

## **Redbridge Change Programme**

### **Directorate Change Manager Job Description and Person Specification**

**June 2017**

## Job Description

<b>Job Title:</b>	<b>Directorate Change Manager</b>
<b>Department:</b>	<b>Place</b>
<b>Function:</b>	<b>Change Team</b>
<b>Team:</b>	<b>Place Directorate</b>
<b>Post number:</b>	<b>HO9109</b>
<b>Grade:</b>	<b>LBR16</b>
<b>Hours/weeks:</b> <i>E.g. 36 hours/52.14 weeks</i>	<b>36 hours week 1 year fixed term</b>
<b>Base location:</b>	<b>Lynton House Ilford + various locations</b>
<b>Reports to:</b> <i>Job title</i>	<b>Corporate Director of Place</b>
<b>Responsible for:</b> <i>Job titles of direct reports</i>	<b>Training officers, communications officers and matrix management of programme team resources.</b>
<b>Role purpose and role dimensions:</b> <i>Overview of the job</i>	The post holder will be central to the success of the Place Directorate Change programme and responsible for leading, co-ordinating and delivering a change management framework to enable staff to adopt new ways of working. The post holder will work closely across the Council and work with all management levels in order to develop and deliver a change management plan to support the delivery of the cross-Council Change agenda.
<b>Key external contacts:</b> <i>Organisations</i>	Key partners; Contractors and Suppliers.
<b>Key internal contacts:</b> <i>Job titles or groups of staff</i>	Members Directors and Senior Leaders Group Head of Change Heads of Departments, Senior Managers, LBR Officers at all levels (including Change Champions)
<b>Financial dimensions:</b> <i>Budgetary responsibility &amp; amount. Equipment, cash, property etc. for which employee is responsible.</i>	Training budget for Change Programme
<b>Key areas for decision making:</b>	
<b>Job context</b>	<p>The London Borough of Redbridge is creating a Council for the future, a new organisation that will continue to improve outcomes for residents while operating on a significantly reduced budget.</p> <p>A key element of our change strategy is the Council's Change programme. New flexible ways of working, a reduction in buildings, adopting hot desking; paperless initiatives, new and emerging technologies will see a significant cultural shift required across the Place Directorate so as to embed the new ways of working.</p> <p>We are now looking for a driven, committed Change Manager to play a major role in helping to drive this agenda forward. The role is focused on the people side of change and delivering the cultural ambitions set out in both programmes. The successful candidate will be responsible for working across the Council management teams to fundamentally change the way the we work, making the Council more efficient and effective. It is an exciting and critical role for the future of Redbridge.</p>
<b>Other considerations:</b> <i>E.g. working patterns</i>	Working extended hours may be required during critical times of the Programme and may include attendance at evening meetings (public, service committees etc).

