Position Description

<table>
<thead>
<tr>
<th>Title:</th>
<th>Senior Change Manager (PST)</th>
<th>HEW Level:</th>
<th>Level 10, Band 1</th>
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<tbody>
<tr>
<td>Faculty/Office:</td>
<td>Vice-President, People and Services</td>
<td>Position Number:</td>
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<td>Department/Team:</td>
<td>Professional Services Transformation</td>
<td>Date:</td>
<td>July 2020</td>
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**Position Purpose:** To lead change management work, including Communications and Stakeholder Engagement on the Professional Service Transformation Program (PST) and deliver change plan(s), organisational impact/readiness assessments and training.

**ORGANISATIONAL CONTEXT**

The Professional Services Transformation (PST) program is an initiative under the University 2020-2024 Operating Plan (Ways of Working) and is overseen by the University’s Executive Group.

The program is aimed at transforming the delivery of professional support services to create more consistent and standard processes across key professional services and a more efficient professional staff support structure, allowing a better staff and student experience and reinvestment in the academic mission of the University.

Given the program has significant change impact and high cost for the University, change management capability is essential. This position reports into the Director PST and will support shape the change strategies and approaches within the PST program.

From the governance perspective, the PST team reports into the Ways of Working Governance Board. Operationally, the team sits within the VP, People and Services Portfolio.
## KEY ACCOUNTABILITIES

- Lead change management work, including Communications and Stakeholder Engagement for the PST program. This will include but not limited to:
  - Design of the communication and stakeholder engagement strategy in consultation with key stakeholders and PST program team
  - Development of change management plans
  - Driving improvements on the strategy based on best practice, feedback and analyses obtained from change impact assessments and other analytics
  - Using PROSCI’s ADKAR methodology focusing on Awareness, Desire, Knowledge and Reinforcement in the approach
  - Implementation of the strategy, including writing key communication messages and facilitating key engagement sessions
- Coach other members within the project team on change.
- Identify and manage significant organisational problems and/or issues and support strategic change management planning.
- In collaboration with the Director PST and Program Managers, diagnose change requirements and employees’ readiness for the change, including stakeholders engagement, impact and readiness assessments, analysis of risks and mitigation plans, and other change management deliverables (e.g. sponsor roadmap, communication plan, coaching plan, training plan, and resistance and management plan).
- Support the PST Program Managers to integrate change management activities into their workstream Program plans and ensure alignment with enterprise strategies (including the Operating Plan) and relevant frameworks, and in the post implementation review, including lessons learnt 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.

## POSITION CONTEXT

### Reports to:
Director, Professional Services Transformation

### Positions Reporting to:
Direct: TBC
Indirect: TBC

### Key Direct Clients:
- VP, People and Services
- VP, Strategy, Planning and Performance
- Other members of the Executive Group
- Heads of Office, Heads of Dept, Senior Managers
- Faculty General Managers
- Program/project managers

### Other Key Relationships:
- Impacted staff
- NTEU (indirectly through HR)
- Other members of the University community as applicable (including student advisory groups)
- Academic leaders

### Budget Accountability:
TBC

### 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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<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><strong>Delivering Outcomes:</strong> 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 HR or other relevant discipline and/or extensive experience in change management.
- Prosci or similar accreditation (preferred).
- 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 university wide functions and structure.
- Knowledge of the university wide policies, systems, processes and procedures and how to adapt these to the new service delivery models.
- Understanding the external market/context relevant to change management.
- Understanding the local and global market/context within which the University operates.
- 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 and leading organisation wide strategic change management activities in complex organisational change projects ideally in transformations relating to the development and implementation of new service delivery models, with high-level understanding of overall university operational processes.
- 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 engaging with clients and stakeholders, including at the executive and senior management levels.
- Exceptional influencing and stakeholder management skills.
- Preparation of high-quality PowerPoint presentations (and other visual collateral).
- Experience in developing and facilitating change related training and workshops.
- Ability to work in a fast-paced environment, manage multiple priorities and deliver to tight deadlines.
- Proven ability to support and coach people through stages of change.