



**Angad Australian Institute
of Technology Pty Ltd**
Careers Created Here

Student Assessment Booklet

BSBINN601

**Lead and manage organizational
change**

Student Full Name:	
Student ID:	
Date of submission:	

Assessment Task1 – Identify changes requirements

Task summary

The students will demonstrate the skills and knowledge required to identify change requirements for an organisation

Resources required

In order to complete this assessment task you will require:

- Access to textbooks/other learning materials
- You are required to bring two black or blue ballpoint pens for this written task
- Computer and Microsoft Office
- Access to the internet

Due date of submission

The Assessment Task is due on the date specified by your assessor. Your due date to submit this assignment is unit end date on your time table. Any variations to this arrangement must be approved in writing by your assessor. Submit this document with any required evidence attached. See specifications below for details.

Assessment Task

1. Review the scenario information provided (in the Appendix of this task) for Fast Track Couriers.
2. Prepare to write a report on change requirements for Fast Track by following steps 3–10 below.
- ③ 3. Analyse the organisational objectives provided in the scenario to identify the change requirements for Fast Track Couriers:
 - a. Identify requirements for change
 - b. Prepare an explanation of how your identified change needs link to the organisation's strategic plan goal/s.
4. Review the organisation's current state to understand how the current policies, practices and operations deliver against the organisation's strategic goals.

Review the organisation's performance against objectives with regards to its:

- a. people
 - b. processes
 - c. technology
 - d. Structure.
5. Monitor external trends to identify events or trends which may impact on the achievement of the organisation's strategic plan goals:
 - a. identify two external trends
 - b. Develop an explanation of how the trends currently impact or will impact organisational objectives.
 6. Identify major operational change requirements:
 - a. identify changes due to performance gaps
 - b. identify changes due to business opportunities
 - c. identify changes due to threats
 - d. identify changes due to management decisions.
 7. Identify specialists to be consulted to assist with identifying change needs:
 - a. identify specialists you will engage to help identify change requirements and be prepared to explain your reasons for engaging these specialists

- b. Identify what consulting model you would adopt to engage the specialists and be prepared to explain why you would use this model.
8. Assume your assessor is a specialist/expert of the kind you have identified in step 7. Consult with your assessor to assist with identification of change management requirements and opportunities.
9. Identify the managers that need to be informed. Prepare a plan that identifies who, when and how stakeholder managers will be engaged to review and prioritise change requirements.
10. Assume your assessor is a manager you have identified. Consult with your assessor to review the changes you propose and to help you prioritise changes. Suggest and justify the priority you have assigned to each change you recommend.
11. Prepare a 3–4 page report detailing change requirements for the organisation. Include all of the information you identified and explanations that you prepared in steps 3–10.
12. Submit all documents to your assessor as per the specifications below. Ensure you keep a copy of all work submitted for your records.

Specifications

You will be assessed against performance objectives mentioned in this assessment task. Before you submit your work to Assessor, check to include the following-

You must provide:

- One report detailing change requirements for the simulated organisation.

Your assessor will be looking for:

- A 3–A4 page report including all information identified in the procedure above
- knowledge of the impact of external trends on organisational change
- knowledge of specific organisational requirements
- learning skills to incorporate new ideas into your report on change requirements
- planning skills to organise engagement with manager stakeholders
- teamwork skills to consult with relevant people for input
- verbal communication skills to describe, support, and negotiate change requirements and priorities with stakeholders.

Fast Track Couriers Pty Ltd

Task

It is the end of the 2011 financial year. You are an external change management consultant employed by Fast Track Couriers. You have been asked by the General Manager to prepare a report to identify opportunities and requirements for change for the organisation in the coming year.

You have been given some information about the organisation and the organisation's strategic goals. Specific operational and human resources goals were developed to support the strategic goals.

The strategic goals were developed as a result of external market research indicating an opportunity for Fast Track Couriers to build market share in Sydney. The business has the opportunity to increase Sydney market share by 7.5% on the back increased efficiency and shorter delivery times from larger truck fleet and improved distribution systems.

You have also been given some information about employees and some background information regarding the organisation's workforce relations.

Before submitting the final report, you will need to review your proposed changes with all relevant manager stakeholders. The General Manager is very concerned about identifying change requirements in close consultation with key management stakeholders within the organisation in order to ensure the least resistance to implementation.