<b>Key accountabilities and result areas:</b>	<b>Key elements:</b>  The Change Manager for the Place Directorate programme will: <ol style="list-style-type: none"> <li>1. Ensure projects (change initiatives) meet objectives on time and on budget by increasing employee adoption and usage.</li> <li>2. Work with Corporate Directors and Operational Directors to personalise the change management approach. Guide senior managers through a range of options to overcome specific issues to enable staff to adopt new ways of working.</li> <li>3. Lead on designing a training programme to support staff to adopt new ways of working.</li> <li>4. Implement a cross Council training programme and manage training budget accordingly.</li> <li>5. Lead on ensuring Council staff guidance is aligned with programme objectives</li> <li>6. Champion the people side of change, including changes to business processes, systems and technology, job roles and organisation structures, coach senior leaders in change management tools and techniques.</li> <li>7. Adopt the suite of change management tools used by the corporate programme to create and embed a standard approach to support adoption of the changes required.</li> <li>8. Co-ordinate the design, development, delivery and management of targeted communications to support planned change</li> <li>9. Conduct impact analysis, assess change readiness and identify key stakeholders.</li> <li>10. Be responsible for developing and implementing change management plans that maximise employee adoption and usage of new ways of working and minimise resistance.</li> <li>11. Coach managers to lead their teams through faster adoption, higher ultimate utilisation of and proficiency with the changes that impact employees.</li> <li>12. The change manager will be responsible for ensuring the people side of change is prioritised by managers to ensure smooth handover to business as usual and programme delivers on the ROI.</li> <li>13. Works with managers and the programme team to identify and manage anticipated resistance.</li> <li>14. Create actionable deliverables for the five change management levers: communications plan, sponsor roadmap, coaching plan, training plan, resistance management plan. Ensures plans are delivered.</li> <li>15. Integrate change management activities into project and programme plans</li> <li>16. Define and measure success metrics and monitor change progress</li> <li>17. The change manager will provide direct support and coaching to all levels of managers and supervisors as they help their direct reports through transitions. In addition they will help to expand the Council's understanding and adoption of the PROSCI methodology.</li> <li>18. The change manager will also support project teams in integrating change management activities into their project plans.</li> <li>19. Lead and/or participate in corporate working parties and project teams, promoting best practice and sound innovation in dealing with challenging situations.</li> <li>20. Drive forward and support the development and delivery of cultural change plans and development interventions.</li> <li>21. Manage risks, issues, and dependencies accordingly.</li> </ol>
<b>Other duties:</b>	<p>Develop, coach, mentor and encourage other members of the team and/or organisation, particularly less experienced employees.</p> <p>Ensure and incorporate anti-discriminatory practice throughout all areas of the work.</p> <p>To perform any other duties of a similar nature from time to time and as required.</p> <p>It is essential to the role that the post holder is able to respond flexibly and positively to changes in the requirements of this post. This job description is therefore a guide to the level and range of responsibilities the post holder will be expected to undertake initially and the duties of this post may be altered from time to time to meet changing demands.</p>
<b>General accountabilities and responsibilities</b>	
<b>Green Statement</b>	<p>This will involve:</p> <ul style="list-style-type: none"> <li>▪ Seeking opportunities for contributing to sustainable development of the borough, in accordance with the Council's commitment to making Redbridge a cleaner, greener place to live. In particular, demonstrating good environmental practice (such as energy efficiency, use of sustainable materials, sustainable transport, recycling and waste reduction) in your job.</li> </ul>

<b>Data Protection/Confidentiality</b>	<p>This will involve:</p> <ul style="list-style-type: none"> <li>Complying with the Data Protection Act 1998 – treating all information acquired through your employment, both formally and informally, in strict confidence and in accordance with Caldicott principles.</li> <li>Complying with the Code of Conduct, other practice guidelines and the rules and protocols defining employees’ access to and use of the Council’s databases and systems. Any breaches could result in disciplinary measures.</li> <li>Maintaining client records and archive systems in accordance with departmental procedure, policy and statutory requirements.</li> </ul>
<b>Conduct and Whistleblowing</b>	<p>This will involve:</p> <ul style="list-style-type: none"> <li>Complying with the requirements of the Code of Conduct and maintaining high standards of personal conduct, honesty and integrity. You have a duty to raise any impropriety or breach of procedure to the appropriate level of management. Employees making such disclosures (whistleblowing) are protected and may make them without fear of recrimination.</li> </ul>
<b>Safer Working</b>	<p>This will involve:</p> <ul style="list-style-type: none"> <li>Commitment to safeguarding and promoting the welfare of children, young people and vulnerable adults. Where you work in such a post the Council will require a DBS Disclosure check and references will be taken up prior to interview.</li> </ul>
<b>Equalities</b>	<p>This will involve:</p> <ul style="list-style-type: none"> <li>Complying with the Council’s strong commitment to achieving equality of opportunity and outcomes in its services to the community and in the employment of people. You are expected to understand, comply with and promote Council policies in your work, to undertake any appropriate training and to challenge any prejudice and discrimination.</li> </ul>
<b>Customer Care</b>	<p>This will involve:</p> <ul style="list-style-type: none"> <li>Complying with corporate and service area customer service standards and promoting the development of high quality, individualised and customer-led services.</li> </ul>
<b>Health and Safety</b>	<p>This will involve:</p> <ul style="list-style-type: none"> <li>Being responsible for your own Health &amp; Safety, as well as that of colleagues, service users and the public. Employees should co-operate with management, follow established systems of work, use protective equipment where necessary and report defectives and hazards to management.</li> </ul>
<b>To contribute as an effective and collaborative member of the team</b>	<p>This will involve:</p> <ul style="list-style-type: none"> <li>Taking responsibility for continuing self-development and participating in training and development activities.</li> <li>Participating in the ongoing development, implementation and monitoring of the service plans.</li> <li>Supporting and contributing to value for money, service efficiencies and improvements.</li> </ul>
<b>Flexibility</b>	<p>This will involve:</p> <ul style="list-style-type: none"> <li>The above-mentioned duties are neither exclusive nor exhaustive. From time to time you may be required to undertake responsibilities outside the normal remit of your Job Description as required by the line manager, and are broadly within your grading level and competence.</li> </ul>

