



TORONTO POLICE SERVICE

CHANGE MANAGEMENT PLAN

The Way Forward:
Modernizing Community Safety in Toronto



CHANGE MANAGEMENT PLAN

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PROJECT OVERVIEW:

The Transformational Task Force (TTF) was created because the expectations our city has of its police service are continuing to change - fundamental expectations related to accountability, collaboration and inclusiveness, greater openness, transparency of information, decision-making, sustainability and affordability. The final report proposes far-reaching changes to how policing services are organized and delivered. The recommendations touch on every aspect of the Service including culture change, a new community-centered service delivery model, new investments in people and technology, the reconfiguration of police divisions across the city and a stronger approach to the management of public funds, with a net budget reduction and savings over the three next years.

Our vision is reflected in a new community-centered service delivery model with three goals:

**BE WHERE THE
PUBLIC NEEDS THE
SERVICE THE MOST**

**EMBRACE
PARTNERSHIPS
TO CREATE SAFE
COMMUNITIES**

**FOCUS ON THE
COMPLEX NEEDS OF
A LARGE CITY**

We have an opportunity to redefine, revitalize, and modernize the Service to achieve a new level of excellence and leadership. The implementation of recommendations from the interim and final reports will recognize the need for multi-faceted local strategies and solutions. It will result in a strengthened and trusted police presence in our communities and neighbourhoods. The proposed service delivery model represents unprecedented change for the Service and our city. Successful implementation will require an equally unprecedented alignment of the public, elected officials, members of the Board, senior leadership of the Service, members of the Service, and the collective bargaining agents – the Toronto Police Association, and the Senior Officers' Organization. All of us together must choose to empower the Service to seize this opportunity.

The Way Forward: Modernizing Community Safety in Toronto is the action plan created by the Transformational Task Force. The purpose of this Change Management (CM) Plan is to provide the Service with a framework to support internal and external stakeholders to adopt the changes being implemented as part of the Action Plan. This plan will outline the scope of the project, define its goals and objectives, and identify the processes and strategies that will guide the specified change management approach. This plan will employ a number of change strategies, including comprehensive internal and external engagement strategies that will help facilitate a dialogue that is both transparent and inclusive. The Change Management Plan is a living document that will be reviewed and revised throughout the life of the project.



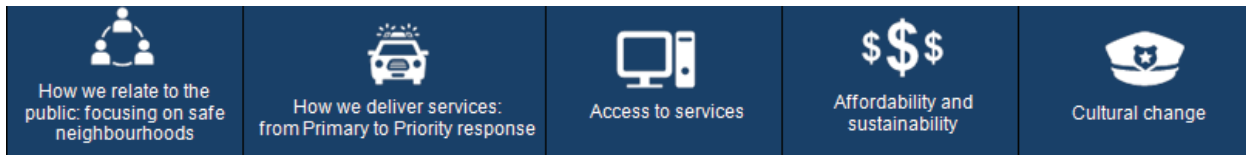
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DEFINING THE CHANGE:

Change management can be defined as the process, tools and techniques to manage the people-side of change to achieve the required business results. As outlined in the Transformational Task Force Final Report: The Way Forward, The Toronto Police Service Strategy Management Unit (STM) is overseeing the implementation of all of the final report recommendations. STM is comprised of various sub-units with areas of focus including: project management, organizational change management, evaluation and performance measures, crime and business analytics and diversity and inclusion. Developing a CM plan is new for the Service and has been done with the support and collaboration of the City of Toronto CM Community of Excellence.

The scope of this CM plan is to focus on change strategies and these strategies are based on the project work being done. It is important to note that this is the CM Plan for the entire Service, as the size and scope of these initiatives impacts every area of the Service. Individual recommendations and work-streams will also have their own individually tailored CM plans.

The Strategy Map outlines five key areas of transformation which include all 32 recommendations.



