

**Virgin Australia**

**Position Description**

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| **Position Snapshot** |
| **Position Title:** Business Change Manager |
| **Business / Division / Department:** VAA – Network Operations |
| **Location:** Brisbane |
| **Reports to:** General Manager, Network Operations |
| **Direct Reports:** 7 (inc. High Altitude graduate) |
| **Classification:** Level 3 Manager |
| **Employment:** Full Time |
| **Date:** June 2019 |

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| Overall Impact Statement |
| Leading a specialised team of change, communications, business improvement and strategy professionals, the Business Change Manager is accountable for establishing an organisational change and improvement capability that supports the delivery of strategic programs, projects and significant business as usual changes for Network Operations. The Business Change Manager is a trusted advisor to the Network Operations Leadership Team and other key business stakeholders, offering support and advice to internal customers as requested by business leaders.The Business Change Manager is responsible for the delivery of various improvement related portfolios including employee engagement/enablement and wellbeing, On Time Performance (OTP) Improvement, customer experience improvement and disruption management improvement. Within these portfolios, the Business Change & Improvement team will also provide organisational change management and communications services to business leaders, project managers and business stakeholders. This is a hands-on role; the Business Change Manager is responsible for both the design and delivery of engagement and communications strategies and implementation plans within Network Operations and beyond, as requested. |

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| **Organisation Context** |
| Virgin Australia Group is a major Australian airline group which includes Tigerair and operates domestic and international regular passenger services, charter and cargo services and the loyalty program Velocity Frequent Flyer. It is proud of its reputation for exceptional customer service.The Group employs around 10,000 team members in Australia, New Zealand and the United States. We pride ourselves on recruiting the right people into the right roles and we’re always looking for team members in all specialties to join our award winning team.Virgin Australia Group team members are passionate believers in better. When we live our shared values, we can do things that most people would think impossible.As a result, every person that we come into contact with; our guests, our customers, our colleagues and the community will feel and experience better outcomes, based on the interactions we have with them. |

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| **Key Accountabilities** |
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| **Accountability** | **Major Activities** | **Key Metrics** |
| **Fly Safe** |
| Safety | * Adhere to safety standards, operating procedures, policies and regulations and promote a “Safety First”. approach to assessing the impacts of proposed business change initiatives.
 | * All company standards are adhered to as per company policy.
* Compliance with mandatory VLearn course material and business requirements.
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| **Fly On Time** |
| On Time Performance | * Drive OTP Improvement across the business.
* Manage Precision Timing Schedule implementation and governance on behalf of Network Operations as PTS Custodian.
* Ensure effective chairmanship and facilitation of OTP and PTS Improvement working groups.
* Ensure OTP Steering Committee delivers improvement outcomes for the business.
 | * Continuous OTP Improvement and adherence to PTS across operational teams.
* VA OTP is best in market for the financial year.
* Relevant stakeholders are highly engaged, and all forums used for improvement are effective.
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| Disruption Management | * Oversee the delivery of initiatives as part of the Disrupt Management Improvement Program (DMIP).
* Identify improvement opportunities through stakeholder engagement and the use of operational & customer data.
* Support improved communications between the OCC, frontline team members and our guests.
* Partner with internal and external agencies for the delivery of DMIP projects.
* Oversee the development and delivery of a Utopia state for disrupt management.
* Bring stakeholders from across the business together to deliver a unified approach to disrupt management.
* Where necessary, assist with the identification, analysis and delivery of DMIP initiatives.
 | * Satisfaction with disruption handling score
* Program management of disrupt related projects and improvement across VA
* Successful implementation of disrupt improvement initiatives
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| Continuous Improvement | * Identify cost saving opportunities.
* Ensure project resources, both people and financial, are effectively managed.
* Monitor and report on business improvement opportunities and initiatives.
 | * Efficiencies generated in BAU
* Cost savings quantified
* Employee enablement scores
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| **Fly Happy** |
| Our People | * Involvement in Network Operations strategy development, establishment of KPIs and required behavioural drivers.
* Define approaches to gather employee feedback, create two-way engagement and solve problems.
* Own the Network Operations People Plan targeted at employee engagement and enablement.
* Own the Network Operations wellbeing strategy and deliver wellbeing initiatives.
* Own and drive effective internal communications for Network Operations using a digital approach.
* Assist in development of communications plan and messages in collaboration with the Network Operations leadership team for sensitive/ high impact issues.
 | * High-quality internal communications, including up-to-date and readily accessible project and Business as Usual (BAU) information via MS Teams, newsletters, Yammer bulletins, VScreens, adhoc communications, intranet and SharePoint sites.
* Alignment of cross-divisional communication and messaging.
* Check-in survey scores (employee engagement & enablement).
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| Customer Experience | * Partner with operational teams to define and deliver strategies to improve customer experiences end to end.
* Support operational areas to deliver initiatives that ensure customer experience is continually improving.
* Drive the review of customer experience related policies to ensure VA is operating in a way that is “right by our customers”.
* Support GM Network Operations as chair of the Customer Experience Working Group.
 | * Likelihood to recommend score.
* Review and secure endorsement for changes to customer experience related policies.
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| Change Management | * Provide guidance to project managers, the Network Operations Leadership Team and other key stakeholders on effective change leadership.
* Employ benefits realisation tools to ensure that change programs succeed in improving engagement, efficiency, productivity.
* Ensure the provision of change management practices for all initiatives which either impact or are sponsored by Network Operations.
 | * Delivery of a scalable Change Management approach that builds change management capability within the business
* High-quality tools and templates accessible for change leaders
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| Leadership | * Provide a safe, productive and enjoyable working environment for team members.
* Inspire and role model customer focused behaviours for other leaders and for the team.
* Develop team members in their day to day roles and career paths.
* Ensure adherence to annual leave policy.
 | * GM and team member assessment of leadership capability and demonstration of leadership standards.
* Feedback received from team member stakeholders for their contributions to the business.
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| **Key Requirements** |
| **Essential****Knowledge/Qualification** | **Desirable****Knowledge/Qualification** |
| * Degree in Business Management, Organisational Change Management or similar
* Knowledge of - and commitment to – Customer Service Excellence
* Knowledge of change management principles, methodologies and tools
* Well-developed business acumen and understanding of the organisational landscape, issues and challenges

