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### Change Management Plan

Introduction

The below guide will assist you in building out a change management plan to support the roll out of Cognassist within your organisation.

Change management is the most crucial step in any system implementation, and lack of effective change management is one of the primary drivers for poor adoption.

Whilst your Customer Success Manager is here to advise you on best practice and guide you through, each organisation is different, and you will know what best suits your organisation. An example of a completed change management plan is included at the end of this document. However, what works for one organisation will not necessarily work for another. Please use the below as a guide and bring your creativity and organisational subject matter expertise when building your change management plan.

The success of the Cognassist implementation is in your hands!

Step 1: Identify stakeholders

Everyone who will be directly or indirectly affected by the implementation of Cognassist should be identified and addressed within this change management plan. This will vary from organisation to organisation, but will typically involve the following at a minimum:

Learners

Tutors

Tutor Managers

Administrators

MIS Teams

Senior Management Teams

Board

Awarding Bodies

ESFA

You may also wish to consider your communication strategies with the following stakeholders, dependent on your organisation:

IT Teams (to coordinate with E-Portfolio API integration & technical specification actions)

Finance teams (to include anticipated LSF claims in financial budgets)

Sales teams (to include as a USP in bids)

Employers

Awarding bodies

Please adapt the above list for your organisation, ensuring you include everyone who will be affected by Cognassist, no matter how minor their interaction with the platform.

Step 2: Considerations for each stakeholder group

Please build out the below considerations for each stakeholder group. An example can be found at the end of this document.

**Initial roll out**

1. How do you normally communicate with [STAKEHOLDERS]?
2. What are the benefits of Cognassist for [STAKEHOLDERS]?
3. What do [STAKEHOLDERS] have to fear from the introduction of Cognassist?
4. How will communication continue with [STAKEHOLDERS] after go-live?

**Continual process (for new joiners)**

1. How do you normally communicate with [STAKEHOLDERS]?
2. What are the benefits of Cognassist for [STAKEHOLDERS]?
3. What do [STAKEHOLDERS] have to fear from the introduction of Cognassist?
4. How will communication continue with [STAKEHOLDERS] on an ongoing basis?

Step 3: Communication cadence

Use the above considerations to build out a communication cadence for each stakeholder group using the below table.

|  |  |  |  |
| --- | --- | --- | --- |
| **Communication** | **When** | **Actioned by** | **Completed** |
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Step 4: Communication content

Based on the above table, build out content for each communication.

Best practice

Communication should commence as soon as possible. Ideally, your first communication should be a minimum of four weeks before go live to allow time to adjust to the change.

Multi-channel communication is important, especially when communicating to a large group, as different people seek and respond to information in different ways. This includes a mixture of text-based communications (e.g. email) and visual communications (e.g. posters/videos).

When addressing fears, make sure you frame the change in a positive light – addressing the fear but selling the benefit.
E.g. if the potential fear for Tutors is that Cognassist is an additional task for them to manage:

DON’T SAY: “Don’t worry! Cognassist won’t take up too much of your time.”
DO SAY: "Cognassist is designed to save you time by structuring your support conversations with learners."

Change management does not finish at go live. You should build out a plan for ongoing communication as well.

### Example plan

Learners

**Initial roll out to existing learners when implementing Cognassist**

1. How do you normally communicate with Learners?
* Email
* Face-to-face
* Intranet/E-Portfolio
1. What are the benefits of Cognassist for Learners?
	* Increased confidence
	* Reduced anxiety
	* Increased likelihood of completing programme
2. What do Learners have to fear from the introduction of Cognassist?
	* Fear "failing" the assessment
	* Fear that it could impact securing an apprenticeship position
	* Worried it is "another task" to add on to busy schedules
3. How will communication continue with Learners after go-live?
	* Tutors giving support sessions (face-to-face) - both to chase assessment being done and to discuss strategies being completed. Ensure a deadline is set for each learner.
	* Email
	* Reminder texts (for both assessment invite and ongoing engagement - actioned by Cognassist)
	* Tutor communicating with learners via Whatsapp / Teams / E-Portfolio (Smart Board)

|  |  |  |  |
| --- | --- | --- | --- |
| **Communication** | **When** | **Actioned by** | **Completed** |
| Email (incl. leaflet for learners) | 4 weeks prior to go live | Project Manager |  |
| Intranet post incl. video | 3 weeks prior to go live | Change manager |  |
| Tutor discussion (incl. impacts & benefits for learners doc) | 2 weeks prior to go live | Tutor |  |
| Email reminder | Day before go live | Project Manager |  |
| Text reminder | Month after go live | Cognassist |  |

