



**LONDON BOROUGH OF MERTON**  
**CORPORATE SERVICES DEPARTMENT**  
**JOB DESCRIPTION**

<b>POST TITLE:</b>	Corporate Change Manager
<b>Grade:</b>	MGC
<b>Department:</b>	Corporate Services, Business Improvement Division
<b>Location:</b>	LB Merton
<b>Responsible to:</b>	Assistant Director of Business Improvement
<b>Responsible for:</b>	While the Change Manager does not have direct line-management responsibility, the postholder will have to work through many others in the organisation to succeed. They will act as a coach for Directors and senior leaders in helping them fulfil the role of change sponsor. They may also provide direct support and coaching to front-line managers and supervisors as they help their direct reports through transitions. The Change Manager will also direct and lead project teams (including large groups of change agents) in integrating change management activities into their project plans and delivering them.
<b>Post number:</b>	<b>Date:</b> August 2014

## **ROLE DESCRIPTION**

The Change Manager will play a key strategic role in ensuring projects and programmes within the corporate transformation portfolio (change initiatives) meet objectives on time and on budget by increasing employee adoption and usage. The Change Manager will work to drive faster adoption, higher ultimate utilisation and greater proficiency of the changes that impact employees in the organization to increase benefit realization, value creation, ROI and the achievement of results and outcomes.

## **MAIN PURPOSE**

- To drive the successful transition of business change arising from the transformation portfolio to implementation into operational areas.
- To direct, advise on and implement appropriate change management methodologies and techniques to ensure these are appropriately deployed by senior managers and project and programme executives on all change initiatives within the corporate transformation portfolio in order to maximise adoption and usage whilst minimising resistance.
- To develop and implement the overarching change management strategy and plan for the corporate transformation portfolio, overseeing and directing the development of appropriate level plans and strategies within individual projects and programmes to ensure these are aligned and mutually reinforcing.



- To manage the relationship and maintain two-way communication between the corporate transformation portfolio and business operations/service teams; identifying change issues and risks within businesses arising from the portfolio and drawing on these to develop communications strategies within departments and to advise projects and programmes on change management activity and sequencing of change.

## **MAIN DUTIES AND RESPONSIBILITIES**

- Lead change management activities within the organisation, ensuring that the appropriate structured methodologies are applied and integrated into project and programme plans; develop and manage a virtual team of change agents and manage the activities of local change teams.
- Manage the interface between programmes and operations in liaison with the Senior Reporting Officer (SRO) and Senior Managers to secure the delivery of programme outcomes and realisation of benefits whilst maintaining BAU. Regularly meeting both sides to discuss the programme and projects and the impact on operational areas and provide solutions which enable SRO to meet the programme aims and operational managers to maintain operational stability during the transition process.
- Work closely with businesses to evaluate and ensure user readiness for change and direct the appropriate change management activities within projects, programmes and the portfolio as a whole to respond to this.
- Work with operational managers to embed changes within the business, identifying what changes in processes, procedures and practices are needed to achieve change and deliver the planned benefits and ensuring that managers have the necessary information to communicate changes and their impact to staff.
- Design and deliver a change management strategy, including an assessment and analysis of the overall combined change impact of the corporate transformation portfolio, identifying and preparing risk mitigation tactics and identification and management of anticipated resistance to change.
- Manage the portfolio change load; leading on development and delivery of actions for the five change management levers: communications plan, sponsor roadmap, coaching plan, training plan, resistance management plan.
- Define and measure success metrics and monitor change progress.
- Lead and direct communications across the portfolio in line with the agreed communications plan, ensuring consistent and clear messages that maximise engagement and ownership in individual businesses.
- Visibly and proactively promote and drive change within the organisation; communicating directly with affected staff to discuss change issues and maintain morale and support for change by encouraging and motivating them to embrace change and realise the benefits.
- Collaborate with the Head of Continuous Improvement on the development of a benefits management and realisation process for the corporate transformation portfolio.
- Lead change management activity across the organisation and into business operations.



