

CHANGE MANAGEMENT

The change management process is a comprehensive process that begins with the identification of a need for change and ends with the resolution of that request. A change management process is necessary in all monitoring programs, especially for this protocol because the monitoring of wilderness character has never been attempted before. A viable change management process is needed to ensure that this protocol reflects the contemporary thinking about wilderness character, that lessons learned during implementation can be used to improve the protocol, and that the protocol uses all available data sets.

The two levels in this change management process are as follows:

Level 1 – Minor Change

The minor-change management process is conducted every year and includes:

- Modification of existing indicators and measures, necessitated by, for example:
 - Experience gained during the practical implementation of the monitoring protocol;
 - Availability of new data sources for existing indicators and measures;
 - New research or other perspectives about what constitutes wilderness character;
 - Need for some level of consistency with the other NWPS agencies;
- Changes to the wilderness character monitoring process and timeline;
- Changes to the Wilderness Character module of Infra-WILD.

Level 1 Change Management Process

Change management requests can be submitted at any time during the year but they are stockpiled for evaluation and resolution once annually. Requests are submitted by a *Change Requester*, who can be anyone in the Forest Service including members of the technical guide development team, wilderness researchers, or the general user community. The *Change Manager* consolidates the change requests and conducts an initial assessment of the benefits and impacts of implementing the proposed changes, as well as the impacts of not implementing the changes. The *Change Management Team* meets to discuss the proposed changes in total and develops their preliminary recommendations as to a potential resolution. These preliminary recommendations are posted on the FSWeb for a 45-day comment by anyone with a stake in wilderness character monitoring. Using the feedback received during the review period, the Change Management Team develops their final recommendations.

Level 2 – Major Change

The major-change management process is conducted every 5 years and is more comprehensive than the level 1 process. Level 2 change includes:

- Appropriateness of the currently used legislated wilderness qualities, monitoring, questions, indicators, and measures—including the potential for deleting existing measures or adding new ones;
- Appropriateness of the data analysis and synthesis techniques.

Level 2 Change Management Process

Details of the level 2 process have not yet been developed; however, a more thorough, comprehensive review is warranted every 5 years. The basic foundation of the monitoring protocol needs to be re-evaluated by those directly associated with the

protocol, the user community, academia, and others, based on lessons learned after several years of practical implementation, as well as on any new thinking about wilderness character. This process would likely entail conducting a workshop and developing a work plan for the resolution of issues and concerns identified by participants.