These five areas have been broken down into seven project work-streams:

1. **Technological Improvements** – initiatives which advance the technological capabilities of the Service such as the Connected Officer and Improved Data, Information and Analysis
2. **New Policing Model** – initiatives which involve reengineering current practices to optimize resources and improve service delivery, such as Priority Response and Divisional Boundary and Facilities Realignment
3. **Service Reallocation** – initiatives assessing non-core policing functions to determine whether alternatives exist that can reduce costs and create efficiencies, for example Lifeguards, Crossing Guards, Parking and Courts
4. **Public Safety, Special Events and Paid Duties** – initiatives that focus on improving service to members such as Public Safety Response Team and Overhauling Paid Duties
5. **Stakeholder Engagement** – initiatives that focus on strategic engagement of internal and external stakeholders such as Public, Service Member and Association Engagement Strategies



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6. **Accountability** – initiatives that focus on improving the accountability of the Service to internal and external stakeholder groups such as Quarterly Progress Updates and a Modernization Scorecard
7. **Human Resources & Culture Change** – initiatives that will cultivate the potential of our people while modernizing and improving the organizational culture of the Service such as Culture Change and HR Strategy

It should be noted that an organizational Change Management Plan is different from the culture change plan outlined in The Way Forward. Developing a change plan for the implementation of the recommendations in the final report is one small step toward a broader culture change; however changing the culture of an organization is about much more than that. This CM plan should not be confused with the culture change strategy outlined in The Way Forward.

PROJECT SCOPE:

A change complexity assessment has been completed on this project and can be found on page 6. When considering factors such as timelines, budget, stakeholder involvement, support needed and other significant factors, it is clear that this is a transformational change. This means that this is the most complex level of change for an organization. The substantial nature of this change makes using change frameworks and initiatives critical to ensuring the success of this modernization process. All recommendations made by the Transformational Task Force are within the scope for this change plan.

Updates on all 32 recommendations, including a description, progress to date, the next 90 days, beyond 90 days and anticipated completion can be found at <http://www.torontopolice.on.ca/scorecard/> by clicking on 'Modernization Process'. Other sections of the scorecard relate to strategic outcomes and should also be considered, for example, how our employees and communities feel about the Service. This scorecard on each recommendation is public and will be updated every quarter, along with the reporting cycle to the Toronto Police Services Board.

There are a number of initiatives that touch on these 32 recommendations; however they fall outside the scope of this plan. As the Service continues to modernize, new initiatives will emerge to support our goals, particularly as this transformational process will be ongoing.

In addition, two areas of the CM plan will be added in later on in the project: the learning and development strategy and the sustainability strategy. Both of these strategies will be based on individual work-streams, including business needs and requirements that are still being defined. The sustainability strategy is a critical area; however it is too soon to develop at this time. They are both noted here because they are important and are being considered even at this early stage of the project.



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BENEFITS:

Key overarching benefits of the Action Plan include a Service whose members are where the public needs them the most, resulting in an improved and safer city to live and work. A number of additional benefits are expected to be achieved within each of the seven work-streams described above. These will be fleshed out and described in more detail as benefit evaluation plans are developed for the individual work-streams.

The benefits of developing and implementing a Change Management Plan are significant. Projects are six times more likely to reach project objectives, four times more likely to hit deadlines and nearly two times more likely to meet budget requirements.¹ Organizations with greater maturity in change management meet the highest return on investment and achieve the greatest number of project objectives. The measurement and benefits realization strategy is outlined on page 13.

PROJECT OBJECTIVE/VISION STATEMENT:

To create a modernized policing model for the City of Toronto that is innovative, sustainable and affordable – a model that will place communities at its core, be intelligence-led and optimize the use of resources and technology while embracing partnerships as a means of enhancing capability and capacity.

There are three distinct project goals:

1. Be where the public needs the Service most
2. Embrace partnerships to create safer communities
3. Focus on the complex need of a large city

CHANGE COMPLEXITY ASSESSMENT:

As stated previously, a change complexity assessment has been completed on this project and can be found in Appendix A (page 16). Factors such as organizational priorities, budgetary constraints, project timelines, organizational impact, and stakeholder involvement were considered in determining the complexity of this change. It was determined that this is a transformational change, which is the most complex level for an organization to undergo.