About Fast Track Couriers

Fast Track Couriers is a courier company that has been operating in New South Wales for the last 15 years. Its primary business function is delivering medium to large size packages across metropolitan Sydney.

Strategic plan goals

The organisation's strategic goals are:

- to expand business in the metropolitan area so that small to medium package deliveries market share increases by 7.5%
- to develop an integrated approach to distribution management utilising technology such as PDA devices and GPS
- to develop and maintain a cohesive and well-motivated workforce.

Strategic goals are supported by the following operational and human resources goals.

Operational plan goals

- Testing of the distribution management system is to cease and allow implementation within the first quarter of the 2012 financial year.

- The truck fleet will need to be expanded by 8 trucks within the 2012 financial year.

Human resources goals:

- To incorporate a Human Resources function to facilitate the changes in workforce management in the first quarter of the 2012 financial year.
- Introduce professional development and training to achieve organisational goals and promote understanding of organisation's strategic goals in the first quarter of the 2012 financial year.
- Eliminate industrial relations problems in the 2012 financial year. Conclude negotiations with employees and union.
- Eliminate lifting injuries.

Employee profile

Fast Track Couriers employee the following people:

- General manager (GM) – Generally on the road; never in office.
- Chief financial officer (CFO) – Reports to GM and keeps office hours; 9–5, Mon–Fri.
- Accountant – Reports to CFO and keeps office hours; 9–5, Mon–Fri.
- Truck drivers (x20) – Report to office.
- Office team manager – Reports to GM and keeps office hours; 9–5, Mon–Fri.
- Office team members (x5) – Perform administrative, sales, customer relationship management duties. Monitor truck drivers and handle enquiries. Report to office team manager.

Head office employees

- Covered under individual contracts.
- Salary range \$32,000–\$75,000 annum.
- Small team of mainly female employees, ranging in age.
- Lots of opportunity to participate in learning and development programs due to management support; however little desire to participate.
- High employee engagement scores. Employees cite team work and opportunities as motivating factors affecting the business success.

Drivers

- Covered by an award.
- Salary \$45,000 per annum.
- Heavily unionised.
- Employee demographics are all male employees aged 25–65.
- Little opportunity to participate in learning and development programs due to being on the road; however, little to no interest to participate in development opportunities.

- Large number of workplace injuries due to heavy lifting.
- Low employee engagement scores. Drivers cite pay as an issue.
- Currently experiencing low turnover.
- History of industrial disputes regarding pay and previous change initiatives.

Background to workforce management and relations

The company communicates with employees via email for head office employees and a printed monthly newsletter for drivers. The company provides information regarding policies procedures through documented manuals that are held in each truck as an employee manual. Office-based staff can access copies of these manuals at the office.

All trucks are fitted with a GPS system to assist drivers with navigating to each pick up and drop off location. Trucks are also assigned a PDA that provides drivers with the details of each pick up and drop off and records when a job starts and finishes. The data from this device is sent back to head office to monitor job progress but is not used to complete productivity reporting. When this device was introduced, drivers were not happy as they felt the organisation was saying that it did not trust the drivers to manually record the time spent on each job. Many of the drivers also resented having to learn how to use the device and thought it was a waste of time.

Head office employees work very closely together and are a very cohesive and motivated team. They are positive about the organisation's direction and respond well to change.

Drivers have historically reacted negatively to change. Change implemented in the past has met with resistance and was therefore difficult to implement. Drivers have in the past done their best to block any changes from being implemented, even going to the lengths of threatening strike action and having the union involved to assist with resolving the issue.

Fast Track Couriers currently allocates two drivers per truck to ensure that drivers are able to load and unload heavy packages. The strategy going forward is to remove the need for having two drivers per truck by installing an automatic lift gate on the back of each gate at a cost of \$10,000 per truck. This will mean that only one driver is needed per truck as no heavy lifting will be required.

It is Fast Track Couriers intention to use these surplus drivers to drive the new trucks that will be purchased to enable the company to extend its services to regional NSW.