## Person specification

Job Title:	Change Manager		
	<i>Method of candidate assessment: A = Application form I = Interview T = Test. Weighting: 3 = most important, 1 = least important</i>	A - I - T	Weighting
<b>Minimum education/ qualifications:</b>	<ul style="list-style-type: none"> <li>Change Management qualification and or experience</li> <li>PROSCI Certified Practitioner</li> <li>Education to a degree level</li> </ul>	A	3
		A	2
<b>Minimum knowledge</b>	<ul style="list-style-type: none"> <li>Knowledge of change management principles, methodologies and tools</li> <li>Knowledge of programme and project management principles</li> <li>A solid understanding of how people go through change and the change process</li> <li>Knowledge of the strategic mechanisms of the Council</li> <li>Strong knowledge of the public sector</li> </ul>	A/I	3
		A/I	3
		A/I	3
		A/I	2
		A/I	2
<b>Minimum experience</b>	<ul style="list-style-type: none"> <li>Demonstrable change management experience with evidence of successfully delivering change programmes in the public sector or similar sized organisation</li> <li>Substantial experience of influencing cultural change</li> <li>Experience in managing large-scale organisational change</li> <li>Experience and knowledge of change management principles, methodologies and tools</li> <li>Experience of coaching and mentoring senior staff</li> <li>Experience of delivering projects</li> <li>Proven experience of successfully implementing large scale change management programmes.</li> <li>Experience of dealing with and overcoming resistance from stakeholders</li> <li>Experience of working in a programme management team</li> <li>Experience of directing/matrix managing support service and operational resource across the organisation</li> <li>Experience of planning (projects or programmes)</li> <li>Experience of supporting the design, development, delivery and management of communications</li> <li>Experience of assessing the impacts of the change management process to ensure deliverables are meeting objectives.</li> </ul>	A/I/T	3
		I/T	3
		I/T	3
		I/T	3
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		I/T	3
		I/T	3
		I/T	3
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		I/T	3
		I/T	3
		I/T	3
<b>Minimum skills and abilities</b>	<ul style="list-style-type: none"> <li>Ability to clearly articulate messages to a variety of audiences</li> <li>Ability to establish and maintain strong relationships</li> <li>Ability to influence others and move towards a common vision or goal</li> <li>Flexible and adaptable; able to work in ambiguous situations</li> <li>Resilient and tenacious with a propensity to persevere</li> <li>Forward looking with a holistic approach</li> <li>Organised with a natural inclination for planning strategy and tactics</li> <li>Problem solving and root cause identification skills</li> <li>Able to work effectively at all levels in an organisation</li> <li>Must be a team player and able to work collaboratively with and through others</li> <li>Acute business acumen and understanding of organisational issues and challenges</li> <li>Exceptional communication skills, both written and verbal</li> <li>Excellent active listening skills</li> </ul>	A/I/T	3
		I/T	3
		I/T	3
		I/T	3
		I/T	3
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		I/T	3
		I/T	3