¹ LaClair, J. and Rao, R. (November, 2002). Helping employees embrace change. McKinsey Quarterly. Retrieved from <http://www.mckinsey.com/business-functions/organization/our-insights/helping-employees-embrace-change>



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GOVERNANCE AND REVIEW PROCESS:

A sustained effort by the following four entities will provide leadership and accountability at all levels:

GOVERNANCE	ROLES & RESPONSIBILITIES
The Toronto Police Service Board	<ul style="list-style-type: none">• Oversight of the implementation and modernization process• Supporting the Service with appropriate advice, and priority setting• Monitoring, probing and holding the Service's senior executive team accountable for real change• Appointment of an independent advisor with strong experience in complex change management
The Senior Executive & Senior Management Team	<ul style="list-style-type: none">• Embrace, demonstrate, and champion change• Setting clear expectations• Providing the training, tools, and other resources necessary for all leaders to be effective in this role
Strategy Management Office	<ul style="list-style-type: none">• Oversee, plan and coordinate the implementation of the recommendations• Central driver of modernization and to ensure that decisions and decision-making processes are aligned with and advance the Strategy Map
City Council and the Administration	<ul style="list-style-type: none">• Support our efforts creating a modernized police service utilizing a holistic approach rather than a focus on individual recommendations

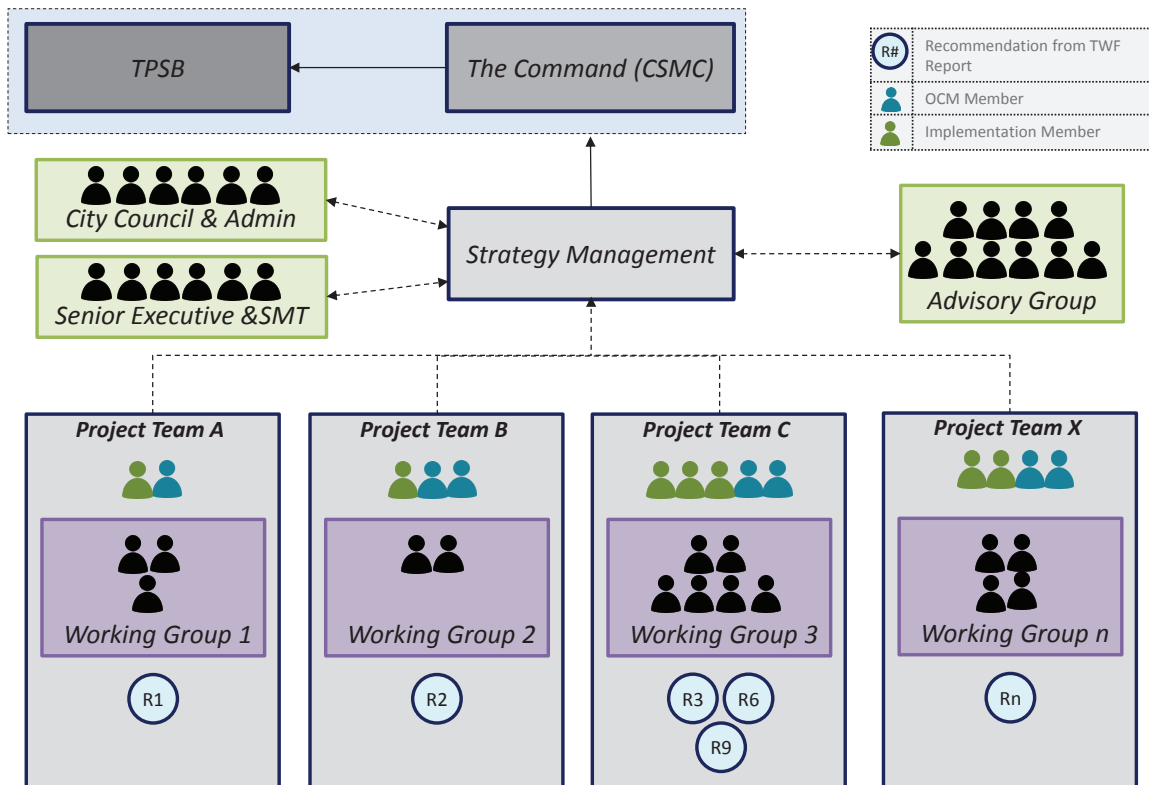


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The following ongoing strategies are being used to maximize collaboration and implementation:

- Quarterly reporting to the Toronto Police Services Board
- Leadership meetings every other week with the Chief of Police and Command (Deputies and the Chief Administration Officer; the C-suite level of the Service)
- Weekly team meetings of all Strategy Management personnel involved in project and organizational change management.
- A City of Toronto staff member embedded in the Strategy Management Unit team to enhance our partnership
- Organization of all recommendations into seven work-streams with both project management and organizational change management personnel assigned to each
- Working groups for all work-streams to provide subject matter expertise and support on the business process redesign and implementation of recommendations
- The Modernization Scorecard that is accessible by the public and members of the Service to ensure a transparent reporting process
- Dedicated business plans or strategies, including Change Management Plans for every work-stream and in some cases, for specific recommendations

