

**CHANGE MANAGER
POSITION DESCRIPTION**

Position Title:	Change Manager	Position Number:	Faculty/Division: Services & Resources
Classification:	HEO8	No. Direct Reports 1 & Highest Classified Position: HE07	School/Branch: Technology Services
FTE: 1.0	Reports to: Director, Learning Enhancement and Innovation	Fixed <input checked="" type="checkbox"/> Continuing <input type="checkbox"/>	Discipline/Unit: Project Management Office
Position Summary:	<p>The Technology Services branch is a part of the University's Division of Services and Resources, which provides enabling services and resource capabilities to support the University's teaching and research objectives and activities. Technology Services is service oriented and customer focussed, providing services and support to the University of Adelaide community of over 25,000 students and 3500 staff members. Technology Services has four major teams including Application Services, Client Services, Infrastructure Services, and a Project Management Office.</p> <p>The Learning Technologies team within the Division of the Deputy Vice Chancellor Academic assists in the development of the online components of educational programs to enhance student learning. It provides strategic advice to the University through the Pro-Vice Chancellor (Student Learning) and operational e-learning advice and support services to all Faculties within the University. The team is primarily responsible for managing the University's Learning Management System and its many associated systems (MyUni), and for providing leadership advice, leading projects, and hands-on support for technology enhanced learning.</p> <p>The role will drive and support the change management required in a key technology based initiative to transition from a legacy learning and teaching enterprise system, to a replacement system. The Change Manager is responsible for ensuring sound change management processes are applied to collaborative Technology Services and Learning Technologies Team initiatives in a manner commensurate with the needs of the projects and programs, minimising negative business impact, and enhancing the realisation of business benefits. This role will work alongside senior leaders and business champions to gain the commitment of staff in the adoption of new processes and systems. The Change Manager may be required to support initiatives and technology programs within other Divisions of the University as priorities across the Learning technologies team and Technology Services project portfolio dictate, working closely with the senior business and technical program/project team members, and to lead and support the development of change management capability within Learning Technology Team and Technology Services.</p>		
Position Characteristics:	Scope	<p>Working under broad direction, the Change Manager will work closely with the key business stakeholders to understand the true business impacts of technology change, and determine the criteria for successful adoption and ensure that stakeholders are appropriately engaged and coached through the change.</p> <p>The Change Manager will lead and manage the successful delivery and implementation of the change management components of the program.</p>	

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	Significant internal/external relationships		<ul style="list-style-type: none"> • Director, Learning Enhancement and Innovation • CIO – Technology Services • Program board members • Key University stakeholders and business partners • Program managers and project team members • University academic and professional staff and student representatives • External vendors and consultants
	Special conditions		<ul style="list-style-type: none"> • Attend meetings and work outside of standard hours as required. • Primary place of employment is North Terrace campus but may be required to work at all University campuses and facilities (including hospitals) where University staff and students reside. • Reasonable workplace adjustments will be made for people with a disability.
	Delegations		<ul style="list-style-type: none"> • Delegations in line with the delegations table.
Key Responsibilities and Outcomes	1	Lead the Change Management function.	<ul style="list-style-type: none"> ▪ Support the establishment of a common change management methodology to serve and support the successful delivery of technology based change initiatives. ▪ Effectively lead the change management aspects of the project to successfully deliver a comprehensive change management approach. ▪ Provide implementation advice to project team members and business stakeholders on change roll-out issues. ▪ As a member of various project boards, provide regular and meaningful status reporting on the delivery of the change management plan for that Program or Project.
	2	Define, develop and implement Change Management Plans and Strategies.	<ul style="list-style-type: none"> ▪ In consultation with key stakeholders, develop and implement Change Management Plans. ▪ Develop detailed strategies that will be applied to understand and manage the impact of the change on the business operations of the University. ▪ Develop an effective Communication Plan including key messages to ensure that appropriate communications are delivered both within the project and to stakeholders.

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		<ul style="list-style-type: none"> ▪ Develop a Stakeholder Engagement Plan to ensure that all stakeholders feel that they are involved, that their views are important and that they are acted upon. ▪ Develop Business Impact Assessments that document the impacts of the new technology on people and processes. ▪ Develop a Training Plan to ensure that staff are fully prepared for the delivered products through appropriate training. ▪ Prepare plans for required change management activities, determine resource requirements and identify potential risks.
3	Lead Stakeholder Engagement activities.	<p>Work with business stakeholders in accordance with the Stakeholder Engagement Plan to:</p> <ul style="list-style-type: none"> ▪ Identify the interest, concerns and issues of key stakeholder groups; ▪ Establish and deliver a Stakeholder Engagement Framework including User Reference Groups and/or Focus Groups comprising academic staff, professional staff and, students as required; ▪ Establish strong and effective networks to support the strategic objectives of the program or project/s; ▪ Work with academic and professional staff and students to identify success stories and compelling user experiences that can be shared and facilitate appropriate sharing mechanisms across and within faculties.
4	Lead the delivery of Program or Project/s Communications.	<p>Work with business stakeholders in accordance with the Communication Plan to:</p> <ul style="list-style-type: none"> ▪ Develop and implement a detailed communication and change management plan for the successful implementation of the program/projects; ▪ Identify, develop and deliver key communication mediums/events, including road shows and the development and maintenance of program/projects webpages on the University of Adelaide's website and other relevant sections of the broader University of Adelaide website; ▪ Prepare and distribute monthly status updates to the program/projects website, social media, Staff News and ad-hoc targeted communications; ▪ Design, implement and report results from stakeholder surveys; ▪ Produce fortnightly summary reports for the Program Manager and Project Sponsor and contribute to relevant steering and operational group reports monthly.