- Identify the impact on KPIs of change and what this will mean for business and performance; agree with senior managers the deviation allowed in performance whilst changes are taking place.
- Communicate with Senior Managers and programme and project executives to keep them up to date with progress, issues and developments in change programmes, providing appropriate briefing to enable them to make informed decisions about the approach and direction of programmes.
- Liaise with programme and project managers and attend programme and project boards to bring a portfolio/business perspective to business change and develop a partnership approach to enable both sides to deliver successful outcomes in making the transition from programmes/projects to BAU.
- Strategically manage and influence budgets and resources relating to change adoption and management and communications across the entire suite of corporate change programmes (c. £1m)
- Support change management at the organisational level, through enterprise change management
- Participate in and lead as appropriate, intra and inter departmental working parties, management and leadership teams, programme and project boards.
- Represent senior officers and executives or the Council as appropriate to external bodies.
- Undertake such other duties of a comparable nature elsewhere in the organisation as may be required to facilitate management development and service flexibility.
- Any other duties as requested by the Director.

**LONDON BOROUGH OF MERTON  
CORPORATE SERVICES DEPARTMENT  
PERSON SPECIFICATION**

**POST TITLE:** Change Manager  
**Grade:** MGC  
**Date:** August 2014

**Qualifications**

- Educated to degree level or equivalent
- Prince II, MSP, Agile or equivalent
- Change management certification or designation or equivalent

**Experience**

- Working at a senior level in a complex, multi-faceted organisation
- Proven success in the leadership and management of significant, large-scale organisational change – behavioural/cultural
- Working successfully with change management principles, methodologies and tools
- Significant experience of working with transformation and service redesign initiatives
- Experience of the provision of advice to senior management in a large multi-functional organisation in relation to enterprise change management, communications and engagement
- Proven experience in developing change, communications and engagement plans and strategies.
- Experience of budget setting and management, including resource scheduling and management

**Skills and Knowledge**

- Proven leadership ability; able to influence stakeholders at all levels and move them towards an agreed vision or goal.
- Excellent knowledge of change theories and the ability to apply them practically to effect change.
- Good grasp of the business principles required for modern public sector management; knowledge of local government services and different models of organisation and service delivery
- Familiarity with project management approaches, tools and phases of the project lifecycle; able to effectively lead cross-cutting projects.
- A good working knowledge of lean or similar business improvement methodologies
- Excellent problem solving and root cause identification skills.
- Acute business acumen and understanding of organisational issues and challenges.
- Organized with a natural inclination for planning strategy and tactics.
- Excellent interpersonal skills and the ability to establish and maintain strong professional relationships and work effectively with elected Members, partners and colleagues at all levels; tact and diplomacy
- Excellent communication and advocacy skills, both orally and in writing
- Excellent active listening skills.



- Able to clearly articulate messages to a variety of audiences.
- Able to identify, assess, mitigate and manage risks
- Able to identify and manage interdependencies and benefits.
- Excellent numeracy and well-developed analytical skills
- Broad knowledge of the range of corporate support services and how they can contribute effectively to direct service delivery, an understanding of how support service professionals should work effectively with managers, and ability to act as client for support services
- Flexible and adaptable; able to work in ambiguous situations.
- Resilient and tenacious with a propensity to persevere.
- Able to work effectively at all levels in an organization.
- Understanding of the principles of financial and human resource management, procurement, business systems and the use of information technology
- Clear understanding of ways in which the Council's policy of equality in employment and service provision can be reflected in the functions of the department and in corporate support services and ability to assist managers to undertake equalities assessments

### **Personal Style and Behaviour**

Please refer to LB Merton's Model of Leadership Behaviours

Ability to attend evening and weekend meetings as appropriate, and to be available to attend Council premises out of hours in the event of emergencies or urgent management issues