Drivers are currently happy with the work environment as they enjoy working as part of a two-man team. The organisation typically leaves the drivers alone and lets them do their job as this is what seems to make them happy. Management has tried in the past to have drivers participate in organisational activities. These activities were not received positively and the drivers complained and asked not to be involved. The drivers' view is that their preferred team is their two-man driver team and they only see the benefits of that specific working arrangement. There is a high value placed on communication with trucking team members.

Assessment Task 2 – Develop a change management strategy

Task summary

The student will demonstrate the skills and knowledge required to develop a change management strategy.

Resources required

In order to complete this assessment task you will require:

- Access to textbooks/other learning materials
- Computer and Microsoft Office
- Access to the internet

Due date of submission

The Assessment Task is due on the date specified by your assessor. Any variations to this arrangement must be approved in writing by your assessor. See specifications below for details.

Assessment Task

1. Review the simulated workplace information for Fast Track Couriers.
2. Develop a change management strategy for Fast Track, which you will present to management (your assessor) for approval, by following steps 3–8 below.
3. Identify change goals and specify:
 - a. who/what is impacted
 - b. how they are impacted
 - c. when the impacts will be realised.
4. Identify the change goals you have identified are related to organisation's strategic goals.
5. Undertake a cost-benefit analysis of the of the change requirements. Include:
 - a. the change requirements
 - b. the costs of changes
 - c. risks
 - d. the possible benefits of each change
 - e. assessment of the benefits against the costs and risks
 - f. categorised changes:
 - i. feasible (F)
 - ii. maybe feasible (MF)

- iii. not feasible (NF).
- 6. Undertake a risk analysis of the change requirements:
 - a. identify the risks and barriers
 - b. analyse and evaluate the risks and barriers
 - c. identify mitigation strategy.
- 7. Develop a change management project plan. In order to justify your plan, include a brief explanation of the change management theory/methodology followed to embed change. Your plan must reflect theory and you must be prepared to explain to management how key elements of your plan, such as stakeholder management, communication, education/training plans, show elements of a particular theory.
- 8. Include the following components in your plan:
 - a. Stakeholder management:
 - i. identify key stakeholders and roles
 - ii. identify commitment level
 - iii. identify concerns/issues (and how can these will be addressed)
 - iv. consultation methods for engaging identified stakeholders.
 - b. Communication plan:
 - i. audience
 - ii. message
 - iii. when this communication will occur
 - iv. how the message will be communicated (e.g. email, face to face, newsletter)
 - v. person responsible.
 - c. Education/training plan:
 - i. participants
 - ii. the skills the training will provide
 - iii. when the training will occur
 - iv. how the training will be delivered (e.g. class room, online, on-the-job)
 - v. person responsible.
- 9. Your project plan should also include a measuring/reporting strategy. Measurement and reporting strategy should include:
 - a. how you will measure success
 - b. how you will report success including:
 - i. format of reports

- ii. when will reports be produced (weekly, fortnightly, monthly)
 - iii. who will receive a copy of the report.
10. Finally, your project plan should also include a list of resources (tools, supplies, etc.)
 11. Deliver a formal presentation (using PowerPoint) to management (your assessor) to gain approval for your change management strategy. Your assessor will approve your strategy based on your completion of this assessment task and satisfaction of specifications below.
 12. Ask for authorisation to implement strategy.
 13. Submit all documents to your assessor as per the specifications below. Ensure you keep a copy of all work submitted for your records.

Specifications

You will be assessed against performance objectives mentioned in this assessment task. Before you submit your work to Assessor, check to include the following-

You must present and then submit copy of:

- One **PowerPoint presentation** containing analysis and change management project plan.

Your assessor will be looking for:

- knowledge of change management process or cycle
- knowledge of components of change management project plan
- knowledge of specific organisational requirements
- knowledge of potential barriers to change
- knowledge of a range of strategies for embedding change
- leadership skills to gain acceptance of plan and gain trust
- planning and organising skills
- problem-solving skills to identify and respond to barriers to change and analyse risks
- verbal communication skills to describe and promote change management plan.

Appendix

Task: Fast Track Couriers Pty Ltd

It is the end of the 2011 financial year. You are an external change management consultant employed by Fast Track Couriers. You have been asked by the General Manager to develop a change management strategy and present the strategy to management for approval.

Management has identified the following high-priority change requirements:

- Goal A: Implement PDA/ GPS usage (productivity function) on truck fleet in the first quarter of the 2012 financial year.
- Goal B: Implement one person/truck policy using automatic lift gates in the first quarter of the 2012 financial year.