**Continual process (for new joiners)**

1. How do you normally communicate with Learners?
* As above
1. What are the benefits of Cognassist for Learners?
	* + As above
2. What do Learners have to fear from the introduction of Cognassist?
	* + As above
3. How will communication continue with Learners on an ongoing basis?
	* + Built as a task as part of the enrolment process, and included in induction plans, with follow ups by Tutors for those who have not completed the assessment.
		+ Otherwise, as above

|  |  |  |  |
| --- | --- | --- | --- |
| **Communication** | **When** | **Actioned by** | **Completed** |
| Inclusion in induction pack (incl. leaflet for learners) | On enrolment | Enrolment team |  |
| Intranet post incl. video | Ongoing | Change manager |  |
| Face-to-face discussion (incl. impacts & benefits for learners doc) | Initial Advice & Guidance (IAG) session | IAG team/Enrolment Team |  |
| Email reminder | Weekly, if not completed | Project Manager |  |
| Text reminder | Monthly, if not completed | Cognassist |  |

**Communication content**

**Email:**

Have you ever been curious about how your brain functions in different situations? Have you noticed that sometimes you struggle to get your head around a task, but other times you feel like you are on top of things?

Each of our brains is unique and we all function differently. As part of our ongoing commitment to your development, we are providing you with the opportunity to complete a Cognassist Neurodiversity Assessment to find out more about how your brain functions. You will get information about where your strengths lie, and also areas that could be developed further. Completing the assessment and any follow up strategies will contribute to your 20% off the job learning. Results will not be shared with your employer.

You can find an introduction to Cognassist [here](https://cognassist.wistia.com/medias/4241qm6pus).

You will receive an email directly from Cognassist with details of the assessment on [DATE]. Please ensure you complete this within one week of receiving the email.

Your Tutor will be in contact to follow up on your results.

Kind Regards,

Email reminder:

To contribute to your ongoing development, you will receive your Cognassist Neurodiversity Assessment on [DATE]. Please ensure you complete the assessment within one week of receiving the email.

Completing the assessment and any follow up strategies will contribute to your 20% off the job learning. Results will not be shared with your employer.

Your Tutor will be in contact to follow up on your results.

Curious to know more? You can find an introduction to Cognassist [here](https://cognassist.wistia.com/medias/4241qm6pus).

Text (assessment reminder)

On behalf of [COMPANY NAME], please complete your Cognassist assessment, sent to you via email from info@cognassist.com. Please check your junk/spam folders if you cannot locate the email. If you have any questions, please contact your apprenticeship provider.

Text (strategies reminder)

On behalf of [COMPANY NAME], your Cognassist learning strategies are now available in your portal. Please login to http://app.cognassist.com to access your content for this month.

Leaflet for learners

See example in welcome pack provided.

Impacts & benefits for learners

See example in welcome pack provided.

Tutors

1. How do you normally communicate with Tutors?
	* Email
	* Team meetings
	* Staff intranet
	* 1-to-1s
2. What are the benefits of Cognassist for Tutors?
	* Better achievement and retention rates
	* Makes Tutors job easier by providing tailored support strategies for learners
	* Learners work improves
3. What do Tutors have to fear from the introduction of Cognassist?
	* Additional time or effort
4. How will communication continue with Tutors after go-live?
	* Results measured in 1-to-1s
	* Leaderboards
	* Slack/Teams channel for sharing new Cognassist resources, training links, updates
	* Inclusion Manager/ Cognassist Champion established to share best practice amongst tutor base and encourage ongoing involvement

|  |  |  |  |
| --- | --- | --- | --- |
| **Communication**  | **When** | **Actioned by** | **Completed** |
| Staff intranet post | 3 weeks before training | Project Manager |  |
| Email (incl. domain crib sheet and results link) | 2 weeks before training | Executive Sponsor |  |
| Inclusion in Team Meetings | 2 weeks before training | Head of Departments |  |
| Email - Reminder | 1 week before training | Head of Departments |  |
| Post training email | After training | Project Manager |  |
| 1-to-1s - Results review | Ongoing | Head of Departments |  |
| Email - Leaderboards | Ongoing | Project Manager / Head of Departments |  |
| Prompting emails sent to tutors to let them know who they need to chase for engagement/needs notes adding  | Weekly  | PM with support from the Apprenticeship Managers  |  |

**Continual process (for new staff members)**

1. How do you normally communicate with Tutors?
	* + Induction plan
2. What are the benefits of Cognassist for Tutors?
	* + As above
3. What do Tutors have to fear from the introduction of Cognassist?
	* + As above
4. How will communication continue with Tutors on an ongoing basis?
	* + As above

|  |  |  |  |
| --- | --- | --- | --- |
| **Communication** | **When** | **Actioned by** | **Completed** |
| Inclusion in induction plan | On start | Manager/ HR |  |
| Enrolment in generic training sessions provided by Cognassist | On start | Manager/ HR |  |
| Provide hand over of any learners already on the platform moving from a previous tutor | As soon as given caseload | Manager |  |

**Communication content**

Email

To further improve attainment and completion rates, and better support our learners, [COMPANY NAME] is investing in a new tool called Cognassist.