PROJECT GOVERNANCE CHART





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ORGANIZATIONAL CHANGE READINESS:

In order to determine the Toronto Police Service’s current readiness for change, a number of factors were considered including:

- Business processes in place to fulfill this project
- Impacts to the organization and how well that is understood by internal stakeholders
- Leadership capacity to support change
- Change champions and how well they can support the change
- The ability of organizational structures and systems to fulfill change
- Consistent change management approach taken by project leads and teams
- Organizational ability to manage the impact of change on employees effectively and compassionately

Below is an overview of all assessment factors, and how they have been rated. This is based on feedback from ongoing engagement with Members. Areas rated as disagree or unknown are actively being worked on to increase the organization’s readiness for change. For example, the past four months have focused on a comprehensive employee engagement strategy to help employees who may be impacted by the change understand the recommendations, how they relate to them and how they may be impacted. In addition, meetings with leadership, including Command, Unit Commanders, and other managers have been ongoing to ensure project outcomes are understood and being communicated in a consistent manner.

Success Factor	Assessment Factors	Rating
Frequent and open communication about the change and the need for change	There is a compelling reason, with a sound business case and plan, to execute this project	Strongly Agree
	The impacts of the project outcome to the organization are well understood by those accountable for the change and managing the change	Agree
	To achieve the expected outcomes, what has to change has been clearly defined	Strongly Agree
	Communication channels exist for effective dissemination of information to all stakeholders	Disagree
Active and visible sponsorship	A project sponsor has been identified and understands his/her role	Strongly Agree
	There are individuals in the organization who will champion, influence and support the change	Strongly Agree
	The management team accountable for the change works well together	Agree
	There is trust in senior management that change will be supported and sustained over time	Unknown
Structured change management strategy	Our organizational structures and systems are flexible enough to support change implementation	Agree
	Change efforts undertaken in the past have been successful	Disagree
	There is an appropriate amount of change initiatives taking place within the organization to be successfully managed	Disagree
	There is a consistent change management approach in the organization and is understood by project leads and teams	Disagree
	The organization manages the impact of change on employees effectively and compassionately	Disagree
Dedicated change management resources	There are generally appropriate resources allocated to implement change initiatives in the organization	Agree
	The project leaders have the knowledge, skills and expertise needed to plan and implement change	Agree
	Roles and responsibilities for change are clearly identified and communicated	Agree
Stakeholder engagement and participation	Communication channels exist for two- way communication and feedback between staff and management, stakeholders and leadership	Agree
	Change is seen as positive and people are generally open to looking at new ways to approach their work	Unknown
	Stakeholders are actively involved in all aspects of the change	Agree
	Key Stakeholders are consulted about potential changes and provide critical input into the design and implementation of change initiatives	Strongly Agree



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CHANGE STRATEGIES

COMMUNICATION STRATEGY:

The communications strategy is critical to the success of any project. It is an integral part of stakeholder engagement strategies; however it is treated separately in this report. While communications is a one-way channel for providing valuable information, the stakeholder engagement strategy layers in opportunities for two-way feedback and active participation on projects. The relationship between communication and engagement is significant, because ongoing, effective communication is the first step in creating transparency for all stakeholders.

One of the lessons learned from the Transformational Task Force was that the communication strategy was not effective, particularly as it related to Service Members. A common complaint heard during the two-week engagement with Service Members, after the release of the final report, was that they felt that information went out to the media first. Members stated that they relied on the media to gain information about what was happening within the organization and this left them feeling undervalued. Members advised that this had been occurring prior to the Transformational Task Force; however the confidentiality of the team while creating The Way Forward exacerbated this situation. Therefore, the communications strategy used for this project is focused on “Members First”. This means that there is a focus on getting information released to Service Members prior to any media release. This principle is critical to demonstrating that our people are our greatest asset, as promised by the Service’s business plan.

