

Position description

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| Position | Change Manager |
| Group | Communications & Engagement, Office of the Chief Executive |
| Reports to | Group Manager, Internal Engagement & Change |
| Location | 1010 La Trobe Street Docklands Victoria |
| Date | 14 September 2021 |
| Tenure | Two-year (fixed term) |

Our organisation

VicTrack owns Victoria's rail transport land, assets and infrastructure. We work to protect and grow the value of the portfolio, to support a thriving transport system and make travel and living better for all Victorians. With much of our asset portfolio dedicated to rail transport – our land, infrastructure, trams, trains and telecommunication networks – our focus is on strategic asset management and supporting the delivery of better transport solutions.

Whether we're planning and managing the use of transport land, upgrading the telecommunication network or partnering on major infrastructure projects, our job is to ensure the state's assets continue to serve Victoria now and well into the future.

Our core functions include:

- providing telecommunications infrastructure and services that form the backbone of the transport network from signalling, driver communications, public information displays and myki ticketing
- developing land no longer required for transport purposes to create thriving new communities and homes on the doorstep of public transport
- generating income through land sales and commercial leases that is reinvested into the state's transport system
- providing engineering and construction services to deliver a range of government transport projects from Victoria's Big Build to station and car park upgrades
- managing transport facilities and assets, including the open access Dynon Rail Freight Terminal, heritage buildings and environmental preservation.

VicTrack's Telecommunications Network is deemed 'vital critical infrastructure' – being of state significance and therefore critical to the continuity of the supply of essential services to the state, and to the overall economic and social wellbeing of Victorians.

VicTrack is the custodial owner of most of Victoria's tourist and heritage assets and performs the role of Tourist and Heritage Registrar.

Our business groups

Our business is made up of three specialist delivery groups— Property, Telecommunications and Project Delivery—supported by Business Services and the Office of the Chief Executive.

Our vision

As a part of the transport portfolio, we share a common vision as defined in the *Transport Integration Act 2010*: “To meet the aspirations of Victorians for an integrated and sustainable transport system that contributes to an inclusive, prosperous and environmentally responsible state”.

In realising this vision, we are working towards a transport system that promotes:

- social and economic inclusion
- economic prosperity
- environmental sustainability
- integration of transport and land use
- efficiency, coordination and reliability
- safety, health and wellbeing.

Our mission

To protect and grow our rail transport assets and drive reinvestment to service Victorians now and into the future.

Our values

- Professional – We make decisions with integrity and respect. By behaving professionally and ethically we win the trust of our colleagues, stakeholders and customers.
- Collaborate – We collaborate to get things done efficiently and effectively. We have greater opportunity through leveraging our collective knowledge, building stronger bonds and respecting each other.
- Achieve – We perform our roles with integrity and skill. We hold ourselves accountable for delivering what is needed and own both our successes and mistakes.
- Innovate – We embrace all new ideas that bring about change that adds value. We become more efficient, effective and competitive.

Dimensions

Reporting relationships

This role reports to the Group Manager, Internal Engagement & Change and works closely with senior leaders, project managers and the Communications & Engagement Team, particularly the Senior Change & Internal Communications Specialist.

Budget

N/A

Other

N/A

Purpose of the position

The Change Manager provides expertise to embed change management principles in the effective delivery of transformation and change at VicTrack.

You will be responsible for the development of a strategic enterprise change management framework to provide clarity and direction on when and how change management is delivered in VicTrack, as well as tools and coaching to build change management capability that is fit for purpose.

As a technical change management practitioner, you will focus on supporting and delivering positive change programs that put our people at the centre. You will apply your specialist skills to lead the design, development, execution and evaluation of impactful change strategies that support priority transformation projects in VicTrack.

Working in partnership with the project managers and project sponsors/owners, you will provide technical and specialist advice on the people side of change – including changes to business processes, systems and technology.

As a champion of change, you will also partner with senior leaders, project managers and their teams and play a key role in ensuring the priority projects meet objectives by increasing employee adoption and usage.

