



Position Description

Title:	Change Manager
Group:	Te Ama Commercial and Corporate
Reports to:	Portfolio Change Manager
Band:	18
Date:	November 2023

Context

Our purpose	<p>NZTA Waka Kotahi. Moving. Together</p> <p>A land transport system connecting people, products and places for the thriving Aotearoa.</p>
Group and team purpose	<p>The purpose of our group, through demonstrating sound commercial acumen, is to:</p> <p>Provide business planning (includes NLTP), financial, investment, and assurance services for NZTA Waka Kotahi and the land transport sector, ensuring value for money and expected benefits are being realised, enabling NZTA Waka Kotahi to run efficiently and effectively.</p> <p>Deliver corporate services that underpin effective performance, including legal, governance, risk and assurance, business planning and budgeting, programme management, business support, and corporate properties and workplace services.</p> <p>Corporate Capability and Support delivers shared support services across NZTA Waka Kotahi, leads improvements in corporate and commercial capability, and drives organisational efficiency and effectiveness.</p>
Position purpose	<p>This role leads and facilitates change management activities within and across complex priority programmes and projects, driving the successful delivery of business change initiatives and strategic outcomes.</p> <p>The role requires experience in analysing, planning, implementing and evaluating change initiatives, facilitating collaborative design, and building ownership and capability in change leadership across key stakeholder groups.</p> <p>The role enables NZTA Waka Kotahi to effectively implement new regulations, policies, systems, processes and services, maximising uptake and outcomes by actively engaging with stakeholders and customers in solution design and ensuring end-users are ready for the change.</p>

Key relationships

Internal:

- Project, programme and portfolio teams, particularly sponsors, steering committee members, business owners, portfolio directors, portfolio change leads, project/programme managers, business analysts, service designers and system designers
- People leaders across the Agency
- Other business groups across the Agency
- Change Design team

External:

- Transport sector organisations
 - Other government agencies
 - Other external stakeholders identified for particular change initiatives
 - The Treasury's change management Community of Interest
 - Other change design networks
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Dimensions

Location: Various

What the position involves

Accountabilities

As well as being accountable for the NZTA | Waka Kotahi values and behaviours, your role has the following specific key accountabilities:

- Actively contribute to NZTA | Waka Kotahi's change culture
 - Assess the scope and scale of change to determine the most appropriate change approach and the resourcing needed to achieve outcomes
 - Formulate the future way of working in terms of the customer experience and ensure the customer is kept to the fore in the change initiative
 - Support the Portfolio Change Lead by monitoring the strategic alignment of the change project or programme and maximising synergies with other change initiatives, aimed at achieving better outcomes and capability building
 - Identify the gaps between the future way of working and the current state, and shape the right interventions to address these and to equip people for success
 - Facilitate collaborative design and a shared vision and ownership across key stakeholder groups
 - Analyse the positive and negative impacts of change on stakeholders and develop tactics for addressing change resistance and achieving buy-in
 - Establish a clear line of sight between change objectives and measures, project outputs, business outcomes and benefits realisation
 - Co-design and deliver effective change interventions, experimenting and adapting the change approach as needed, and facilitating leader-led change
 - Enable new ways of thinking and working, building the right capability for people to adopt the change (new knowledge, skills, attitudes and behaviours), and including through ensuring sound training/development needs analyses, and effective training design, delivery and evaluation and on-the-job coaching
 - Utilise and role model Change Lean and Change Agile techniques
 - Identify and mitigate risks effectively
 - Regularly assess change readiness across the receivers and implementers of change
 - Monitor the effectiveness of interventions, including (but not limited to) measuring the speed of adoption, extent of uptake and proficiency
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- Embed the change, ensuring the right capability is in place to achieve sustained outcomes and benefits realisation
 - Contribute to group-wide heat maps on the collective impact of change on stakeholders
 - Influence senior leaders in the uptake of sound change management practice
 - Coach people leaders in effective change leadership, and provide active support to enable their success and achieve skills transfer
 - Contribute to the growth of the NZTA | Waka Kotahi's change management framework and its adoption by change leaders throughout the organisation
 - Actively support the development of the Senior Change Advisors, including through providing training, quality assurance of their work, feedback and coaching.
 - Contribute to the development and testing of change design standards, frameworks, practices, tools and templates.

There is an expectation that the role accountabilities may evolve over time. You may also be involved in other activities as part of a career and development plan. These will be reflected in your performance and development goals that are set in discussion with your People Leader.

Working effectively with Māori

Te Ara Kotahi – our Māori Strategy – supports NZTA | Waka Kotahi to work effectively with Māori and is underpinned by uara (values) and our mātāpono (principles) of – Rangatiratanga, Manaakitanga, Kaitiakitanga, Whanaungatanga, Te Tiriti o Waitangi, Mana o te Reo, Huna Kore (no surprises approach), Auahatanga (creativity and innovation), Whakapono (integrity and honesty) and in recognition of Cultural Values.

