Change Management Framework

The Rennie Center's *Change Management Framework* (CMF) is a rigorous and structured approach to planning and implementing district and school improvement strategies.

The CMF highlights a number of specific areas of focus, including: identification of a clear and actionable problem of practice; investigation of the evidence base, including conducting original research to unearth and evaluate best practice; engaging education leaders and practitioners to understand local challenges and build on-the-ground support through committed and trusting teams; and pursuing continuous, result-oriented testing to assess progress over time and take corrective action as needed.
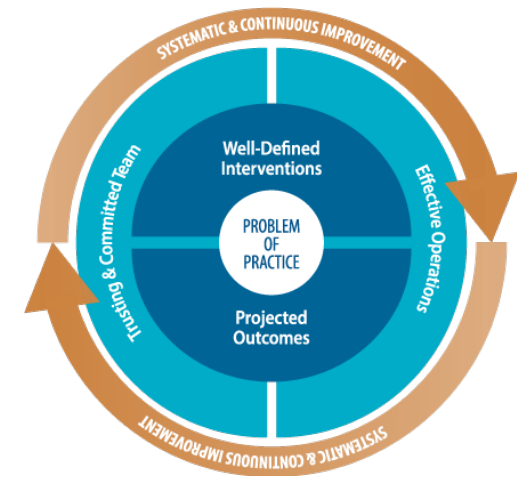
The Rennie Center's CMF is aligned with the principles of improvement science. It also includes a unique and critical aspect of Rennie's approach: an explicit emphasis on creating district-based cultures that embrace change to support structured planning processes and build local capacity to sustain work well beyond the duration of individual investments.

Core Element Five (of Six): Establish Effective Operations

Effective operations require both adequate financial and human resources to bolster a strong infrastructure. Implementation teams are often comprised of individuals drawn from different organizations (or departments and levels within the same organization) or organizations located in different geographical areas. Intentionally linking communication protocols to innovation activities may help create transparent feedback processes, leading to a more hospitable learning environment for team members and the larger community. Lastly, a work-plan helps identify key tactics to organize daily operations towards an improvement effort.

Directions

This rubric is intended to be utilized as a project management tool to help networks assess and advance the health of their teams. It enumerates and describes 3 essential components of establishing effective operations and provides guiding questions to help in the examination and analysis process. For each component described on the following pages, determine your team's confidence in answering "yes" to the prompting questions and indicate the degree of confidence using the 4-point scale. After completing the prompting questions, calculate where your team currently falls on the Emerging to Excelling continuum for the specific component using the number-based scale.

ESTABLISH EFFECTIVE OPERATIONS Components	Prompting Questions	Rubric				Comments
		Emerging	Evolving	Embedding	Excelling	
The following definitions describe a team at each level: • *Emerging – Our network has a regular schedule of network meetings, with defined agendas.* • *Evolving – Our network has core members, with defined roles and responsibilities in network activities.* • *Embedding – Our network has, and routinely uses, agreed-upon protocols on how to operate as a community that are regularly reviewed, and by which members hold each other accountable.* • *Excelling –Our network is self-sustaining, and will operate successful regardless of resource or staffing challenges.*						RENNIE CENTER EDUCATION RESEARCH & POLICY
Component 1: Provide adequate time, financial investment, human capital, and infrastructure resources for effective operational management.		*3* ☐	*4-6* ☐	*7-9* ☐	*10-12* ☐	
Teams must consider the following essential resources to effectively operate and ensure programmatic success: • Adequate Information Technology (IT) infrastructure to coordinate, filter, amplify, and share learning. • Adequate funding to invest and sustain projects through completion. • Adequate time allotted for personnel in charge of establishing and maintaining a strong infrastructure.	Does the team have the IT infrastructure to sustain and complete the project and share learning?	Not at All 1 ◯	Somewhat 2 ◯	3 ◯	Very 4 ◯	*Emerging: 3* *Evolving: 4-6* *Embedding: 7-9* *Excelling: 10-12*
	Does the team have the funding to sustain and complete the project and share learning?	◯	◯	◯	◯	
	Does the team have the appropriate and necessary personnel to sustain and complete the project and share learning?	◯	◯	◯	◯	
Component 2: Delineate communication protocols to build and increase a shared knowledge base and support learning environment.		*4* ☐	*5-8* ☐	*9-12* ☐	*13-16* ☐	
Strong communication strategies are predicated by the: • Development of an internal communication protocol using shared language and/or terms to increase team transparency and effectiveness. • Mutually agreed upon external language to use with the public to share insights, discoveries, and lessons learned. • By the establishment of a knowledge management (KM) schedule and platform(s) (e.g. webinars, newsletters, conferences, etc.) to ensure community building, knowledge sharing, improvement sustainability and potential for scaling.	Does the team talk about the implementation project using the same terms, theory of change, and other relevant language?	◯	◯	◯	◯	*Emerging: 4* *Evolving: 5-8* *Embedding: 9-12* *Excelling: 13-16*
	Does the team have a process/plan to share learning amongst the network and publicly?	◯	◯	◯	◯	
	Does the team have a designated individual(s) responsible for KM activities and is knowledge management integrated into the team's day-to-day operations and regular service delivery?	◯	◯	◯	◯	
	Does the team share relevant information and current knowledge across all levels of participation and does the team find these valuable?	◯	◯	◯	◯	

ESTABLISH EFFECTIVE OPERATIONS Components	Prompting Questions	Rubric				Comments
		Emerging	Evolving	Embedding	Excelling	
Component 3: Develop results-oriented work-plan including specific actions and timeframes.		*3* ☐	*4-6* ☐	*7-9* ☐	*10-12* ☐	
A work-plan helps identify key tactics to organize daily operations towards an improvement effort. A strong tool does the following: • Coordinates implementation activities. • Develops a project timeline, deadlines to be met, the milestones or growth targets expected to be achieved at specific stages by appropriate personnel to complete the task.	Has the team developed a coordinated comprehensive outline inclusive of all implementation activities?	Not at All 1 ○	Somewhat 2 ○	3 ○	Very 4 ○	*Emerging: 3* *Evolving: 4-6* *Embedding: 7-9* *Excelling: 10-12*
	Does the team have the appropriate members to complete given tasks?	○	○	○	○	
	Does the team have a process / strategy for potentially replacing team members if needed (e.g. someone moves on from the org.)?	○	○	○	○	

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