<b>Minimum behaviours: Customer service</b>	<ul style="list-style-type: none"> <li>Provides services which have been designed to meet customer needs and expectations and which conform to the highest professional standards, within a framework of accountability to stakeholders.</li> </ul>	A/I/T	3
	<ul style="list-style-type: none"> <li>Experience of working positively with diverse communities.</li> </ul>	I/T	3
	<ul style="list-style-type: none"> <li>Experience in delivering large scale customer orientated redesign in line with associated strategy.</li> </ul>	I/T	3
	<ul style="list-style-type: none"> <li>Confident in engaging at all levels of an organisation (internal and external).</li> </ul>	I/T	3
	<ul style="list-style-type: none"> <li>High level of written and oral communication</li> </ul>		
	<ul style="list-style-type: none"> <li>Understands the needs and priorities of stakeholders, incorporating this into overall planning and monitoring.</li> </ul>	I/T	3
	<ul style="list-style-type: none"> <li>Builds trust and demonstrates integrity in all circumstances.</li> </ul>	I/T	3
	<ul style="list-style-type: none"> <li>Lead the cultivation of productive relationships at all levels of the organisation and with suppliers</li> </ul>	I/T	3
	<ul style="list-style-type: none"> <li>Understand the needs of the internal and external customers and keep them with any commercial aspects in mind when taking actions or making decisions</li> </ul>	I/T	3
<b>Communicating and influencing others</b>	<ul style="list-style-type: none"> <li>Highly developed oral, written and presentational skills with an ability to relate well and tactfully to people at all levels.</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Building and managing relationships with internal customers and external partners.</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Motivating colleagues to work together effectively for change.</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Prioritising and managing a heavy workload whilst delivering quality results to tight deadlines.</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Ability to influence and negotiate effectively with stakeholders at all levels, including senior managers and / or political leaders.</li> </ul>	A – I	3
		A – I	3
		A – I	3
<b>Working together</b>	<ul style="list-style-type: none"> <li>Ability to lead, manage and motivate colleagues within the Council, external suppliers and partner organisations.</li> <li>Personal credibility and integrity, which command the respect of Members, other Officers, employees and people beyond the Council</li> </ul>	A-I	3
<b>Analysis and judgement</b>	<ul style="list-style-type: none"> <li>Understand the value of analysis and making difficult decisions under pressure;</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Ability to interpret source information and present it in a way that enables decisions for senior officers</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Ability to understand and interpret risks and issues, prioritising those for review</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Ability to build project and programme plans from source data</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Ability to manage and interpret complex implementation budgets</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Able to make tactical decisions and be accountable for them when under pressure;</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Ability to collate information from a range of sources and devise a vision for the long term and create and implement plans to deliver the strategy.</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Has a keen attention to detail and ability to understand complex information in a short period of time.</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Ability to build project and programme plans from source data</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Ability to manage and interpret complex implementation budgets</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Ability to collate information from a range of sources and devise a vision for the long term and create and implement plans to deliver the strategy.</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Ability to work cross directorate to achieve organisational goals</li> </ul>		

<b>Driving improvement</b>	<ul style="list-style-type: none"> <li>Strong track record of delivery with experience of successfully delivering change, efficiencies and business transformation processes</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Strong commitment to delivering excellent services to customers</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Strong focus on realising benefits</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Seek continuous improvement to methods of work and personal improvement</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Gives clear and honest feedback to colleagues and partners and embraces feedback about their own job performance</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Has a high level of personal 'drive', energy and enthusiasm, able to demonstrate a capacity for sustained effort and performance</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Experience of managing complex projects or programmes, delivering against the programme plan, managing risks and reporting progress</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Is energetic, determined, positive, confident, goal focussed and consistent - even under pressure</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Enable senior managers and staff to understand and support business transformation, drawing on evidence as appropriate</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Proven track record of managing change with relation to planning, risk and issue management, change control and relaying key information.</li> </ul>	A – I	3
<b>Adaptability</b>	<ul style="list-style-type: none"> <li>Be flexible and have the ability to adapt to different challenges.</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Willingness to shift and amend plans in line with corporate priorities</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Adapting outputs to policy / legislation changes</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Strong willingness to adapt to a changing landscape</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Make decisions at the appropriate time, taking into account the needs of the situation, priorities, constraints and the availability of necessary information</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Able to manage a heavy workload and deal simultaneously with a range of tasks, activities and projects;</li> </ul>	A – I	3
<b>Leadership and managing people (for those with line management responsibility)</b>	Matrix management responsibility:		
	<ul style="list-style-type: none"> <li>A strong leader with energy and credibility, able to motivate a large diverse set of teams, achieving objectives and delivering consistent performance at the highest level;</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Is effective in unifying and creating teams of people with disparate skills</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Strong coach and developer of people</li> </ul>	A – I	3
<b>Strategic perspective (for senior management posts)</b>	<ul style="list-style-type: none"> <li>Instrumental in the forward planning and visioning of council change, with a heavy emphasis on the "Ambitious for Redbridge" strategic aims.</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Has the ability to see the bigger picture whilst delivering short term goals;</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Able to prioritise and manage report on complex programmes of work</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Delivers change in line with strategic aspirations of the Council</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Is courageous and decisive, prioritises effectively, maintains a clear focus and sees action through to delivery</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Able to work with autonomy to deliver common goals</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Strives to do the "right thing", not just the "easy thing"</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Understanding the financial constraints and wider issues facing local government</li> </ul>	A – I	3
		A – I	3
<b>Other job requirements</b>	<ul style="list-style-type: none"> <li>Demonstrate the highest standards of conduct and integrity.</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Able to implement effective diversity policies</li> </ul>	A – I	3
	<ul style="list-style-type: none"> <li>Commitment to promoting diversity in the workplace</li> </ul>	A – I	3
<b>Signature of Employee:</b>	<b>Name:</b>	<b>Date:</b>	