Achievement of these goals should increase net profit in the next financial year by \$200,000 due to increased efficiencies and increased business.

Goal A is essential to the business to ensure (in priority order):

1. Most efficient use of resources to cover market needs. Management will look at more than the raw hours spent on job and consider all factors such as job difficulty, traffic conditions in order to optimise fleet usage.
2. Job performance measurement for training needs.
3. Recognition of outstanding performance (bonuses for exceeding targets; advancement/ leadership opportunities).

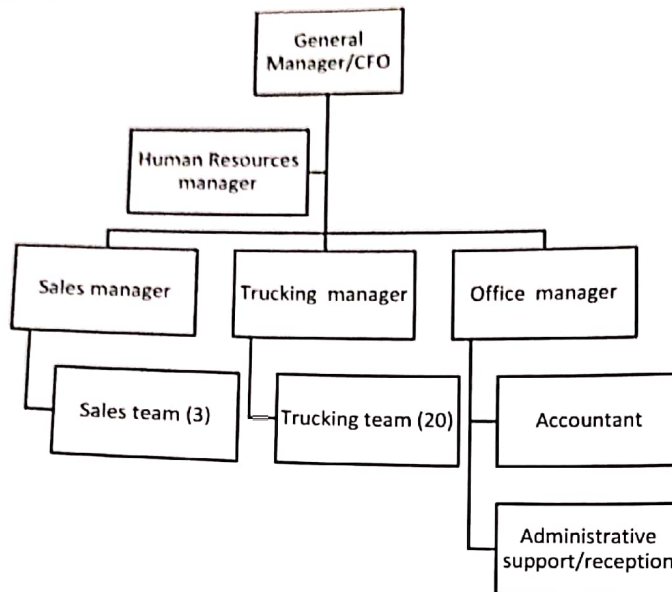
Goal B is essential to the business to ensure:

- Most efficient use of resources to cover market needs.
- Reduced need to hire external truckers; use present employees as much as possible.
- Reduced possibility of lifting injury.

The change management strategy, once approved by the General Manager, should be implemented immediately.

People/structure

Fast Track Couriers has implemented and recruited the people required to fill the roles in the following organisational structure:



Managerial duties/role description

General manager/CFO	Oversees company; approves major business decisions such as strategic goals, change management initiatives; reports to board of directors; prepares financial reports.
HR manager	Oversees and implements change management programs; collect feedback, assessment results, and all other data regarding change management; provides report to the General Manager on implementation of major changes; oversees recruitment.
Sales manager	Coordinates sales team; provides sales team training; manages performance of sales team.
Trucking /operations manager	Coordinates activities of trucking team; manages performance of trucking team; compiles productivity reports; manages operations, authorises purchasing of operational equipment etc.
Office manager	Coordinates activities of accountant and administrative support. Authorises payroll.

Resourcing/budget:

The budget for implementing the change strategy (excluding cost of new trucks, technology and lift gates, lost productivity from truckers) is \$25,000. Overruns must be approved by General Manager.

You will be employed for two weeks full-time (40 hrs/week) and 8 hours a week until end of the first quarter.

Resources:

The following resources are available for your use:

Resource	Cost	Availability
Project analyst/manager (you).	\$100/hour	Length of project, as needed
Trucking manager (Bob Rogers).	—	Length of project, as needed
Sales team member with high-level oral and written communication skills to assist new Human Resources manager (Jessica Smith).	—	Length of project, as needed
New Human Resources manager (Peggy Anderson).	—	
PDA/GPS trainer (Jack MacDonald).	\$150/hour	Length of project, as needed
Lift gates trainer (Erin Mitchell)	\$150/hour	Length of project, as needed
Head office training rooms equipped with training supplies for five participants.	—	2 nd week of July 2011 only.
PDA/GPS device, based at office.	—	Length of project, as needed
One new truck with tail gate based at	—	Length of project, as needed

office		
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Other resources must be requested for approval by General Manager.

Education/ training

- Goal A: Implement PDA/ GPS usage (productivity function) on truck fleet in the first quarter of the 2012 financial year. Requires a half-day training session.
- Goal B: Implement one person/truck policy using automatic lift gates in the first quarter of the 2012 financial year. Requires a half-day training session.

