

JOB DESCRIPTION

Change Manager

ROLE TITLE	Change Manager
SECTION/DIVISION:	Change Management, Human Resources Division
REPORTS TO:	Head of Change Management and Organisational Design
DIRECT REPORTS (FTE):	Nil
INDIRECT REPORTS (FTE):	Nil
PRIMARY PURPOSE OF THE ROLE:	<p>Manage specialist change management activities that focus on the people side of change and are instrumental to the success of University projects. Create, develop and implement change management strategies and plans that support and guide stakeholders, and ensure change initiatives and projects meet objectives on time, on budget and realise benefits.</p> <p>This role will partner with Project Managers with a focus on stakeholders and impacted groups to support project success and develop and communicate tailored change management plans for senior stakeholder groups. A strong people-centric focus is critical to the success in this role.</p>
ACCOUNTABILITIES:	<p>Identify and apply structured methodologies to deliver and monitor appropriately scaled and effective change management strategies and plans. Lead change management activities to support the transition to new business processes, priorities or models, and the adoption of changes required by a project or initiative.</p> <p>Define, integrate and sequence change management activities into change initiatives, project plans and programmes.</p> <p>Identify, proactively partner and collaborate with key stakeholders and project leads to define scope and objectives of change initiatives.</p> <p>Conduct thorough change impact assessments on individuals, processes and systems; and analyse the University's readiness for change. Assess the organisation's readiness for change by conducting surveys, interviews and gathering feedback. Allow for timely improvements to change management plans and approaches that support project success; and conduct feedback sessions.</p> <p>Provide guidance and make recommendations to support change sponsors (frequently members of the University's Senior Leadership Team). This includes providing coaching to leaders in their role as project sponsors and presenting feedback.</p> <p>Identify, analyse and prepare recommendations and risk mitigation strategies including risks associated with proposed changes to minimise impact on other business as usual (BAU) activities. Review risks and assumptions. Advise on activities and engagement to embed the change.</p> <p>Develop and create actionable deliverables such as sponsor roadmaps, comprehensive plans for tailored communications, coaching, training and resistance management and reinforcement of change. Develop programmes to promote, increase and maintain employee adoption of the change.</p> <p>Design and deploy stakeholder engagement activities and plans, collaborating with the Communications team where required. Develop tailored communication</p>

strategies and plans to address unique needs; produce relevant communication materials; and communicate and engage with stakeholders to build engagement.

Identify and manage potential barriers and points of resistance to change, develop proactive strategies to address them and advise leaders on appropriate responses to ongoing resistance.

Deliver, review and monitor end-to-end change deliverables that ensure business readiness for change, ensure stakeholders are ready, willing and able to receive and embed the change. Maximise staff change adoption and continued usage and support change leads.

Work closely with the Organisational Development team to develop training needs analysis. Provide input, document requirements and support the design and delivery of change interventions and training programmes. Deliver regular presentations and conduct training sessions to ensure understanding and buy-in.

Work closely with project teams to execute the change plan, monitor progress and address issues as they arise. Provide guidance on change-related tasks, such as workflow redesign, process documentation and system configuration.

Monitor and evaluate organisational progress in transitioning to new business processes, priorities or models. Define, measure and report on success metrics and milestones. Develop and maintain regular status reporting, including tracking and reporting issues associated with the change, resolving or escalating where appropriate.

Deliver post change management support when projects transition to 'business as usual'.

Identify and develop resources, methodologies and frameworks for managers leading change activity.

Continually build professional and contemporary knowledge of change management practice methodologies, frameworks and processes. Maintain a strong understanding of University strategy ("Pae Tata": the University's Strategic Plan to 2030), goals and key challenges.

Proactively build and maintain strong collegial and collaborative relationships with internal customers, Enterprise Project Management Office (EPMO), project units, project leads and leaders of change to deliver an integrated and consistent level of service. Identify new opportunities for enhancing the Change Management Unit activity, leverage collective knowledge and enable communities of practice within the function.

Understand and comply with privacy requirements and legislative obligations ensuring confidentiality, privacy and integrity of information and data.

Develop, analyse and review a variety of documents, reports, proposals and discussion papers ensuring comprehensiveness, accuracy and timeliness.

In consultation with key client stakeholders, anticipate priorities and contribute to Change Management team strategic and business planning processes.

Perform Divisional Health & Safety Officer (DHSO), first aid and/or fire warden duties (if required); and ensure reasonably practicable steps are taken to create a safe and healthy work environment.