Working closely with the Senior Change & Internal Communications Specialist, your robust change management plans will drive greater awareness and desire, faster adoption, higher utilisation and greater proficiency of changes, creating increased value and lasting, positive outcomes for all.

Key accountabilities/functions

- Develop a strategic enterprise change management framework and toolkit to provide clarity and direction on when and how change management is delivered in VicTrack that is aligned to the PROSCI methodology and embed it into the Project Management Framework.
- Develop and deliver a program to coach, mentor and upskill relevant staff and build capability in change management.
- Lead the change management approach for priority VicTrack-wide projects using the PROSCI methodology.
- Create, refine, implement, monitor and review change management strategies for a number of priority enterprise-wide projects in liaison with key stakeholders, to ensure the organisation is engaged early, well informed and supported.
- Establish and maintain strong working relationships with project managers, steering committee and working group members, and other key stakeholders to deliver fit for purpose and inspired advice on change management initiatives.
- Proactively identify employee resistance to change in collaboration with key stakeholders to develop and implement mechanisms to minimise impact to project delivery and organisational reputation.
- Using the PROSCI tools, undertake all necessary analysis to ensure change management initiatives are targeted and VicTrack employees are well informed.

- Oversee the development of change communications and engagement plans and support their implementation.
- Facilitate employee engagement initiatives such as workshops, focus groups or interviews in support of enterprise-wide projects.
- Explore ways through the work and programs delivered to improve organisational efficiency and effectiveness and promote initiatives to improve return on investment.
- Any other work requirements as directed by your manager.

Customer focus

VicTrack staff practise customer focus by recognising the importance of valuing customers (internal and external) and ensuring that all activities are oriented towards meeting their needs. We listen to customers about their expectations and focus on delivering solutions that address their needs. Customer focus also includes proactively seeking and acting on feedback to enhance the customer experience.

Safety and environmental responsibilities

Ensure safety instructions are adhered to and report any inappropriate practices and incidents. Comply with the *Occupational Health & Safety Act* as it applies to self, tenants and customers.

Rail safety

All staff who may be required to come into contact with rail activity, including design work and the management of other staff, must:

- be responsible for their actions where those actions can in any way affect or compromise railway safety
- be aware of the railway safety requirements associated with their duties and responsibilities
- take whatever action is possible to prevent unsafe conditions and / or incidents
- report any railway safety problems / hazards to the Manager Safety
- safely access the rail corridor.

Individual attributes

Qualifications

- A relevant tertiary qualification or commensurate work experience in complex environments
- PROSCI certification
- Project management qualification and IAP2 certification would be highly advantageous

Knowledge and experience

- Experience in stakeholder management and influencing, managing within all levels of an organisation
- Significant experience leading enterprise change readiness, communications and implementation in a complex environment
- High level competency in the application of PROSCI change management principles and tools, and demonstrated experience in the development and implementation of change management programs using the PROSCI methodology
- Deep project management and evaluation skills, with a particular focus on delivering rapid outcomes

Skills

- Proven expertise in providing advice on effective transformation practices through application of PROSCI that identify and address the human side of change impacts and ensure appropriate communication
- Excellent interpersonal and influencing skills with the ability to build and maintain enduring relationships to present ideas and negotiate activities and outcomes
- Ability to think strategically and to achieve results through a planned approach
- Creative approach to deliver appropriate advice across a broad range of engagement requirements
- Demonstrated ability to work cohesively with teams to share ideas and support the achievements of goals
- Ability to anticipate potential problems and pre-empt required actions and work collaboratively to deliver solutions
- Effective time and task management skills
- Respect and empathy for those going through significant personal and professional change
- Self-motivated and able to work effectively with limited supervision
- Ability to work under pressure and to tight deadlines
- Computer and social media technology skills to navigate the current technological environment

Interpersonal and other features

Internal relationships

- All VicTrack employees

External relationships

Nil

