



Position Snapshot

Position Title:	Change Manager
Division / Department:	CIO Division / Airline Operations, VARA & Cargo Technology
Location:	Head Office
Reports to:	Project Manager
Direct Reports:	0
Level:	2B
Award:	
Classification:	N/A / N/A
Date:	May 2021

Overall Impact Statement

Our vision is to build the airline people love, and we'll do that by having happy people, happy customers, happy owners, by doing what matters, and by ensuring everyone is safe, always. We also believe that how you show up is as important as what you do.

The objective of the Change Manager role is to play a key role in ensuring the project and change initiatives meet objectives on time and on budget by increasing employee adoption and usage. Virgin Australia is currently undertaking an operationally critical Crew Management, Training and Qualifications system implementations program of work. This role will focus on the people side of

change, including influencing change to business processes, systems and technology, positions and potential organisation structures.

Organisational Context

Virgin Australia Group is a major Australian airline headquartered in Brisbane, Australia. The company operates scheduled domestic and short-haul international flights, charter and cargo services, and the award-winning loyalty program Velocity Frequent Flyer. The Group has been a competitor in the Australian aviation landscape for more than 20 years.

The company is now embarking on an exciting new chapter in the next stage of our journey. In September 2020, US private equity firm Bain Capital acquired Virgin Australia in a \$3.5 billion deal. The airline has now re-launched as a mid-market carrier with a renewed focus on small and medium sized businesses, price-sensitive corporates, premium leisure travellers and holiday makers.

Since November, Virgin Australia has been working on a plan to set itself up for future success. The Group has worked to ramp up flying, simplified its organisational structure, confirmed plans for 25 new 737 aircraft to renew and grow the fleet, and signalled deeper investment in technology and customer experience.

The Group recently appointed several new faces to its Executive Leadership Team, all with a proven track record and deep experience in aviation or consumer-focussed businesses.

Virgin Australia Group prides itself on recruiting the right people to meet the challenges ahead. No matter their role – our employees share an enormous amount of passion for our guests and ambition to be the most loved airline in Australia.

The Project Team you'll be working with is made up of approximately 26 team members from across the business. It includes IT experts who are specialists in their fields, Business Analysts and Subject Matter Experts from multiple operational areas.

The team each have specialists areas of focus, but collaboration between the team and engagement with stakeholders and other areas of the business will be key to our success. Together we have the opportunity to drive and influence required, positive change throughout the business, while delivery enhanced products that provide our end users the right tools to do their jobs.

Key Accountabilities

Accountability	Major Activities
Safety, Security & Business Resilience	<ul style="list-style-type: none"> - Ensure all team members complete mandatory training applicable to their roles (including Safety, Security, Resilience and, Health and Wellbeing) - Ensure adherence to Virgin Australia Risk Management Framework (RMF) and adopt a proactive approach to the timely identification of operational and corporate risk and work to mitigate, resolve and escalate as required - Actively participate in relevant forums to improve Safety, Security, Resilience and Health and Wellbeing throughout the Group - Lead and participate in Safety Shares in all meetings - Champion Better Me throughout the Group - Lead consultation of WHS matters as related to your working environment - Actively participate in the Group's Resilience Program – e.g. as part of the Department's 3 x 3 bench strength.
Change Strategies, Process and Planning	<ul style="list-style-type: none"> - Create a strategy to support adoption of the changes management techniques within the organisation. - Develop change management plans for the project and change initiative that acknowledges the different aspects of the change process – analysis, plan, implementation, communicate and other associated change considerations. - Develop change management processes and tools to support the integration and engagement with change management principles. - Work collaboratively with the Project Manager and Senior Business Managers to design, and assist with the implementation and monitoring of the organisation's Communication Strategy for change initiatives. - Support the design, development, delivery and management of communications relevant to change initiatives. - Prepare impact analyses and evaluation of the actual impact of changes, assess change readiness and identify key stakeholders. - Identify, analyse and prepare risk mitigation tactics, and identify and manage anticipated resistance to change. - Work collaboratively with all Project Team members and Business Stakeholders to integrate change management activities into project plans.
Reporting	<ul style="list-style-type: none"> - Create and manage the input, collation and output of the change management reports, including provide regular and ad hoc reports to satisfy the project and Executive requirements. - Capture data and define and measure success metrics, and report to the Project Manager and project stakeholders on monitoring change progress and reporting of issues or roadblocks.