Project management reporting

The General Manager would like you to report to her on a daily basis in the initial week of the project and then weekly until the end of the first quarter. The HR manager should receive a copy of this report.

Template

Fast Track Couriers policy mandates the use of the following project management template.

- Green: completed
- Amber: in progress
- Red: not completed.

Reporting element	Measures	Status
Change goal		
Project management	Delivery of project activities as per project plan for each stream	Overall status:
	- People	
	- Process	
	- Technology	
	- Structure	
Stakeholder Management	Stakeholders engaged and comfortable with current position	

Reporting element	Measures	Status
Communication	Communication plan activities on schedule	
Education	Education plan activities on schedule	
Cost benefits	Project budget on track	
	Cost benefits on track to be realised	
Risk Management	Risk management plan effectively managing risk	

Background information: Fast Track Couriers Pty Ltd

About Fast Track Couriers

Fast Track Couriers is a courier company that has been operating in New South Wales for the last 15 years. Its primary business function is delivering medium to large size packages across metropolitan Sydney.

Strategic plan goals

The organisation's strategic goals are:

- To expand business in the metropolitan area so that small to medium package deliveries market share increases by 7.5%.
- To expand the business to include small and medium package deliveries to regional NSW.
- To develop an integrated approach to distribution management utilising technology such as PDA devices and GPS.
- To develop and maintain a cohesive and well-motivated workforce.

Strategic goals are supported by the following operational and human resources goals.

Operational plan goals

- Testing of the distribution management system is to cease and allow implementation within the first quarter of the 2012 financial year.
- The truck fleet will need to be expanded by 8 trucks within the 2012 financial year.
- Small distribution hubs will be positioned at Maitland, Goulburn, Nowra and Bathurst each manned by two employees within the next eighteen months.
- Fast Track Couriers will complete 20% of deliveries to regional locations in the next three years.

Human resources goals:

- To incorporate a Human Resources function to facilitate the changes in workforce management in the first quarter of the 2012 financial year.
- Introduce professional development and training to achieve organisational goals and promote understanding of organisation's strategic goals in the first quarter of the 2012 financial year.
- Eliminate industrial relations problems in the 2012 financial year. Conclude negotiations with employees and union.
- Eliminate lifting injuries.

Assessment 3 – Implement a change management strategy

Task summary

The student will demonstrate the skills and knowledge required to implement a change management strategy.

Resources required

In order to complete this assessment task you will require:

- Access to textbooks/other learning materials
- Computer and Microsoft Office
- Access to the internet
- Follow role play settings as per your assessor instructions

Due date of submission

The Assessment Task is due on the date specified by your assessor. Any variations to this arrangement must be approved in writing by your assessor. See specifications below for details.

Assessment Task

Based on the simulated workplace information provided, you have been advised by the General Manager to revise the communications strategy. You have been asked by the General Manager to develop and deliver an innovative and more effective communications strategy.

The steps that you need to follow are listed below:

A. Develop a survey form to evaluate the change management process:

You will need to evaluate the management of truck drivers through the change management process. Develop a survey to gauge opinion on the following ten dimensions of employee satisfaction.

Evidence to be submitted: A survey form to gauge opinion on 10 dimensions of employee satisfaction.

B. Participate in a consultation meeting (Role Play, duration 10 minutes)

Once you have completed the survey, meet with the union representative (assessor) to discuss results and get additional input.

Evidence to be submitted: Meeting agenda and meeting minutes

C. Write a revised communication plan:

Develop a draft revised communications plan to conform to the identified risks in the risk management analysis

Evidence to be submitted: A draft communications plan (500 words)

D. Meeting with General Manager (Role play, duration 5 minutes)

After you have gathered input, meet with the General Manager (assessor) to discuss your suggested revision of the communications strategy.

Evidence to be submitted: Meeting agenda and meeting minutes

E. Presentation

You will then need to implement the revised strategy. Part of the revised communications plan will include a 30-minute information session that you will deliver to the employees.

Evidence to be submitted: Presentation notes/slides. You will be observed conducting the presentation by your assessor.