Some currently employed and future projected tactics include:

- New website, including email and online feedback mechanism(s)
- Traditional corporate communications (television, radio, newspapers, blogs etc.)
- Brand standards (a new strategy is currently being developed)
- Social media (a new strategy is currently being developed)
- FAQ sheets
- Emails
- Videos
- Presentations and face-to-face meetings
- Providing ongoing speaking notes for stakeholders (briefing packages)



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STAKEHOLDER ENGAGEMENT STRATEGIES:

Both internal and external stakeholder engagement will be crucial to achieving the Service's proposed modernization goals. To be effective in this process, a comprehensive Stakeholder Engagement Strategy has been developed for both internal and external audiences. Engaging all stakeholders will ensure transparency and create open dialogue between the Service and those that may be affected by the change.

INTERNAL ENGAGEMENT STRATEGY:

The internal engagement strategy includes all actions needed to communicate various changes that are occurring, and to help Members prepare for this change. The Service recognizes that change, in and of itself, is stressful to stakeholders within the organization. Assessing Members' readiness for change and responding to their level of readiness is critical to the success of this project.

The purpose of the internal engagement strategy is to be transparent and engaged with Service Members. Open, two-way communication will ease the resistance to change and create excitement around emerging opportunities. An important aspect of this communication will be for the Service to provide accurate information in a timely manner and ongoing, consistent messaging. As stated previously, this is critical to fulfilling the promise that our people are our greatest asset.

The internal engagement strategy defines the strategy to create opportunities for Service Members to provide feedback on and participate in the modernization of the Toronto Police Service. The Service is composed of nearly 8,000 members, of which approximately 5,000 are police officers and 3,000 are civilian members. The organization is highly diverse, particularly in civilian areas as this includes Court Officers, Parking Enforcement Officers, Dispatchers, Administrative Personnel, Youth in Policing Initiative Members and other highly specialized functions such as Information Technology. There are also hundreds of volunteers who work with the Service including Community Police Liaison Committee Members, Chief's Community Consultation Committee Members, Auxiliary Officers, and Volunteers. Therefore, identifying members who will be impacted by specific recommendations and creating an approach to help them understand how it will impact them individually is critical to the change process.

Some currently employed and future projected tactics include:

- Ongoing meetings with key stakeholders (various management levels, units going through change, the Toronto Police Association and Senior Officer Organization etc.)
- Information sessions and presentations
- Traditional corporate communications (television, radio, newspapers, blogs etc.)
- New website, including email and online feedback mechanism(s)
- Brand standards (a new strategy is currently being developed)



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- Social media (a new strategy is currently being developed)
- Police Hub Innovation Exchange
- Working groups
- Focus groups
- FAQ sheets
- Webinars and Video Conferencing
- Change Agents

EXTERNAL ENGAGEMENT STRATEGY:

The external engagement strategy defines the strategy to create opportunities for residents, community groups, youth groups, and other stakeholders to gain information and provide feedback on the modernization of the Toronto Police Service.

The external engagement strategy includes all actions needed to build awareness of modernization efforts and clearly outlines what is expected from people affected by change. Effective engagement creates transparency and public confidence in the modernization of the Service. This confidence is critical to maintaining public trust and accountability.

External engagement activities include messaging that addresses the case for modernization, how the modernization aligns with the organizational strategy, why the change is occurring, anticipated outcomes, benefits of the change, and the risks or consequences of a failed effort. These opportunities will be as transparent and accessible as possible and must include various feedback mechanisms where stakeholders can share their thoughts and ideas. Some currently employed and future projected tactics include:

- Traditional corporate communications (television, radio, newspapers, blogs etc.)
- Social media (a new strategy is currently being developed)
- New website, including email and online feedback mechanism(s)
- Police Hub Innovation Exchange
- External Advisory Committee
- Civic Action DiverseCity Program (project for youth engagement and well-being)
- University of Waterloo Masters in Fine Arts Cornerstone Project (on digital rebranding of the Service website)
- Ongoing government relations communications
- Leveraging our Community Police Liaison Committees and Chief's Consultative Committees for ongoing, community-centric engagement
- Brand standards (a new strategy is currently being developed)
- Information sessions and presentations



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STAKEHOLDER ENGAGEMENT OBJECTIVES AND INDICATORS:

