	Position description
Position Title	**Business change lead – transformation program**
Fixed Term Contract or EBA	Fixed-term contract - 3 years
Status	Fixed-term contract
Classification	Non-EBA
Remuneration (EBA only)	Non-EBA
Hours of Work	38 hours 5 days a week
Region	Fawkner head office but may be required to travel to other GMCT sites as and when required
Primary Location	Fawkner head office but may be required to travel to other GMCT sites as and when required
Date PD Adopted	June 2018

1. Organisational environment

At The Greater Metropolitan Cemeteries Trust (GMCT) we believe in caring for our communities with dignity and compassion. Each year, we help more than 12,000 families, of all cultures and faiths, to plan and prepare for funeral, cremation, interment and memorial services.

GMCT is custodian of 21 cemeteries (including two greenfield sites) and memorial parks which are maintained in perpetuity, giving our families, communities and future generations peace of mind. We are committed to maintaining these beautiful, restful and sustainable places to preserve and protect the memories and history they hold.

GMCT is comprised of three regions (north, east and west). Corporate functions and administration are conducted from the head office, located at Fawkner Memorial Park. The organisation employs approximately 200 staff. We recognise that our industry sector is not immune to change, and is being shaped by a number of trends. We are in a strong position to respond to these trends but require a workforce that is agile, resilient and up for change and innovation.

Customer First Program

Our vision for the future is to transform the GMCT customer experience into one that places the customer at the centre of our service and delivers a seamless, convenient and empowering experience for all customers.

This is an organisation-wide project requiring commitment from all employees to ensure a successful transition from our current customer service model to a customer-centric model in a digital environment.

Staff will be involved in a process improvement program that requires an examination of work processes in their teams to identify those that are operating efficiently, those which are obsolete and those which could be improved through change.

Our vision

Lasting memories, peaceful places

Our mission

We provide the final care for your loved ones, with dignity and kindness. We respect all peoples, our heritage, our communities and the environment.

2.   GMCT strategic plan 2017 - 2022

Our 2017-2022 strategic theme – *'stepping up and reaching beyond'* - serves to articulate a commitment to our team and our stakeholders, to ensure we consistently strive to deliver beyond expectations, challenge perceptions of the industry, improve our service offering, and work with our communities. Our aspirational road map for the next five years will see GMCT focus on four fundamental pillars

- **Community connections –** we will lead and nurture strong connections with the communities we serve

- **Lasting stewardship –** we are stewards of the community assets we care for now and in perpetuity

- **Operational excellence –** our people will strive for excellence in everything we do, facilitated by innovative and effective technology, systems and processes

- **Change ready agility –** our culture is brave, innovative and collaborative, and aligns with our corporate values and strategic goals

These priority areas will underpin and inform initiatives and decision making over the next five years and ensure we are focused, transparent and accountable, while also allowing GMCT room to respond to new opportunities, challenges and changing needs and expectations.

3.   Organisational context

As depicted below, GMCT currently includes 21 cemetery sites across metropolitan Victoria, and may acquire new cemeteries from time to time

1. Altona Memorial Park	12. Northcote Cemetery
2. Andersons Creek Cemetery	13. Northern Memorial Park
3. Burwood Cemetery	14. Preston Cemetery
4. Coburg Pine Ridge Cemetery	15. Templestowe Cemetery

5. Emerald Cemetery

6. Fawkner Memorial Park

7. Footscray Cemetery

8. Healesville Cemetery

9. Keilor Cemetery

10. Lilydale Lawn Cemetery

11. Lilydale Memorial Park

16. Truganina Cemetery

17. Werribee Cemetery

18. Williamstown Cemetery

19. Yarra Glen Cemetery

20. Plenty Valley – Yan Yean (greenfield site)

21. Harkness (greenfield site)

4.   Professional standards

Our values

At the heart of our strategic plan remain our organisational values. GMCT values inform everything we do and provide the framework for how we conduct our business and how each person goes about their work, regardless of their role in the organisation.

Our values are a description of the way we see the world and what is most important to us. They are the basic principles that will guide and shape the way we think and act. This includes the way we provide services to our customers, the way we treat each other within the organisation and the way we relate to the wider community.

Our values are:

Compassion

A staff member who demonstrates the GMCT value of compassion will

- try to see the situation from the other person's point of view
- respond with sensitivity and kindness to our customers, members of the community and our colleagues
- demonstrate willingness to provide help and support

Respect

A staff member who demonstrates the GMCT value of respect will

- show appreciation for the contribution of others
- seek to understand the priorities and needs of others
- provide high quality service
- demonstrate a 'can do' attitude

Sustainability

A staff member who demonstrates the GMCT value of sustainability will

- portray a positive image of the organisation to build reputation, even when things are difficult
- use the organisation's resources efficiently
- demonstrate concern for our environment
- identify better and innovative ways of doing things

Integrity

A staff member who demonstrates the GMCT value of integrity will

- communicate openly and honestly
- meet commitments to others and do what they say they will do
- deliver services in a professional manner
- accept responsibility for their own decisions and actions even when they make a mistake

5.   Position organisational relationships

The position of business change lead – transformation program will form part of the human resources department and has the following organisational relationships:

Accountable to: Chief people officer and
                          director transformation program

Supervises: Training coordinator – transformation program
                          external agencies as required

Internal liaisons: Transformation program team, service and engagement team,
                          human resources team, communications business partner –
                          transformation program, change innovation ambassadors, EMG
                          and ICT team, and other GMCT staff

External liaisons: Project suppliers and consultants

6.   Position context

The business change lead – transformation program is part of the human resources team but physically sits within the transformation program team with a matrix reporting structure.