Cognassist provides neurodiversity assessment and personalised learning strategies for learners with additional needs.

Cognassist will also make your job easier by providing structured support for your learners, and improving their work over the long term. Cognassist learning strategies contribute to your learners 20% OTJ. You can find more information about the cognitive domains these personalised strategies support attached.

You will be invited to a training session on [DATE]. Attendance is compulsory to ensure we are making best use of the platform. You will also receive access to the DEMO platform, which will allow you to experience the assessment yourselves. Review of your learners' Cognassist engagement will also form part of your 1-to-1s and be measured through KPIs.

I am eagerly anticipating the results this will deliver in further supporting our learners.

Please do reach out if you have any questions.

Domain crib sheet

See example in welcome pack provided.

Email - reminder

As a reminder, we will be implementing Cognassist on [DATE] to further support our learners, and increase attainment and completion rates. Cognassist will also make your job easier by providing structured support for your learners, and improving their work over the long term.

Please ensure you attend the training session on [DATE].

Review of your learners' Cognassist engagement will also form part of your 1-to-1s and be measured through your KPIs.

I am eagerly anticipating the results this will deliver in further supporting our learners.

Please do reach out if you have any questions.

Post training email

Following your Cognassist training, I'd like to remind you that learners will receive their assessment links on [DATE]. Learners will have received multiple emails, texts and further information can be found on the intranet here.

If you have any feedback on the training, or questions on how to embed Cognassist within your processes, please don't hesitate to reach out to your manager or myself.

Tutor Managers

**As per Tutors, with the addition of:**

|  |  |  |  |
| --- | --- | --- | --- |
| **Communication** | **When** | **Actioned by** | **Completed** |
| Guidance on how to include Cognassist within 1-to-1s and review KPIs | 1 week prior to go live | Project Manager |  |
| Inclusion in Tutor Manager 1-to-1 of LSF drawdown and missing LSF drawdown | Ongoing | Heads of Departments |  |
| Leaderboard provided by the Project Manager to flow down across their team to identify how team are performing | Ongoing - weekly | Project Manager |  |

Administrators & MIS Teams

**Initial roll out**

1. How do you normally communicate with Administrators & MIS Teams & MIS Teams?
	* Email
	* Team meetings
	* Staff intranet
	* 1-to-1s
2. What are the benefits of Cognassist for Administrators & MIS Teams & MIS Teams?
	* Higher retention rates for the business
	* Better control of data
	* Easier process to claim LSF
	* Simpler audit process
3. What do Administrators & MIS Teams have to fear from the introduction of Cognassist?
	* Increased workload
4. How will communication continue with Administrators & MIS Teams after go-live?
	* Visibility of monthly reporting to SMT
	* Summary email of monthly activity by MIS Representative & Project Manager

|  |  |  |  |
| --- | --- | --- | --- |
| **Communication**  | **When** | **Actioned by** | **Completed** |
| Staff intranet post | 3 weeks before training | Project Manager |  |
| Email (include crib sheet and "What do my results mean" weblink) | 2 weeks before training | Executive Sponsor |  |
| Inclusion in Team Meetings | 2 weeks before training | Head of Departments |  |
| Email - Reminder | 1 week before training | Head of Departments |  |
| Post training email | After training | Project Manager |  |
| 1-to-1s - Results review and opportunity for feedback and identify any areas staff may need further training | Ongoing | Head of Departments |  |
| (For MIS Representative only)Invitation to be part of the Quarterly Business Reviews - provide 5 mins of an overview of their view on the system, areas of improvement, training requirements and best practice. | Cognassist Quarterly Business Reviews | Project Manager |  |
| Monthly email summarising activity and results | Ongoing - monthly | MIS Representative & Project Manager |  |
| Comparison and reconciliation against Cognassist Performance Report and ROI Report provided to Project Manager & SMT  | Ongoing - monthly | MIS Representative |  |
| MIS to ensure all new starts are on Cognassist and have had assessment invites sent | Ongoing -monthly | MIS Representative & Project Manager |  |
| MIS teams/quality teams/head of departments to conduct sample audits to ensure consistency of evidence provided for support sessions and to highlight any training requirements and best practice examples | Ongoing -monthly | MIS Representative & Project Manager |  |

