Position Description

Title: Change Manager - Program Beacon

Faculty/Office: Executive Director Student Engagement and Registrar

Department/Team: Program Beacon

HEW Level: 9

Position Purpose: To develop, implement and support the large scale organisational change activities resulting from the five projects associated with the MQ curriculum transformation in 2020.

ORGANISATIONAL CONTEXT
The Deputy Vice Chancellor Academic oversees the planning, quality and delivery of the Education experience provided to Macquarie University’s students. The Office of the Executive Director, Student Engagement and Registrar within the DVC A portfolio has carriage of the MQ Student Success Strategic Framework, proactively supporting the academic, personal, social and professional success of students from admission to graduation. The functional areas are:

- **Student Administration** – maintaining an integrated service delivery model that supports comprehensive, connected services, and information for students throughout their life cycle, including knowledge management, frontline services, and communication.
- **Student and Academic Business Transformation** - deliver major organisational change to support student success and academic administration through the provision of strategic business advice, staff leadership, process reengineering and systems implementation projects.
- **Governance Services** - supporting Academic governance, compliance and effective and accessible student policies and procedures
- **Student Life** – maintaining an engaging student experience and services that promote a sense of belonging, wellbeing, accessibility, retention and success.

**Student Systems Transformation** – maintain, upgrade and integrate systems supporting student success, experience, administration and service

ORGANISATION CHART

Executive Director, Student Engagement & Registrar

Director, Student & Academic Business Transformation

Director, Student Systems Transformation

Director, Student Administration

Director, Governance Services

Director, Student Life

Program Manager Organisational Readiness

Project Manager(s)

Change Manager

3 x Casual Change Analysts
### KEY ACCOUNTABILITIES

- Manage the development and implementation of organisational readiness initiatives, identify human, financial, reputational and other risks, and implement mitigation strategies within the assigned organisational transformation projects.
- Identifies and manages significant organisational problems and/or issues and supports strategic change management planning.
- In collaboration with Program Manager Organisational Readiness, diagnose change requirements and employees’ readiness for the change, including stakeholders engagement, impact and readiness assessments and other change management deliverables. (sponsor roadmap, communication plan, coaching plan, training plan, and resistance and management plan).
- Prepare change papers, and consult with all stakeholders on the proposed changes, consultation and implementation plans and associated activities.
- Support the Program Manager to integrate change management activities into the Program plan and ensure alignment with enterprise strategies and relevant frameworks.
- Coach and support stakeholder relationships across the organisation, within the context of the approved plan, to facilitate the smooth transition and adoption of change.
- Manage the implementation of the Strategic Communications Plan working collaboratively with corporate communications and marketing teams.
- Manage the Training Needs Analysis, design and delivery of training programs for both internal and external stakeholders.
- Support the Program Manager in the change management data collection and the development of reports for Program Governance teams and stakeholders.
- Support the Program Manager in the post implementation review, including lessons learnt and recommendations.
- Comply with relevant EEO and WHS regulations
- Perform any other duties as required and appropriate for this classification.

### POSITION CONTEXT

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<tr>
<th>Reports to:</th>
<th>Program Manager Organisational Readiness</th>
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| Positions Reporting to: | Direct: nil  
Indirect: 3 Change Analysts |
| Key Direct Clients: | Heads of Office, Heads of Dept, Senior Managers  
Particular staff members in other offices or departments  
Project Managers  
Other staff members in own office or department  
Immediate team members |
| Other Key Relationships: | Project Teams  
Other staff members in own office or department  
MQ staff in general  
Other external contacts |
| Budget Accountability: | Nil |
| Role-specific Conditions: | Scope and autonomy  
Develops and/or modifies organisation wide policies or manages specialised projects which require a high level of interpretation and subject matter expertise. |
<p>| Problem solving | Regularly develops and/or modifies organisation wide policies to identify, develop and implement initiatives, processes and programs which impact at a University wide level or within an area of specialisation. |</p>
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<tr>
<th><strong>COMPETENCIES</strong></th>
<th><strong>ATTRIBUTES</strong></th>
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<tr>
<td><strong>Influencing and Persuading:</strong> Building commitment by convincing others and winning them over to a particular point of view.</td>
<td><strong>Perseverance:</strong> Persevering despite obstacles to ensure tasks are completed.</td>
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<td><strong>Implementing Systems:</strong> Adopting a systematic and organised approach, and developing and utilising guidelines and procedures.</td>
<td><strong>Flexibility:</strong> Responding effectively to unexpected or changing circumstances.</td>
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<td><strong>Setting Expectations:</strong> Stating clearly what is expected from others, clearly expressing ideas, and maintaining a precise and constant flow of information.</td>
<td><strong>Reliability:</strong> Meeting commitments and responsibilities.</td>
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<td><strong>Delegating:</strong> Enlisting the talents of others to help meet objectives by giving them important activities and sufficient autonomy to exercise their own judgement.</td>
<td><strong>Interpersonal Impact:</strong> Making a positive impression on others in a range of interpersonal contexts.</td>
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<td><strong>Tracking Performance:</strong> Taking nothing for granted and persistently monitoring the progress of activities to ensure they are completed on time.</td>
<td><strong>Resilience:</strong> Dealing effectively with and recovering quickly from setbacks or pressure.</td>
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<td><strong>Leading and Directing:</strong> Taking the lead and exercising influence when managing complex situations and/or making critical business decisions.</td>
<td><strong>Accountability:</strong> Assuming responsibility for making decisions and delivering agreed outcomes.</td>
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<td>** Delivering Outcomes:** Holding self and others accountable for achieving high quality and solution focused outcomes.</td>
<td><strong>Integrity:</strong> Maintaining confidentiality, discretion and professionalism.</td>
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<td><strong>Developing Capability:</strong> Coaching, mentoring and supporting others to develop their competence and confidence for performance and growth.</td>
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### REQUIRED KNOWLEDGE
Qualifications, technical and/or professional skills and information needed from day one for successful performance.

- Degree in IT, HR or other relevant discipline and/or extensive experience in change management.
- Prosci/Project management
- Lean Six Sigma or similar accreditation.
- Expert knowledge of change management principles.

### ACQUIRED KNOWLEDGE
Organisational and/or professional skills and information to be developed within the first 3 to 6 months in the role for successful performance.

- Knowledge of Macquarie University’s functions and structure.
- Knowledge of Macquarie University’s policies, systems, processes and procedures.
- Knowledge of University policies, systems, processes and procedures and how to adapt these at the faculty/office level.
- Knowledge of what other areas of the University do and how they interact with the faculty/office.

### KEY EXPERIENCES
Practical experiences and exposure to specific environments or activities related to successful performance.

- Experience in managing Higher Education change programs or similar.
- Ability to support organisation wide strategic change management activities.
- Experience in engaging at the executive and senior management levels.
- Ability to communicate at all levels, including conflict resolution.
- Experience in developing and facilitating change related training and workshops.
- Experience in business analysis, process mapping and reporting.
- Ability to support people through change.
- Ability to coach people through the stages of change.
- Understanding of change management practices and frameworks.