Education and Support

- Support the design and delivery of end user training programs and applicable change management coverage required
- Consult and coach project teams on change management
- Identify opportunities and provide expertise to build resilience to change across the organisation.
- Consider and provide support to management to enact the business and culture change required as part of the change initiatives

Key Requirements

Requirement	Essential	Desirable
Education / Qualifications	<ul style="list-style-type: none"> - Change Management Certifications 	<ul style="list-style-type: none"> - Undergraduate qualifications in business or behavioural sciences
Experience	<ul style="list-style-type: none"> - Experience and knowledge of change management principles, methodologies and tools. - Experience with medium and largescale organisational change efforts. - Experience working with Union representatives to influence and communicate change 	<ul style="list-style-type: none"> - Experience in the Aviation Industry - Experience working directly with Transport Worker Union groups
Skills	<ul style="list-style-type: none"> - Exceptional communications skills, both written and verbal - Ability to clearly articulate messages to a variety of audiences - Ability to establish and maintain strong relationships - Ability to influence others and move toward a common vision or goal - Able to work effectively at all levels in an organisations - Acute business acumen and understanding of organisational issues and challenges 	<ul style="list-style-type: none"> - Problem solving and root cause identifications skills - Acute business acumen and understand of organisational issues and challenges directly relating to the aviation industry

Requirement	Essential	Desirable
Knowledge	<ul style="list-style-type: none"> - An in depth understand of how people go through a change and the change process - Familiarity with project management approaches, tools and phases of the project lifecycle 	<ul style="list-style-type: none"> - Change hurdles specifically related to the aviation industry

Virgin Australia Leadership Standards

Standard	Level 2 Behavioural Descriptors
Passionately VA	<ul style="list-style-type: none"> • Initiates customer centric solutions • Supports initiatives to improve policies, processes and customer interactions • Seeks and identifies opportunities to surprise and delight both internal and external customers • Recognises ideas of all stakeholders and encourages innovative approaches • Expresses own point of view and challenges basic assumptions • By example, sets the direction for team members regarding safety performance and following procedures
Desire to be Better	<ul style="list-style-type: none"> • Takes into consideration the impact to customer experience when making decisions • Applies learning from previous experiences to improve future approaches and solutions • Seeks and provides feedback and opportunities to learn, valuing contribution of self and others • Identifies issues in existing systems and processes that may not be obvious to others • Challenges the status quo and offers progressive ideas and solutions • Actively seeks out risks to safety and resolves as a priority
Collaborates	<ul style="list-style-type: none"> • Promotes understanding of VA's purpose and strategy and how the team's work contributes to its achievement • Actively seeks opportunities to partner with others to achieve extraordinary outcomes • Builds trusting, cooperative partnerships, supporting others in challenging situations • Builds rapport and proactively strengthens connections with others • Embraces collaboration by connecting with others across different functions within VA
Inspires Team	<ul style="list-style-type: none"> • Encourages others to bring whole self to work and contribute freely to achieving our vision • Builds empathy and understanding of different people, integrating diverse perspectives into approaches and outcomes • Facilitates interactive discussions, actively listening and reaching agreement through flexibility and compromise • Promotes and encourages excellence, growth and autonomy in self and others • Shows personal accountability for achievement of job-specific outcomes
Creates Future	<ul style="list-style-type: none"> • Embraces change, seeing it as an opportunity to drive business improvement • Acts as a change advocate, sharing information and promoting change to others • Demonstrates persistence and perseverance in the face of obstacles • Considers whether short term goals support long term objectives and consequences • Displays and drives resilience and flexibility, remaining focused on achieving outcomes whilst remaining safe
Drives Results	<ul style="list-style-type: none"> • Recognises the implication of organisational issues, identifying potential impact on achievement of own results • Identifies the processes, tasks and resources required to achieve an outcome and plans accordingly • Communicates key objectives within own area to deliver results aligned to business strategy • Tailors messages for maximum impact • Uses data to drive continuous improvement to processes, outcomes and safety.