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	5	Lead the identification and delivery of end user training.	<p>Work with the Training Lead in accordance with the Training Plan to:</p> <ul style="list-style-type: none"> ▪ Perform training needs analysis covering the delivered products, developing and implementing a detailed training plan to facilitate the successful implementation of the program/projects; ▪ Design and facilitate workshops, lead training and implementation seminars, monitoring and reporting progress/issues; ▪ Coordinate and deliver comprehensive functional support documentation and guidance to the business areas affected by the change; ▪ Assist in assessing the business readiness for change.
	6	Establish the mechanisms by which benefits can be delivered and measured.	<ul style="list-style-type: none"> ▪ Develop mechanisms for identifying, tracking and reporting on benefits. ▪ At appropriate project stage gates, review the expected benefits to confirm that the delivery of new capability is compatible with the realisation of benefits.
Criteria	Capabilities and Behaviours	Strategic Thinking	<ul style="list-style-type: none"> ▪ Anticipates situations in the longer term (3-5 years) and acts to create strategic opportunities and address underlying problems. ▪ Establishes and maintains business relationships with key stakeholders (government, business and educational partners) to further the interest of the University. ▪ Understands underlying problems, opportunities or political affecting the University.
		Relationship Building	<ul style="list-style-type: none"> ▪ Actively uses information gathered from relationships to contribute to the University strategy. ▪ Establishes strong external networks to support University goals. ▪ Develops and utilises networks at a strategic level. ▪ Fosters a culture of openness and flexibility. ▪ Develops a broad network of useful contacts both inside and outside the University.

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		<p>Communication</p>	<ul style="list-style-type: none"> ▪ Creates comprehensive reports or other documents to communicate ideas or concepts related to complex or sensitive issues. ▪ Presents information persuasively, with skill and power, seeking to influence an audience of critical importance to the University, profession or discipline (e.g. conference presentation). ▪ Knows the audience, and identifies and uses this knowledge to build strategies to influence outcomes. ▪ Negotiates agreement on complex issues.
		<p>Achievement Drive</p>	<ul style="list-style-type: none"> ▪ Sets challenging and realistic goals and clear measures of success for themselves and their teams. ▪ Identifies and handles impediments to achieving outcomes. ▪ Demonstrates personal energy, and enthusiasm for programs and projects. ▪ Motivates self and others to focused efforts to meet deadlines even in demanding timeframes.
		<p>Leadership</p>	<ul style="list-style-type: none"> ▪ Encourages and supports others to take on new challenges and opportunities. ▪ Works effectively to reduce silos and encourage collaboration across groups. ▪ Is continually aware of own emotions and manages them effectively to create an effective working environment. ▪ Inspires a sense of purpose and direction. ▪ Understands how others perceive them and their role and works to break down perceptions that interfere with effective work interactions.

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	<p>Knowledge and Experience</p>	<ul style="list-style-type: none"> ▪ Extensive experience working on learning technology change programs. ▪ Extensive experience with Change Management methodologies. ▪ Proven ability to build collaborative working relationships with project stakeholders. ▪ Excellent interpersonal communication skills with the demonstrated ability to influence stakeholders at all levels. ▪ Highly developed communication skills, both verbal and written. ▪ Understanding of behavioural psychology and its application in the areas of stakeholder engagement, resistance management, coaching and training. ▪ Demonstrated ability to work independently and with initiative, set priorities and balance the demands of a complex working environment. ▪ Proven ability to work autonomously and as part of a team.
	<p>Qualifications</p>	<ul style="list-style-type: none"> ▪ Postgraduate qualifications or progress towards postgraduate qualifications (change management) and extensive relevant experience, or an equivalent combination of relevant experience and/or education/training.
<p>Occupational Health, Safety and Welfare Requirements</p>	<ul style="list-style-type: none"> • All Supervising staff are required to implement and maintain the University's OH&S Management System in areas under their control ensuring compliance with legislative requirements and the established Performance Standards. All other staff will assist the Head of School/Branch to create and maintain a safe and healthy work environment by working safely, adhering to instructions and using the equipment provided in accordance with safe operating procedures. Where appropriate, staff will initiate and participate in worksite inspections, accident reporting and investigations, develop safe work procedures and provide appropriate information, instruction, training and supervision. Staff will also inform the Head of School/Branch of any unsafe working practices or hazardous working conditions. 	
<p>University Expectations</p>	<ul style="list-style-type: none"> • Contribute to the efficient and effective functioning of their team or work unit in order to meet University objectives. This includes demonstrating appropriate and professional workplace behaviours in accordance with the Code of Conduct, providing assistance to team members if required and undertaking other key responsibilities or activities as directed by one's supervisors; • Participate in the Planning, Development and Review which includes a regular review of their performance against the responsibilities and performance objectives associated with the role and demonstration of appropriate behaviours which reflect a commitment to the University's values and strategic directions; • Perform their responsibilities in a manner which reflects and responds to continuous improvement; and • Read, understand and comply with all University policies and procedures. 	