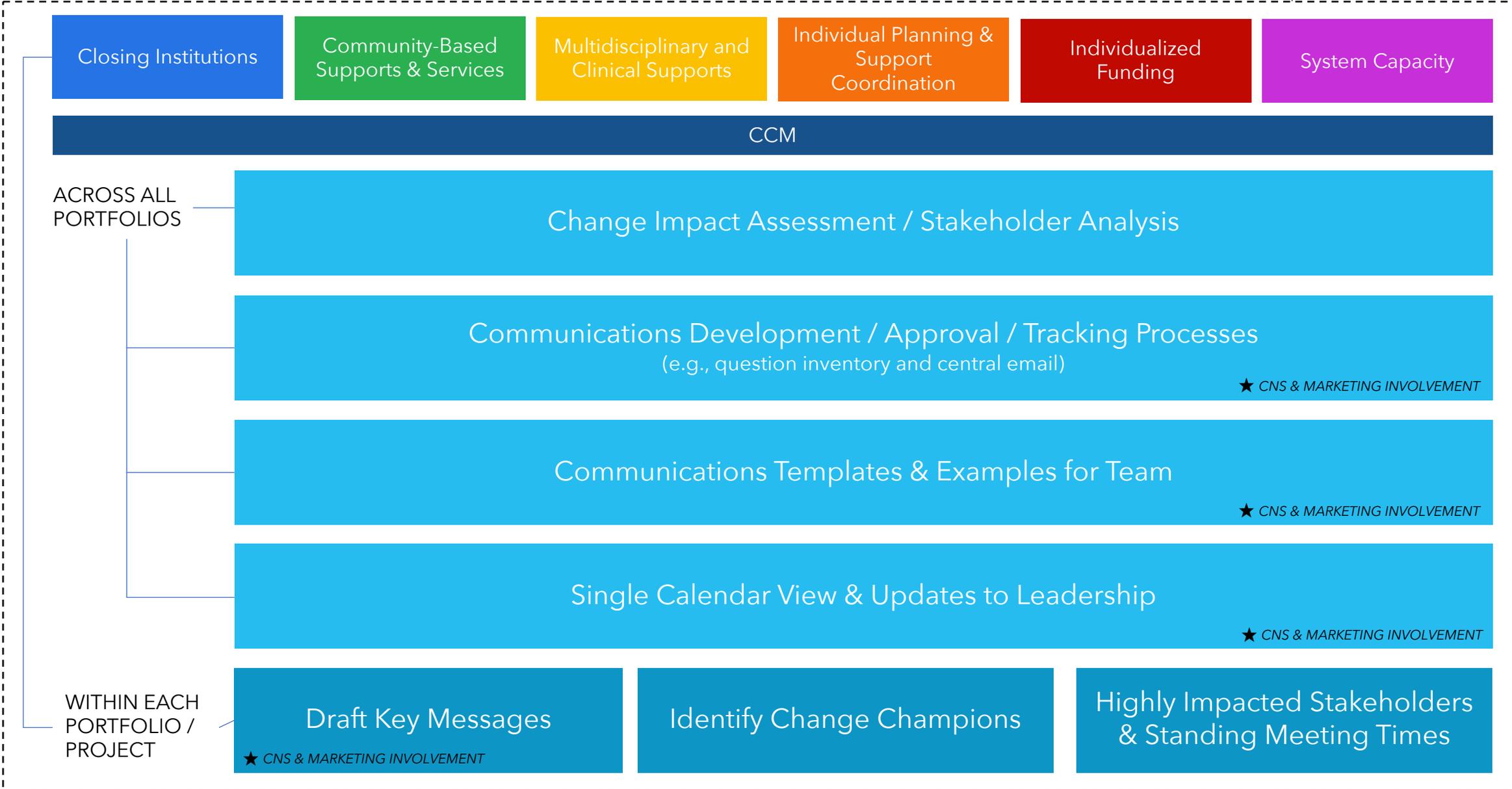


Magnitudes of Change and Resistance Points

The magnitude of each change to our stakeholders will be assessed alongside potential points of resistance to change.

Building the Practice of Change Management

Structure to be built into DSP SharePoint



Operationalizing Change Management Across Projects

Embed Change & Comms into Initial Project Plans

Develop templates for project teams to facilitate change conversations.

PMs, DSP Leads, and Project Teams Responsible for CM Coordination

Identify a member of each project team who will be responsible for change leadership.

Ongoing Oversight and Support from CM & Comms Lead for High Impact Changes

Establish a central contact and hub for change information to navigate change-heavy project work.

Advisement from CM & Comms Lead to PMs on Proactive Cross-Portfolio Collaboration

Consistent monitoring of change management activities across portfolios to identify potential opportunities for streamlined/sequenced communications.

Regular CM & Comms Reporting to DSP Leadership and Advisory Committee

Single calendar view updates and planning to align with leadership on change, as well as a recurring opportunity to address key messages across portfolios.

Periodic Re-assessment of Change

Assessing the potential for additional changes beyond initially scoped work to proactively plan for impacts.



Next Steps & Considerations

Questions and Considerations

- What platform should we house the CM information? (e.g., MS Teams, SharePoint site or folder, etc.)
- Should we incorporate access restrictions to certain groups? (e.g., portfolio specific planning only accessible to Project Team members, or sensitive questions being answered in the question log only viewable by Directors, etc.)
- In the proposed concept, when / how does it make sense to bring in CNS?
- Is there a desire to present this concept to DSP Assemblage?

Proposed Next Steps

- Finalize assessment approach and begin to assess change impacts (CIA) across portfolios
- Build comprehensive stakeholder list and analysis
- Set-up SharePoint / MS Teams page
- Test SharePoint / MS Teams page with Directors to optimize usage and functionality
- Begin to layer CIAs into projects that have been initiated