Objectives	Performance Indicators
Ongoing two-way outreach and engagement to all internal and external stakeholders.	Number of scheduled engagements that are specific to key stakeholders including number of people reached, information disseminated and feedback obtained. Two-way feedback metrics to track engagement, for example, website analytics.
Inform stakeholders on an ongoing basis through transparent and accessible means.	Variety of means used to communicate with a broad audience. Feedback and questionnaires provided to track progress.
Leverage the value stakeholders as being critical to change adoption.	Leverage current and new relationships/partnerships to engage with communities previously difficult to reach. Quantify forms of engagement conducted by stakeholders (ex. Command, Community Police Liaison Committee Members, Volunteers etc.)
Engage stakeholders and the public through various means. Commitment to a “Members first” strategy where employees hear about initiatives and milestones prior to public release.	Continually build on existing and new opportunities for outreach and feedback from Members, communities and other stakeholders. Quarterly updates outlining progress released to the public

SPONSORSHIP STRATEGY:

This is a Command (C-suite level) approach for preparing and utilizing leadership as project sponsors to promote, gain support and drive adoption of the change. In the Toronto Police Service, this leadership level is comprised of the Chief of Police, the Chief Administrative Officer (CAO) and the three Deputy Chief’s of Police overseeing Operational Support Command, Community Safety Command and Specialized Operations Command. This leadership level is critical to project success and several tactics have been adopted:

- Bi-weekly Command Strategy Management Committee
- Bi-annual touchstone meetings regarding opportunities, challenges and lessons learned
- Command-specific analytics regarding change management
- Leveraging ongoing engagement in a consistent manner that is tracked and assessed against the Command-specific analytics

In addition, key sponsors have been identified as Project Champions for specific work-streams or recommendations. For example, the CAO is the Project Champion for the modernization of both Information Technology Services and Human Resources, as they are areas under his leadership.

MEASUREMENT AND BENEFITS REALIZATION STRATEGY:

A benefits realization strategy will provide the Service with a framework to monitor and measure projected benefits of the proposed change and whether the intended results were achieved. Metrics and quantifiable targets based on these goals are key to effectively monitoring the rate of change adoption.



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Tactics employed include:

- Annual community survey (currently conducted by Forum Research Inc.) including questions on modernization
- Bi-annual employee engagement survey including questions regarding change readiness
- Measurement of website analytics
- Measurement of various types of engagement including face-to-face, phone, email, and web-based interactions
- Quality assurance metrics specific to change management are in the process of being developed
- Metrics specific to the Police Hub Innovation Exchange (PHIX) are ongoing, including the number of modernization recommendations, an assessment matrix, and outcomes
- Public reporting via the Toronto Police Service Modernization Scorecard, as well as quarterly reporting to the Toronto Police Services Board (which is also a public document and presentation)

LESSONS LEARNED DURING THE TRANSFORMATIONAL TASK FORCE:

With respect to organizational change management during the Transformational Task Force, a communications strategy was developed; however a change plan was not. Research into best practices has led to the development of this change plan to facilitate implementation of the TTF's vision.

Community consultations were widely publicized on numerous and diverse forms of media; however attendance was small. Feedback indicated that this was because the plan was widely accepted; however a robust community engagement process is needed and was outlined in recommendation 25 of the final report.

Feedback on the internal consultations was that they were too few and insufficient. This led to Service members feeling like they were unaware of the changes coming and worse, not involved collaboratively in the TTF process. Research into best practices indicates that this is a significant issue as lack of internal engagement will lead to resistance and failure to adopt change. This change plan has been developed to overcome this issue.

The communications strategy for the TTF was robust; however lack of resourcing led to many strategies not being able to be fulfilled. This led to the implementation of two dedicated teams – one for project management and one for organization change management (OCM) for this project. These teams work closely together on all projects to ensure success. Internally it is said that they are 'two halves of one team'. A strategic focus on OCM has been created to overcome some of the challenges faced by the TTF.



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LESSONS LEARNED GOING FORWARD:

Continual assessment of lessons learned has been integrated into the implementation process. Each project work-stream is assessing lessons learned on an ongoing basis. This is a part of the quarterly reporting to the Toronto Police Services Board to ensure these lessons are public, transparent and part of the accountability process.

RESOURCE REQUIREMENTS AND BUDGET IMPLICATIONS:

Identifying the appropriate change resources to support a change is based on a number of factors including the complexity of the project, the duration of the project and the scope (the number of business and stakeholder groups impacted). It is also an accumulation of the budget requirements that are identified in the component strategies that have been developed.

Reporting on budget implications is built into the quarterly reporting to the Toronto Police Services Board, as well as the Modernization Scorecard.