**Skills*** Expertise in driving change in complex and dynamic environments
* Excellent communicator, ability to craft engaging, high-impact messages and strong workshop facilitation
* Ability to engage, advise and communicate within a diverse organisation
* Very strong stakeholder engagement and facilitation of problem solving at senior levels
* Collaborative mindset and ability to take ownership of solutions
* Team leadership, coaching and mentoring skills

**Experience*** Experience leading transformational change programs at an enterprise level
* Experience designing and establishing change management frameworks and building change leadership capability
* Change Management experience in IT/Systems Change, Organisational Change, Culture, Change, Process Change and Employee Engagement
 | * Operational airline knowledge including an understanding of customer experience impacts and disrupt management processes
* Continuous improvement frameworks and best practice methodology for practical application

**Skills*** Business process improvement
* Project management
* Training delivery

**Experience*** Experience using engagement survey data in developing actions plans to improve employee engagement
* Experience using behavioural profiling/ psychometric tools for the purpose of recruitment and development, including facilitation of team building exercises using this data
* Airline industry experience
* HR and organisational development experience
* Frontline customer experience outcomes experience
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| **Virgin Australia Leadership Standards** |
| Standard | Level 3 Behavioural Descriptors |
| Passionately VA | * Identifies and addresses the underlying needs of internal and external customers
* Identifies service trends and contributes to providing creative solutions
* Looks for ways to leverage digital transformation initiatives to improve ways of working and customer experience
* Taps into individual differences and working styles to improve business processes and outcomes
* Simplifies complex concepts and arguments
* Instils confidence in self and others to embrace challenges and opportunities
* Recognises and celebrates success and achievement
* Uses data to measure and monitor safety performance and ensures team members are accountable for their individual contribution to safety outcomes
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| Desire to be Better | * Uses digital platforms to generate insights on business performance, customer experience and risks
* Monitors trends and ideas, sharing insights to add value and address emerging risks
* Seeks ways to continuously improve and empowers others to challenge the status quo
* Explores and leverages new ways to communicate for maximum impact
* Pushes barriers and displays persistence, even in the face of failure
* Role models and coaches safety behaviours to support compliance and safety outcomes
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| Collaborates | * Understands the VA Group’s objectives and the links between teams, functions, businesses and sector
* Identifies and facilitates connections that add value
* Communicates convincingly, anticipating varied audience needs and adapting style
* Empowers others to build trusting and cooperative partnerships and facilitates relationships across the business and with external partners
* Enables connections, identifying and removing obstacles
* Shares learnings and drives collaboration and joint problem solving
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| Inspires Team | * Assembles high performing teams through complimentary skill sets and ways of working
* Coaches and mentors others, facilitating their development and encouraging initiative and action
* Sets goals for self and others that contribute to the achievement of VA’s strategy
* Proactively seeks and reflects on feedback to identify development opportunities
* Empowers others to take action without direct control
* Leads by example through influencing others with own actions
* Actively monitors teams for adherence to standard operating procedures and drive a ‘safety first’ culture
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| Creates Future | * Adopts an open-minded approach, anticipating the immediate impacts of change and enabling an agile response
* Engages with others and demonstrates empathy and caring in the face of change
* Prepares for change, seeking opportunities to contribute to change initiatives
* Demonstrates hunger for innovation, is comfortable with being uncomfortable when it comes to change
* Evaluates progress and re-prioritises work regularly based on changing needs and risk considerations
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| Drives Results | * Adopts an open-minded approach, anticipating the immediate impacts of change and enabling an agile response
* Engages with others and demonstrates empathy and caring in the face of change
* Prepares for change, seeking opportunities to contribute to change initiatives
* Demonstrates hunger for innovation, is comfortable with being uncomfortable when it comes to change
* Evaluates progress and re-prioritises work regularly based on changing needs and risk considerations
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