Position Description

Title: Change Manager  
HEW Level: HEW 9

Faculty/Office: Information Technology  
Position Number:

Department/Team: Program Management Office  
Date: January 2020

Position Purpose: To develop, implement and support organisational change activities resulting from transformation projects by delivering change impact, readiness assessments and training.

ORGANISATIONAL CONTEXT

Macquarie University Information Technology embraces the university mission to be bold, distinctive, progressive and transformational.

Information Technology is a trusted business partner with an ethos of service but not subservience, and we pride ourselves in the application of a strong collaborative partnership approach to transformation across the University. We strive for the efficient provision of commoditised services in order to better support the areas where we should be unique across the education, research and health portfolios within the University.

The Information Technology Program Management Office provides senior level project governance capacity and capability to ensure successful project delivery and benefits realisation.

ORGANISATION CHART

VP, People & Services

Chief Information Officer

Executive Assistant

Director, IT Architecture Services

Director, IT Operations Services

Director IT Applications Services

Director, IT Business Services

Director, Project Mgt Office

Assoc Director, MQ Health IT

Chief Information Security Officer

Business Intelligence & Reporting

Team X2 Capital Funded resources

Team X6 Capital Funded resources

Team X38 Capital Funded resources

Team X37 Capital Funded resources

Team X3 Capital Funded resources

Team X6

Team X14
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<tr>
<th>KEY ACCOUNTABILITIES</th>
<th>POSITION CONTEXT</th>
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| • Lead all change management activities, including communications and stakeholder engagement, for projects/program of work. This will include but not limited to:  
  o Design of the communication and stakeholder engagement strategy in consultation with key stakeholders, program team and implantation partner teams  
  o Drive improvements on the strategy based on best practice, feedback and analyses obtained from change impact assessments and other analytics  
  o Use Prosci’s ADKAR methodology focusing on Awareness, Desire, Knowledge and Reinforcement in the approach  
  o Implement the strategy by writing key communication messages, facilitating key engagement sessions (such as facilitation of workshops of 100+ staff)  
  • Coach the Change Analyst who will be supporting change impact analysis, readiness and training streams.  
  • Identify and manage significant organisational problems and/or issues and support strategic change management planning.  
  • Diagnose change requirements and employees’ readiness for the change, including stakeholder’s engagement, impact and readiness assessments, analysis of risks and mitigation plans, and other change management deliverables (sponsor roadmap, communication plan, coaching plan, training plan, and resistance and management plan).  
  • Support the Program Manager to integrate change management activities into the Program plan and ensure alignment with enterprise strategies and relevant frameworks, as well as in the post implementation review including lessons learns and recommendations.  
  • Coach and support stakeholders across the organisation, within the context of the approved plan, to facilitate the smooth transition and adoption of change.  
  • Manage the Training Needs Analysis, and design and delivery of training programs for both internal and external stakeholders.  
  • Comply with relevant EEO and WHS regulations  
  • Perform any other duties as required and appropriate for this classification. | Reports to: Associate Director, PMO  

| Position Reporting to: | Direct: nil  
Indirect: nil  

| Key Direct Clients: | • Executive  
• Heads of Office, Heads of Department, 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: | Role-specific Conditions:  
• Criminal History Check  

| 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.  

| 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.  

## 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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<tbody>
<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>Leading and Directing:</strong> Taking the lead and exercising influence when managing complex situations and/or making critical business decisions.</td>
<td><strong>Resilience:</strong> Dealing effectively with and recovering quickly from setbacks or pressure.</td>
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<td><strong>Delivering Outcomes:</strong> Holding self and others accountable for achieving high quality and solution focused outcomes.</td>
<td><strong>Accountability:</strong> Assuming responsibility for making decisions and delivering agreed outcomes.</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>
<td><strong>Integrity:</strong> Maintaining confidentiality, discretion and professionalism.</td>
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### REQUIRED KNOWLEDGE

**Qualifications, technical and/or professional skills and information needed from day one for successful performance.**

- Tertiary qualification in a relevant discipline and/or extensive experience in change management.
- Prosci (or similar) accreditation.
- Expert knowledge of change management principles.
- Understanding of change management practices and frameworks.
- Intermediate to advanced PowerPoint skills.

### 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 the Information Technology functions and structure.
- Knowledge of the Information Technology 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 how the University works and how relevant functions across the University interrelate.

### KEY EXPERIENCES

**Practical experiences and exposure to specific environments or activities related to successful performance.**

- Demonstrated experience in supporting organisation wide strategic change management activities, as well as designing and implementing change management processes in complex organisational change projects.
- Experience with managing change analyses, Change Impact assessments, identifying organisational readiness and risks to support the implementation of change activities.
- Exceptional interpersonal and communication (written and verbal) skills to engage with clients, stakeholders, including at the executive and senior management levels.
- Experience in developing and facilitating change related training and workshops.
- Proven ability to support and coach people through stages of change.
- Designing of high-quality PowerPoint presentations (and other visual collateral)
- Ability to plan to achieve priority outcomes and respond effectively to changing circumstances.
- Ability to work in a fast-paced environment, manage multiple priorities and deliver to tight deadlines.
- Working autonomously and coaching other members of the change team.