**Continual process (for new staff members)**

1. How do you normally communicate with Administrators & MIS Teams?
	* + Induction plan
2. What are the benefits of Cognassist for Administrators & MIS Teams?
	* + As above
3. What do Administrators & MIS Teams have to fear from the introduction of Cognassist?
	* + As above
4. How will communication continue with Administrators & MIS Teams on an ongoing basis?
	* + As above

|  |  |  |  |
| --- | --- | --- | --- |
| **Communication** | **When** | **Actioned by** | **Completed** |
| Inclusion in induction plan | On start | Manager/ HR |  |
| Enrolment in generic training sessions provided by Cognassist | On start | Manager/ HR |  |
| Provide hand over of any learners already on the platform moving from a previous tutor | As soon as given caseload | Manager |  |

**Communication content**

Email

To further improve attainment and completion rates, and better support our learners, [COMPANY NAME] is investing in a new tool called Cognassist.

Cognassist provides neurodiversity assessment and personalised learning strategies for learners with additional needs.

Cognassist will also make your job easier by allowing you greater control of learner data, a simpler process for claiming LSF and improving audit processes.

You will be invited to a training session on [DATE]. Attendance is compulsory to ensure we are making best use of the platform. You will also receive access to the DEMO platform, which will allow you to experience the assessment yourselves. Review of your Cognassist engagement and evidencing will also form part of your 1-to-1s and be measured through KPIs.

I am eagerly anticipating the results this will deliver in further supporting our learners.

Please do reach out if you have any questions.

Email - reminder

As a reminder, we will be implementing Cognassist on [DATE] to further support our learners, and increase attainment and completion rates. Cognassist will also make your job easier by allowing you greater control of learner data, a simpler process for claiming LSF and improving audit processes.

Please ensure you attend the training session on [DATE].

Review of your Cognassist engagement and evidencing will also form part of your 1-to-1s and be measured through KPIs.

I am eagerly anticipating the results this will deliver in further supporting our learners.

Please do reach out if you have any questions.

Post training email

Following your Cognassist training, if you have any feedback on the training, or questions on how to embed Cognassist within your processes, please don't hesitate to reach out to your manager or myself.

Senior Management Teams & Board

1. How do you normally communicate with Senior Management Teams & Board?
	* Monthly reporting of initiatives
2. What are the benefits of Cognassist for Senior Management Teams & Board?
	* Higher achievement and success rates
	* Higher LSF claim
	* Positive learner impact
3. What do Senior Management Teams & Board have to fear from the introduction of Cognassist?
	* Poor adoption not leading to desired results
4. How will communication continue with Senior Management Teams & Board after go-live?
	* Monthly reporting of success objectives

|  |  |  |  |
| --- | --- | --- | --- |
| **Communication** | **When** | **Actioned by** | **Completed** |
| Board update prior to contract signing | Prior to contract signature | Executive Sponsor | Yes |
| Monthly SMT & Board Update | Ongoing - monthly | Executive Sponsor / Project Manager |  |
| Ensure SEND Director/Lead (if relevant) is involved in Cognassist implementation and throughout | Prior to contract signature | Executive Sponsor |  |
| (Executive Sponsor) Kick-off review process for tutor job spec/contracts to include responsibility for Cognassist | Following contract signature | Executive Sponsor |  |
| 121 adaptions to be completed to ensure Cognassist is an agenda item - Including each department heads responsible for Cognassist | Ongoing - monthly | Executive Sponsor |  |
| Inclusion of anticipated LSF claim in budgets  | Ongoing | SMT |  |
| (Executive Sponsor) Attendance at Cognassist Quarterly Business Reviews (QBR)  | Cognassist Quarterly Business Review | Executive Sponsor / Project Manager |  |
| (Executive Sponsor) Attendance at initial training sessions to lead the messaging top-down and provide executive sponsorship for the initiative | Training | Executive Sponsor |  |

ESFA

1. How do you normally communicate with the ESFA?
	* Claims confirmation
2. What are the benefits of Cognassist for ESFA?
	* Higher achievement and success rates
	* Positive learner impact
3. What do ESFA have to fear from the introduction of Cognassist?
	* False claims
4. How will communication continue with ESFA after go-live?
	* Claims data

|  |  |  |  |
| --- | --- | --- | --- |
| **Communication** | **When** | **Actioned by** | **Completed** |
| Best practice here, is for the provider to inform their ESFA rep when they invest in our platform and have an open dialogue about their LSF1 drawdown increasing and the reason why. If ESFA are aware and expect the rise, then they can prepare. The issue arises where there has been no communication and then ESFA have to deal with unexpected funding | Prior to Implementation | Executive Sponsor | Yes |