Considering the complex nature and broad scope of this initiative, dedicated resources from the STM team were identified to focus on communications and change management needs. This organizational change management team is led by an Inspector and is currently comprised of seven Service members (the team is expecting modest growth as the project progresses). STM also includes strategic communications and project management expertise who advise and support the organizational change management team.



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APPENDIX A

Project Name: Organizational Change Management- Toronto Police Service
Completed by: Sgt. Karen Lee & PEO Everilda Ratnakumar
Date: Wednesday March 29, 2017

In the context of this assessment, "organization" means either the Agency or the City

Question	Levels					Ranking	
	1	2	3	4	5		
General							
What is the scope of the project?	Limited Fits with current processes, uses existing workforce/skills, requires minimal technology changes	Minimal A change to processes, staffing models, or technology	Moderate Changes to processes, organizational structure, roles and/or technology Minor involvement of other functions	Significant Shifts or transforms processes, organizational structure, roles and/or technology Major involvement of other functions	Substantial Ground breaking, unprecedented change, requires culture change, merging or integrating services/programs, and/or Impacts external stakeholders		5
What priority does this project have for the organization?	Low Included in business plan and resources may be shared with a project of equal or higher priority	Moderate Good alignment and/or included in business plan, resources have been allocated	Essential Legislative or policy driven, but not aligned to strategic plan	Vital/Crucial Directly aligned and explicitly contributes to the strategic plan or Council directive	Imperative Critical priority, directly aligned to strategy - all resources necessary will be allocated		5
Budget							
What is the total budget?	Less than \$1 million	\$1 - 5 million	\$5 - 25 million	\$25 - 50 million	over \$50 million		
Is the budget committed?	Yes Absorbed within existing operating budgets	Yes Project implementation and sustainment costs committed	Partially Project costs committed, sustainment costs not committed	No Neither project implementation nor sustainment costs committed	No Funding uncertain or phased		5
Timelines							
How long will this project take to implement?	Less than 1 year	1 - 2 years	2 - 3 years	3 - 5 years	More than 5 years		4
How likely is the project to be delayed in a way that will impact success?	Not at all Not susceptible to delays; delays will have no impact	Unlikely Moderately susceptible to delays; delays will have minor impact	Likely Moderately susceptible to delays; delays will have moderate to major impact	Very Likely Highly susceptible to delays; delays will have moderate to major impact	Certain Highly susceptible to delays; delays will have major impact		4
How realistic are the project timelines?	Realistic Project is embedded in a division/business unit and are part of day-to-day workload	Realistic Timeframe realistic; not competing with other projects or operational constraints	Realistic Timeframe realistic; competing with other projects or operational priorities	Realistic Timeframe realistic; competing with both other projects and operational priorities	Unrealistic Timeframe is unrealistic		1
Organizational Impact							
What part(s) of the organization are affected by this project?	Single Function	2 - 3 Similar Functions	Cross functional and/or multiple locations	Entire Organization	More than One Organization Involved		5
Is the outcome of this initiative clear?	Yes Well defined with clear, achievable objectives	Yes Well defined, but objectives are unclear or not easily achievable	Yes Defined, but the objectives are ambiguous	No Not defined and the objectives are uncertain	No End result is unknown and the objectives are evolving		2
Stakeholder Involvement							
Which internal employee groups are involved?	Local staff	Staff from multiple locations and levels	Cross functional Staff from multiple locations and levels	Entire organization	Multiple organizations		5
Do external groups need to be involved to ensure project success?	No	No Limited public participation may help	Yes Limited public participation is required	Yes Moderate public participation is required	Yes Extensive public participation is required		5
Is Council or the Board Involved?	No	Yes Budget approval only	Yes Reporting required	Yes Project may be closely scrutinized	Yes Extensive involvement and/or potentially contentious		5
Support Needed							
Will you be required to procure goods or services as part of the project?	No	Yes Under 25% of project requires procurement	Yes 26-50% of project requires procurement	Yes 51-75% of project requires procurement	Yes Over 75% of project requires procurement		3
Will you need legal support during the project?	No	Yes No legal issues expected, but they may arise	Yes Minor legal issues expected	Yes Moderate legal issues expected	Yes Extensive legal support required		5
Are legislative, by-law or major policy changes needed?	No	Yes Only internal policy changes	Yes By-law changes	Yes Legislative change at one level of government	Yes Legislative change at multiple levels of government		2
Complexity of Change							
Transformational				Total Score		56	