As NZTA | Waka Kotahi is an agent of the Crown, Te Tiriti o Waitangi/The Treaty of Waitangi is important to everything we say or do. We recognise it as an enduring document central to New Zealand's past, present and future. Building and maintaining meaningful relationships is important to work effectively with Māori, stakeholders and other agencies.

We accept our privileged role and responsibility to the partnership of the Treaty of Waitangi / Te Tiriti o Waitangi.

Values and Behaviours

Our values and behaviours underpin everything we do and form the core behavioural expectations for your role.

NGĀKAU AROHA *Have heart* means we have the wellbeing of our people, community and planet at the heart of everything we do. As NZTA | Waka Kotahi we:

- Contribute to a safe and sustainable work environment.
- Show respect for all people.
- Treat others how we would like to be treated.
- Are inclusive and connected
- Look out for each other

KOTAHITANGA *Better together* means we achieve great things when we work together to build trusted relationships inside and outside of NZTA | Waka Kotahi. As NZTA | Waka Kotahi we:

- Build better relationships
- Join up our thinking and our doing
- Remove barriers to collaboration
- Seek and listen to others to learn and grow
- Invite conversation and feedback and always improve

KIA MĀIA *Be brave* means our outcomes are better when we bring courage and self-belief to our passion and purpose. As NZTA | Waka Kotahi we:

- Speak up when it matters
- Challenge to achieve the right outcome
- Make and own the tough decisions
- Find different perspectives to challenge thinking
- Face up to the difficult issues

MAHIA *Nail it* means we create enduring legacy, delivering our best work every day. As NZTA | Waka Kotahi we:

- Are clear on what's important
- Deliver on the right outcomes
- Hold ourselves to account
- Help others succeed
- Celebrate success

As a member of the state sector we also hold ourselves to the highest standards of integrity and conduct.

SPIRIT OF SERVICE

Ka mahitahi mātou o te ratonga tūmatanui kia hei painga mō ngā tāngata o Aotearoa i āiane, ā, hei ngā rā ki tua hoki. He kawenga tino whaitake tā mātou hei tautoko i te Karauna i runga i āna hononga ki a ngāi Māori i raro i te Tiriti o Waitangi. Ka tautoko mātou i te kāwanatanga manapori. Ka whakakotahingia mātou e te wairua whakarato ki ō mātou hāpori, ā, e arahina ana mātou e ngā mātāpono me ngā tikanga matua o te ratonga tūmatanui i roto i ā mātou mahi.

In the public service we work collectively to make a meaningful difference for New Zealanders now and in the future. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi. We support democratic government. We are unified by a spirit of service to our communities and guided by the core principles and values of the public service in our work.

More information on all the behaviours and standards are included in the NZTA | Waka Kotahi Te Tikanga Whanonga – Our Code of Conduct.

The value you will bring

Knowledge and experience:

- Excellent experience in change management with a deep understanding of effective change processes and tools, and a proven track record of excellent results.
- Significant experience in business or government ideally in regulatory settings
- Demonstrates strategic, whole-of-system thinking and a strong outcomes focus
- Adept in analysing the change effort and leading and facilitating change effectively, achieving required reach, buy-in and uptake across all key stakeholder groups
- Adept at evaluating change impacts, both within and across complex projects
- Strong experience managing change strategy development, interventions and delivery of change across portfolios or highly complex programmes.
- Strong understanding of effective change processes, methodologies and tools and is able to design and develop purpose-built change tools and interventions.
- Strong interpersonal skills, with proven ability in influencing, motivating, facilitating and coaching
- Skilled in increasing organisational capability in leader-led change
- Readily develops trust and rapport with managers, staff and stakeholders at all levels and has a strong commitment to teamwork and collaboration
- Works capably within and across complex projects, and in fast-paced environments
- The ability to effectively deal with ambiguity, including shifting gears quickly and comfortably and identifying and managing risk effectively
- Sound analysis, judgement and decision making skills, including political acumen
- Preferably experienced in Change Lean and/or in Agile methodologies

Qualifications:

- A tertiary qualification, ideally in change or programme management, human resources, psychology, marketing, business management, or in a related discipline
- Change management certification is preferred (for example, CMI, APMG, ACMP, Prosci and/or Change Lean)

You will demonstrate knowledge of, or a willingness to gain an understanding of Te Ao Māori and promote tikanga and Te Reo Māori. You will also have knowledge of, or a willingness to gain an appreciation of te Tiriti o Waitangi (the Treaty of Waitangi) as it applies in the public sector.

To learn more about what we do visit www.nzta.govt.nz