Sample Terms of Reference for a Change Team

The Change Team (CT) forms the ‘heart’ of organizational change. The CT will actively promote organizational vision and mission statements. The CT will work in a participatory manner consulting with the wider group of employees, managers and relevant stakeholders.

The CT will represent the views of all employees and staff regardless of their role/position. The CT will have a set of objectives and deliverables supported by the Change Leader and will monitor progress on a continual basis. Further details of the key activities and tasks include:

1. Communicate and promote the benefits of organizational change at all levels in line with the new vision of the organization.
2. Encourage participatory ways of working with relevant stakeholders such that there is a sustained level of engagement and buy-in of the new organizational vision statement.
3. Set clear and measurable objectives of organizational change actions with milestones and check their progress on a continuous basis through self-assessment; contribute to monitoring the implementation of the change process.
4. Develop workplans to facilitate the implementation of organizational change in the relevant change areas.
5. Facilitate the development of practical proposals for organizational change in line with the vision statement and strategic framework to address the organizational issues and advise / propose mechanisms for implementation to achieve full ownership.
6. Communicate clearly at all levels during each step of the organizational change process.
7. Assist in providing both advice and concrete suggestions to the strategic management body or board of directors responsible for supporting the organizational change initiative.

Source: FAO e-learning “Organization analysis and development”.