KEY RELATIONSHIPS:Internal

Senior Leadership Team
Senior leaders and managers
Project sponsors
Enterprise Project Management Office
Project delivery units
Project/Programmes Steering Committees
Communications team
HR Division colleagues
All University staff

External

Industry and tertiary sector peers and leaders
Service providers, consultants

QUALIFICATIONS AND EXPERIENCE:Essential

Tertiary qualification or equivalent body of knowledge appropriate to the role.
Considerable broad experience in human resource management, project management, change management or relevant discipline.
Proven executive stakeholder relationship management experience and a consultative, advisory and/or partnering approach with stakeholders.
Experience leading or managing change management initiatives.
Strong communication and interpersonal skills, including the ability to influence and build relationships at all organisational levels.

Preferred

Tertiary level qualification
Change management certification e.g. Prosci
Experience managing large-scale or complex organisational change efforts, projects or initiatives.
Experience developing, planning and monitoring change strategies.
Familiarity with technology adoption and digital transformation

TECHNICAL SKILLS AND KNOWLEDGE:Essential

Proficient in the Microsoft Office suite of programmes. High degree of computer literacy and numerical data analysis skills.
Excellent problem-solving and critical-thinking abilities.
Relationship-building skills, including gaining the confidence and co-operation of a diverse range of people.
Ability to exercise tact and discretion.

Preferred

Demonstrated knowledge of change management principles, methodologies, disciplines and tools.
Project management skills and the ability to manage multiple initiatives simultaneously.

SPECIAL REQUIREMENTS:

Contribute as part of a network of Human Resources Division staff, to provide suitable coverage during periods of leave and peak period activities.
Some travel may be required to attend other University sites.
After hours or on-call work may be required on occasion.

DIRECT BUDGET ACCOUNTABILITY:

Nil

MĀORI STRATEGIC FRAMEWORK:

Act in a manner consistent with the principles and implications, as well as the University's commitment to the Treaty as articulated in the Māori Strategic Framework.

PACIFIC STRATEGIC FRAMEWORK:

Act in a manner consistent with the strategies and goals contained in the University's Pacific Strategic Framework, role-modelling and promoting Pacific values, equity and diversity principles and cultural safety practices.

HEALTH AND SAFETY:

Act and work in a manner compliant with current health and safety at work legislation and University procedures, frameworks, and guidelines. Role model safe behaviour and practices, share the responsibility to prevent harm and contribute to a safe campus and work environment, including raising workplace health and safety concerns for self, students, visitors, and other staff.

SUSTAINABILITY:

Act in a manner consistent with the University's sustainability commitments; role-modelling sustainable practices, with a particular emphasis on minimising the environmental impact of day-to-day activities.

CAPABILITY FRAMEWORK:

Capability Group	Capability Name	Level
ENGAGE	Communicate Effectively	Advanced
	Commit to Customer Service	Adept
	Work Collaboratively	Advanced
	Influence and Negotiate	Advanced
ENABLE	Deliver Results	Adept
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Adept
PERSONAL ATTRIBUTES	Display Resilience and Courage	Advanced
	Act with Integrity	Adept
	Manage Self	Adept
	Value Diversity	Adept
LANGUAGE AND CULTURE	Te Reo	Intermediate
	Tikanga Māori	Adept

CAPABILITY FRAMEWORK DESCRIPTORS

Change Manager

ENGAGE

Communicate Effectively	Commit to Customer Service	Work Collaboratively	Influence and Negotiate
<i>Communicate clearly, actively listen to others, and respond with respect</i>	<i>Provide customer centric services in-line with the University's and organisational objectives</i>	<i>Collaborate with others and value their contribution</i>	<i>Gain consensus and commitment from others and resolve issues and conflicts</i>
ADVANCED	ADEPT	ADVANCED	ADVANCED
<p>Present with credibility, engage varied audiences and test levels of understanding. Adjust style and approach to optimise outcomes</p> <p>Translate technical and complex information concisely for diverse audiences</p> <p>Actively listen and create opportunities for others to contribute to discussion and debate</p> <p>Write fluently and persuasively in a range of styles and formats</p>	<p>Take responsibility for delivering high quality customer-focused services</p> <p>Understand customer perspectives and ensure responsiveness to their needs</p> <p>Identify customer service needs and implement solutions</p> <p>Find opportunities to connect and co-operate with internal and external parties to improve outcomes for customers</p> <p>Maintain good relationships with key customers in area of expertise</p>	<p>Build a culture of respect and understanding across the organisation</p> <p>Recognise outcomes which resulted from effective collaboration between teams</p> <p>Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation</p> <p>Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions</p>	<p>Influence others with a fair and considered approach and present persuasive counter-arguments</p> <p>Work towards mutually beneficial win/win outcomes</p> <p>Show sensitivity and understanding in resolving acute and complex conflicts</p> <p>Manage challenging relations with internal and external stakeholders. Represent the organisation as required in negotiations.</p> <p>Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise</p>

