Position Description

Title: Head of Organisational Change Management
HEW Level: SNR

Faculty/Office: Office of the COO & Chief Operating Officer

Department/Team: Strategy, Planning, Analytics & Rankings

Date: August 2017

Position Purpose: To enable the development and execution of the University’s Change Management strategies, model and methodologies in order to support the effective delivery of transformational projects aligned with the Framing of Futures strategy.

ORGANISATIONAL CONTEXT

The Office of Strategy, Planning, Analytics and Rankings (SPAR) enables the development of organisational strategies and their execution to deliver against the seven pillars of the Framing of Futures. Specifically, a new Enterprise Change Office is to be established within SPAR, encompassing project management, organisational change management and process ren-engineering capabilities. SPAR will support the management of organisational change programs and build capacity for change across the University.

SPAR provides:

- Robust and trusted business intelligence and insights to enable effective strategic management decisions;
- Scalable ‘thought partnering’ to University leaders to enable the development of innovative solutions to business problems;
- Trusted capability and capacity to successfully enable transformational change programs for the University;
- Trusted statistical reporting to enable strategic decision making and to meet external requirements, including University Rankings and government reporting.

ORGANISATION CHART

[Diagram showing the organisational structure with key roles and responsibilities highlighted]
### KEY ACCOUNTABILITIES

- In collaboration with the Director of SPAR and the Head of PMO, develop and execute change strategies that support the effective implementation of organisation wide transformation, specifically those that:
  - have cross functional impacts and/or
  - carry significant risk for the University and/or
  - require intensive process or data analysis and/or
  - mergers, acquisitions or partnerships with external organisations
- Work in close collaboration with Director of HR and HR team.
- Oversee the leadership and implementation of the people and communication strategies to optimise the adoption of organisational change, including those relating to people, systems and processes aligned to program and project objectives and timeframes.
- Oversee the evaluation of the size of transformation and its impacts in order to develop customised and scalable strategies for managing the people side of transformation.
- Ensure project teams develop people transformation plans including communications, coaching, training, resistance management plans and sponsor roadmaps.
- Support leaders of transformation across the University to fulfil their role as sponsors of change and provide support and coaching to all levels of management as they lead their teams to implement and adopt new systems, roles and ways of working.
- Oversee and contribute to the development of change and transformation capabilities across the University to improve the University’s proficiency in managing complex organisation-wide change.
- Foster collaborative and mutually support relationships with project leaders and senior stakeholders, assess cross functional project team capability, provide coaching, training and support to enhance the University’s project/program capability, improve collaborative development and project results.
- Work with senior leaders and key stakeholders to identify people risks associated with transformational change and contribute to the development of contingencies and/or mitigations relating to these risks.
- Manage interdependencies and coordination across multiple transformation people plans to ensure information relating to project deliverables, risks and issues are effectively communicated between stakeholders.
- Manage resources to execute the University’s change strategies.
- Comply with relevant EEO and WHS regulations

### POSITION CONTEXT

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<tr>
<th><strong>Reports to:</strong></th>
<th>Director, SPAR</th>
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<tbody>
<tr>
<td><strong>Positions Reporting to:</strong></td>
<td>2</td>
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</table>
| **Key Direct Clients:** | University Executive  
  Director of HR  
  Executive Managers  
  CIO  
  CFO  
  Director – Property Services  
  Faculty General Managers  
  Heads of Offices |
| **Other Key Relationships:** | Director – Risk and Compliance  
  Head of PMO  
  Director, IT PMO  
  Associate Director, IT Project Management Office  
  Head of Project Management, Property Services |
| **Budget Accountability:** | TBD |
| **Scope and autonomy:** | Identifies University wide current and emerging issues and develops appropriate policies, strategies and/or programs. |
| **Problem solving:** | Manages significant organisational problems and/or issues and undertakes complex strategic planning and decision making. |
## CAPABILITY FRAMEWORK

Capability Frameworks describe the behaviours, skills, attributes and experience required to successfully perform a position or group of similar positions.

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<tr>
<th>COMPETENCIES</th>
<th>ATTRIBUTES</th>
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### Developing Strategy:
Taking a long-range, broad approach to problem solving and decision making through objective analysis, thinking ahead and planning.

### Influencing and Persuading:
Building commitment by convincing others and winning them over to a particular point of view.

### Implementing Systems:
Adopting a systematic and organised approach, and developing and utilising guidelines and procedures.

### Setting Expectations:
Stating clearly what is expected from others, clearly expressing ideas, and maintaining a precise and constant flow of information.

### Delegating:
Enlisting the talents of others to help meet objectives by giving them important activities and sufficient autonomy to exercise their own judgement.

### Tracking Performance:
Taking nothing for granted and persistently monitoring the progress of activities to ensure they are completed on time.

### Giving Feedback:
Letting others know in a straightforward manner what is expected of them, how they have performed and if they have met needs and expectations.

### Leading and Directing:
Exerting influence in positions of authority, taking charge and directing the efforts of others.

### Delivering Outcomes:
Holding high expectations for and pushing self and others to achieve at high levels.

### Developing Capability:
Coaching, mentoring and supporting others to develop their competence and confidence for performance and growth.

### Perseverance:
Persevering despite obstacles to ensure tasks are completed.

### Flexibility:
Responding effectively to unexpected or changing circumstances.

### Reliability:
Meeting commitments and responsibilities.

### Interpersonal Impact:
Making a positive impression on others in a range of interpersonal contexts.

### Resilience:
Dealing effectively with and recovering quickly from setbacks or pressure.

### Accountability:
Assuming responsibility for making decisions and delivering agreed outcomes.

### Integrity:
Maintaining confidentiality, discretion and professionalism.
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<tr>
<th>REQUIRED KNOWLEDGE</th>
<th>KEY EXPERIENCES</th>
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<tbody>
<tr>
<td>Qualifications, technical and/or professional skills and information needed from day one for successful performance.</td>
<td>Practical experiences and exposure to specific environment or activities related to successful performance.</td>
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<tr>
<td>Post graduate qualifications and/or relevant experience in business, management or related discipline</td>
<td>Extensive experience in the following:</td>
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<tr>
<td>Extensive knowledge of the Higher Education sector</td>
<td>• leading change management projects</td>
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<td>Knowledge of project management methodologies and practices</td>
<td>• development and execution of organisational change strategy</td>
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<tr>
<td>Knowledge of change management methodologies and practices</td>
<td>• complex change management such as major systems implementation, process reengineering and/or mergers and acquisitions</td>
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<tr>
<th>ACQUIRED KNOWLEDGE</th>
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<td>Organisational and/or professional skills and information to be developed within the first 3 to 6 months for successful performance.</td>
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<tr>
<td>• Knowledge of the University’s faculty and office functions and structure.</td>
<td>• working with senior organisational stakeholders</td>
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<td>• Knowledge of how the University works and how relevant functions across the University interrelate.</td>
<td>• working in commercial environments</td>
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<td>• working in multi-faceted, complex organisations</td>
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<td>• communicating complex information to a range of audiences</td>
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<td>• coordinating/managing and tracking multiple projects simultaneously</td>
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<td>• Internal and external relationship management at a range of levels</td>
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