Assessment Description:

Using the scenario information supplied, the student will conduct an implementation review. The student will then participate in a consultation role play (10 minutes) to receive input and develop a revised communication plan. During the role play you must demonstrate skills to effectively:

- Consult with relevant groups and individuals for input into the change process.
- Uses communication tools and strategies to build and maintain effective working relationships.
- Uses inclusive and collaborative techniques to seek feedback, negotiate and consult with a range of stakeholders
- obtain approvals and agree reporting protocols with relevant managers and implement the plan including addressing barriers to change

You must then deliver a 30-minute information session to employees. Prior to the presentation:

1. Review the simulated workplace information for Fast Track Couriers.
2. Following the original communications plan (provided scenario below), develop a survey to gather feedback from employees.
3. Meet with a union representative (your assessor) to receive and discuss results of survey. Ask for additional input to help you revise your change management communications strategy.
4. Revise communications plan in consideration of barriers identified through consultation process (with your assessor acting as a union representative) and those identified in risk analysis. Highlight strategic elements in your plan which you will deploy to gain trust and acceptance of change.
5. Meet with General Manager (assessor) to discuss ideas for revised communications strategy. Discuss creative technique, activity or tactic you will use to gain trust and acceptance in the 30-minute information session you will deliver.
6. Develop a session plan for a 30-minute information session. Include an outline of what activities you will be doing, how long and how the activity will achieve the goal of employee acceptance of change process.
7. Deliver session to employees (your assessor/other learners).
8. Submit all documents to your assessor as per the specifications below. Ensure you keep a copy of all work submitted for your records.

Specifications:

Ensure that you have submitted a valid, sufficient, authentic and current evidence to your assessor. You must:

1. A survey form to gauge opinion on 10 dimensions of employee satisfaction.
2. Meeting agenda and meeting minutes
3. A draft communications plan (500 words)
4. Meeting agenda and meeting minutes
5. Presentation notes/slides. You will be observed conducting the presentation by your assessor.

Your assessor will be looking for:

- knowledge of change management process
- knowledge of components of change management project plan
- knowledge of specific organisational requirements from the scenario
- knowledge of potential barriers to change from the scenario
- knowledge of a range of techniques for embedding change and gaining trust
- leadership skills to gain acceptance of plan and gain trust
- innovation skills to develop creative ways of getting people to accept change
- planning and organising skills
- problem-solving skills to respond to barriers to change
- project management skills to implement change management strategy
- teamwork skills to consult with relevant groups for input
- verbal communication skills to describe and promote change management plan.

Appendix

Task: Fast Track Couriers Pty Ltd

It is the end of the 2011 financial year and one month into the implementation of a change management strategy. You are hearing that the implementation has not achieved the employee's trust, understanding and support that you expected and is essential for success.

You are an external change management consultant employed by Fast Track Couriers to revise the communications strategy. You have been asked by the General Manager to develop and deliver an innovative and more effective communications strategy.

Following the original communications plan, you will need to evaluate the management of truck drivers through the change management process. Develop a survey to gauge opinion on the following ten dimensions of employee satisfaction:

Dimension	Description
Training	Adequate for role?
Role Clarity	Are roles and responsibilities clear?
Trust	Do employees trust the change management (CM) process and management?
Evaluation	Is performance fairly measured?
Leadership	Is leadership adequate and confidence inspiring?
Communication	Is communication clear and two-way?
Procedures	Are there clear and effective procedures to follow?
Recognition	Is performance recognised?
Diversity	Are individual differences valued and appreciated by Fast Track Couriers?
Team work	Is team work encouraged and promoted?

Once you have completed the survey, meet with the union representative (assessor) to discuss results and get additional input.

Develop a draft revised communications plan to conform to the identified risks in the risk management analysis.

After you have gathered input, meet with the General Manager (assessor) to discuss your suggested revision of the communications strategy.

You will then need to implement the revised strategy. Part of the revised communications plan will include a 30-minute information session that you will deliver to the employees.

Progress of implementation

The project manager has prepared the following progress report:

Green: Completed

Amber: In progress

Red: Not completed

Reporting element	Measures	Status
Change goal	Goal A: Implement PDA/ GPS usage (productivity function) on truck fleet in the first quarter of the 2012 financial year.	RED
Project management	Delivery of project activities as per project plan for each stream	Overall status:
	People	GREEN
	Process	GREEN
	Technology	GREEN
	Structure.	GREEN
Stakeholder Management	Stakeholders engaged and comfortable with current position.	RED
Communication	Communication plan activities on schedule.	GREEN
Education	Education plan activities on schedule.	RED
Cost benefits	Project budget on track.	RED
	Cost benefits on track to be realised.	RED
Risk Management	Risk management plan effectively managing	RED

Reporting element	Measures	Status
	risk.	