ENABLE

Deliver Results	Plan and Prioritise	Think and Solve Problems	Demonstrate Accountability
<i>Achieve results through efficient use of resources and a commitment to quality outcomes</i>	<i>Plan to achieve priority outcomes and respond flexibly to changing circumstances</i>	<i>Think, analyse and consider the broader context to develop practical solutions</i>	<i>Be responsible for own actions, adhere to legislation and policy and proactively address risk</i>
ADEPT	ADVANCED	ADVANCED	ADEPT
<p>Take responsibility for delivering on intended outcomes. Use own expertise and seek others' expertise to achieve work outcomes</p> <p>Ensure team/work unit staff understand expected goals and acknowledge success</p> <p>Identify resource needs and ensure goals are achieved within budget and deadlines</p> <p>Identify changed priorities and ensure allocation of resources meets new organisational needs. Ensure financial implications of changed priorities are explicit and budgeted</p>	<p>Undertake strategic planning to ensure work unit(s) activity is aligned with University strategy. Monitor and evaluate progress and outcomes to inform future planning</p> <p>Ensure work unit(s) plans and goals are clear and appropriate including contingency provisions. Monitor progress of initiatives and make necessary adjustments</p> <p>Anticipate and assess the impact of changes to work unit(s) plans and initiatives, such as changing University, tertiary sector/economic conditions, and respond appropriately</p> <p>Consider the implications of a wide range of complex issues, and adjust work unit(s) priorities when necessary</p>	<p>Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</p> <p>Engage in critical analysis of complex issues, weigh up alternatives and identify the most effective solutions, taking into account the wider organisational context</p> <p>Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements</p> <p>Implement systems and processes that underpin high quality data gathering and analysis</p>	<p>Ensure that actions of self and others are focused on achieving organisational outcomes</p> <p>Assess work outcomes and identify and share learnings to inform future actions. Exercise delegations responsibly</p> <p>Identify risks to successful achievement of goals, and take appropriate steps to mitigate those risks</p> <p>Understand and exercise integrity and due diligence with budgets, University monies and other resources</p>

PERSONAL ATTRIBUTES

Display Resilience and Courage	Act with Integrity	Manage Self	Value Diversity
<i>Be open and honest, prepared to express your views, and willing to accept and commit to change</i>	<i>Be ethical and professional and act in keeping with the University's values</i>	<i>Show drive and motivation, a measured approach, and a commitment to learning</i>	<i>Show respect for diverse backgrounds, experience, and perspectives</i>
ADVANCED	ADEPT	ADEPT	ADEPT
<p>Stay calm and act constructively in highly pressured and unpredictable environments</p> <p>Give constructive and honest feedback and advice using appropriate manner and tone in the face of strong, contrary views</p> <p>Accept criticism of own ideas and respond in a thoughtful and considered way</p> <p>Welcome new challenges and persist in raising and working through new and difficult issues</p> <p>Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues</p>	<p>Represent the organisation in an honest, ethical and professional way and support a culture of integrity and professionalism within the team/work unit</p> <p>Set an example for others to follow and identify and explain ethical issues pertaining to work activity. Ensure others clearly understand the legislation and policy framework within which they operate</p> <p>Act to prevent and report misconduct and inappropriate behaviour</p>	<p>Look for and take advantage of opportunities to learn new skills and develop strengths</p> <p>Show commitment to achieving challenging goals</p> <p>Examine and reflect on own performance and areas for improvement. Encourage feedback from colleagues and stakeholders</p> <p>Demonstrate a high level of personal motivation and maintain own motivation when tasks become difficult</p>	<p>Seek to promote the value of diversity for the organisation</p> <p>Recognise and adapt to individual differences and working styles</p> <p>Support initiatives that create an environment in which diversity is valued</p>

LANGUAGE AND CULTURE

Te Reo	Tikanga Māori
<i>Develop understanding and use of te reo Māori (Māori language)</i>	<i>Create knowledge and use of tikanga Māori (Māori cultural practices) in the workplace</i>
INTERMEDIATE	ADEPT
<p>Demonstrate use of te reo Māori words and phrases in appropriate work place settings</p> <p>Has prepared and can communicate accurately own mihi if required in the work place context</p> <p>Take part in opportunities to practice and extend own language capability</p>	<p>Engage with subject matter experts and consider the University's Māori Strategic Framework principles when undertaking work planning activity</p> <p>Model good practices and encourage others to adopt work place practices that show sensitivity for tikanga Māori</p> <p>Has good knowledge of the Articles and Principles of Te Tiriti o Waitangi and encourages understanding in others</p> <p>Encourage others to extend their understanding and knowledge of tikanga Māori</p>