Risk management analysis

Risk/Barriers	Impact	Likelihood	Strategies for mitigating risk
Lack of trust regarding use of productivity data. Refusal to implement.	High impact	medium	Communications and training to outline business need. Address employee concerns.
Industrial action.	High impact	medium	Address employee concerns. Gain trust and acceptance.

Current communications plan

Audience	Message (with strategic elements)	When	Communication method	Person responsible
HR manager	Change management strategy – duties of HR manager.	9 am–10 am, 1 July 2012.	Email (invite with agenda). Face-to-face (office training room).	CM consultant
Trucking/operational manager	Change management strategy – duties of trucking manager.	11.30 am–12.30 pm, 1 July 2012.	Email (invite with agenda). Face-to-face (office training room).	HR manager
Management team	Change management strategy – duties of HR	2 pm–3 pm, 1	Email (invite with	HR manager

	manager.	July 2012.	agenda). Face-to-face (office training room).	
Trucking team	Change management strategy impacts to trucking team. Duties of truckers – provide an explanation of what will be required. Business need – Gain support by emphasising possible effects on jobs. Training schedule – emphasise mandatory nature and threaten performance review consequences for non compliance.	9 am–10 am, 4 July 2012.	Email	HR manager (assistant may draft)
Sales team	Change management strategy summary. Benefits to organisation.	11 am–11.30 am, 4 July 2012.	Face-to-face (office training room).	Sales manager to run team meeting
Office team: Accountant; Administrative support person	Change management strategy summary. Benefits to organisation.	11.30 am–12 pm, 4 July 2012.	Face-to-face (office training room).	Office manager to run team meeting
Truckers (All other employees to receive brief summary only)	Request for feedback.	three weeks post-training.	Feedback survey on ten dimensions of employee satisfaction.	New CM consultant to design and implement. HR Manager to

				research benchmark ing.
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Goals

FTC has the following goals for the Change Management strategy:

- Goal A: Implement PDA/ GPS usage (productivity function) on truck fleet in the first quarter of the 2012 financial year.
- Goal B: Implement one person/truck policy using automatic lift gates in the first quarter of the 2012 financial year.

Achievement of these goals should increase net profit in the next financial year by \$200,000 due to increased efficiencies and increased business.

Goal A is essential to the business to ensure (in the following order of importance):

1. Most efficient use of resources to cover market needs. Management will look at more than the raw hours spent on job and consider all factors such as job difficulty, traffic conditions in order to optimise fleet usage.
2. Job performance measurement for training needs.
3. Recognition of outstanding performance (bonuses for exceeding targets; advancement/ leadership opportunities).

Goal B is essential to the business to ensure:

- Most efficient use of resources to cover market needs.
- Reduced need to hire external truckers and use present employees as much as possible.
- Reduced possibility of lifting injury.

Background information: Fast Track Couriers Pty Ltd

About Fast Track Couriers

Fast Track Couriers is a courier company that has been operating in New South Wales for the last 15 years. Its primary business function is delivering medium to large size packages across metropolitan Sydney.

Strategic plan goals

The organisation's strategic goals are:

- To expand business in the metropolitan area so that small to medium package deliveries market share increases by 7.5%.
- To expand the business to include small and medium package deliveries to regional NSW.
- To develop an integrated approach to distribution management utilising technology such as PDA devices and GPS.
- To develop and maintain a cohesive and well-motivated workforce.

Strategic goals are supported by the following operational and human resources goals.

Operational plan goals

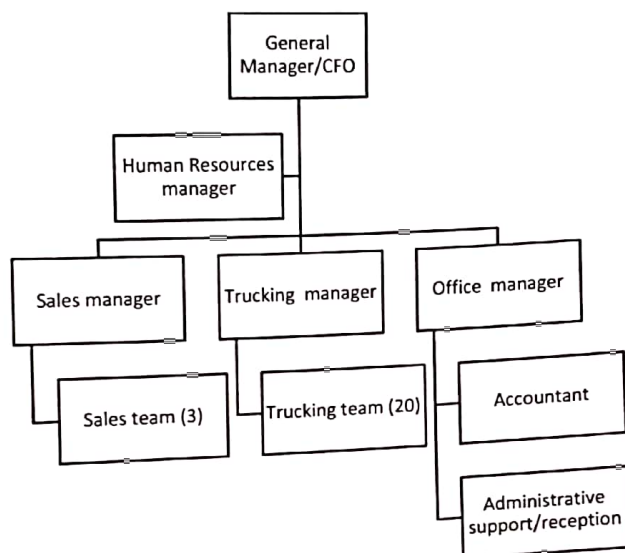
- Testing of the distribution management system is to cease and allow implementation within the first quarter of the 2012 financial year.
- The truck fleet will need to be expanded by 8 trucks within the 2012 financial year.
- Small distribution hubs will be positioned at Maitland, Goulburn, Nowra and Bathurst each manned by two employees within the next eighteen months.
- Fast Track Couriers will complete 20% of deliveries to regional locations in the next three years.

Human resources goals:

- To incorporate a Human Resources function to facilitate the changes in workforce management in the first quarter of the 2012 financial year.
- Introduce professional development and training to achieve organisational goals and promote understanding of organisation's strategic goals in the first quarter of the 2012 financial year.
- Eliminate industrial relations problems in the 2012 financial year. Conclude negotiations with employees and union.
- Eliminate lifting injuries.

people/structure

Fast Track Couriers has implemented and recruited the people required to fill the roles in the following organisational structure:



Managerial duties/role description

General manager/CFO	Oversees company; approves major business decisions such as strategic goals, change management initiatives; reports to board of directors; prepares financial reports.
HR manager	Oversees and implements change management programs; collect feedback, assessment results, and all other data regarding change management; provides report to GM on implementation of major changes; oversees recruitment.
Sales manager	Coordinates sales team; provides sales team training; manages performance of sales team.
Trucking /operations manager	Coordinates activities of trucking team; manages performance of trucking team; compiles productivity reports; manages operations, authorises purchasing of operational equipment etc.
Office manager	Coordinates activities of accountant and administrative support. Authorises payroll.

Background to workforce management and relations

The company communicates with employees via email for head office employees and a printed monthly newsletter for drivers. The company provides information regarding policies procedures through documented manuals that are held in each truck as an employee manual. Office-based staff can access copies of these manuals at the office.

All trucks are fitted with a GPS system to assist drivers with navigating to each pick up and drop off location. Trucks are also assigned a PDA that provides drivers with the details of each pick up and drop off and records when a job starts and finishes. The data from this device is sent back to head office to monitor job progress but is not used to complete productivity reporting. When this device was introduced, drivers were not happy as they felt the organisation was saying that it did not trust the drivers to manually record the time spent on each job. Many of the drivers also resented having to learn how to use the device and thought it was a waste of time.

Head office employees work very closely together and are a very cohesive and motivated team. They are positive about the organisation's direction and respond well to change.

Drivers have historically reacted negatively to change. Change implemented in the past has met with resistance and was therefore difficult to implement. Drivers have in the past done their best to block any changes from being implemented, even going to the lengths of threatening strike action and having the union involved to assist with resolving the issue.

Fast Track Couriers currently allocates two drivers per truck to ensure that drivers are able to load and unload heavy packages. The strategy going forward is to remove the need for having two drivers per truck by installing an automatic lift gate on the back of each gate at a cost of \$10,000 per truck. This will mean that only one driver is needed per truck as no heavy lifting will be required.

It is Fast Track Couriers intention to use these surplus drivers to drive the new trucks that will be purchased to enable the company to extend its services to regional NSW.

Drivers are currently happy with the work environment as they enjoy working as part of a two-man team. The organisation typically leaves the drivers alone and lets them do their job as this is what seems to make them happy. Management has tried in the past to have drivers participate in organisational activities. These activities were not received positively and the drivers complained and asked not to be involved. The drivers' view is that their preferred team is their two-man driver team and they only see the benefits of that specific working arrangement. There is a high value placed on communication with trucking team members.

Submit minutes of meeting to your assessor.