The program team will work collaboratively with the human resources team to ensure that the change is managed effectively and employees feel supported and remain committed to the vision of a customer-first organisation through the provision of training programs, identification and support for workforce capability and transformation needs.

7.   Position objectives

The business change lead has the key accountability for creating the people change management strategy and plans required to implement the transformation program to transform GMCT from a customer service to a customer centric organisation. This position will involve leading staff and managers through change as well as developing solutions (encompassing tools and training) to support the Transformation Program objectives.

- Change management: support delivery and embedding of the transformation program with our people by implementing an effective change delivery plan in collaboration with the communications business Partner – transformation program and the training coordinator – transformation program.
- Engagement: work with leaders to maintain high engagement levels throughout the transformation program delivery.

8.   Key responsibilities

- create a change management strategy and organisation-wide approach for managing change. This will include a structured methodology and governance of change (issue tracking and reporting).
- embed the structured approach to change management into the organisation.
- provide senior leader engagement on major change impacts. This will include ensuring regular flow of information an updates on change readiness, risks and issues arising from change impact planning
- support, consult and coach at all levels of the organisation: senior leaders, managers, supervisors and project teams.

- partner with the human resource team to develop and implement integrated people strategies and work plans that meet business needs
- support communication efforts and contribute to communication strategy development to support organisation development and change initiatives.
- coordinate efforts with other specialists in service and engagement team and internal service departments
- define and measure success metrics and monitor and report on change progress.

9.   Key capabilities

Essential capabilities	
Capability	**Proficiency level**
Emotional intelligence	Advanced

- Positively influences the way others feel and consistently demonstrates respect, dignity and compassion
- Anticipates emotional needs and reactions of others, and prepares/addresses needs accordingly
- Supports others to resolve internal and external conflicts in a calm and effective manner
- Responds effectively to others' inappropriate behaviour
- Facilitates challenging conversations effectively
- Supports others to express emotions in a way that is respectful to the feelings of others
- Coaches and support team to develop their emotional intelligence and to balance the emotional needs of others with the operational needs of the business

Capability	**Proficiency level**
Collaboration	Advanced

- Initiates and maintains networks to enable the achievement of business objectives
- Builds and maintains positive, productive relationships with key stakeholders to influence their strategy and decision making processes
- Seeks and values diverse contributions, experiences and ideas of others
- Utilises the expertise of the wider GMCT team to ensure the best outcome is achieved
- Looks for opportunities to facilitate collaboration between others
- Role models teamwork and collaboration

Capability	**Proficiency level**
Accountability and results focussed	Advanced

- Articulates the what, why, how and when of the GMCT strategy to helps others to understand it
- Develops team objectives, roles and responsibilities in line with overall GMCT objectives, and with clear timelines and measures of success
- Supports team to plan, manage and prioritise workloads to effectively and consistently deliver on individual and team objectives to expected standards and in the right way at the right time
- Drives a culture of high performance within team
- Develops plans according to customer/stakeholder requirements and GMCT context,

and effects the key drivers that deliver on the strategic objectives
- Regularly reviews plans and performance, and revises according to risks or impacts
- Communicates regularly with team members regarding GMCT progress and updates, and ensures all team members understand the impact of their role and responsibilities on the broader business
- Holds team to account for their behaviour and results
- Role models accountability, and accepts / owns the responsibility for decisions, actions and behaviour of self and team

Capability	Proficiency level
Customer Experience	Advanced

- Considers broader purpose and the long-term relationship with the customer when providing advice
- Continually drives self and team to increase customer satisfaction
- Identifies and builds relationships with external stakeholders (eg. Funeral directors) in order to provide a more seamless, transparent and valued customer experience
- Shares knowledge and coaches others in the provision of safe, seamless, consistent and reliable customer service, sales, and valued advice
- Encourages and supports team to think differently about how to respond to customer needs

Capability	Proficiency level
Profession-Specific	Advanced

- Highly developed knowledge, understanding and application of this capability
- Can apply knowledge outside the scope of own role
- Is able to coach or teach others on this capability
- Has a long-term perspective
- Helps develop materials and resources in this capability area

Capability	Proficiency level
Change agility and resilience	Advanced

- Leads and engages teams in all aspects of the change process
- Communicates change in clear, transparent way, provides context, and builds plan to bring team along with change
- Understands the range of reactions to change and actively manages these
- Provides coaching and training to staff and teams to manage change effectively
- Monitors how others are managing their health & wellbeing and provides empathy and constructive support
- Creates a safe environment in times of change to express views
- Understands the need to apply effective change disciplines to achieve business outcomes
- Manages the complexity of integrating processes, systems and people when executing change

Preferable capabilities	

Capability	Proficiency level
Communicating with influence	Advanced

- Generates interest in complex ideas and concepts
- Builds support by taking time to consult and educate others
- Respectfully influences and challenges stakeholder opinions and decisions
- Uses storytelling effectively to meaningfully convey key messages and influence decision making
- Communicates regularly with clarity, transparency and relativity to lead the involvement of all team members in team and project initiatives, ensuring ownership and engagement with desired objectives
- Embraces and leads courageous conversations
- Coaches others to identify and adjust communication approach and styles according to audience needs

Capability	Proficiency level
Customer Centricity	Advanced

- Continually seeks new ways to improve the customer experience
- Monitors and acts on measures of customer satisfaction to improve the customer experience
- Communicates vision for the customer and business to all team members, and shares customer insights and plans to support delivery of this vision
- Drives a culture of always finding a way to say yes to the customer, and to delight them
- Supports other areas of the business to meet and exceed expectations of their customers

Capability	Proficiency level
Innovation	Advanced

- Takes a broad view when analysing complex and ambiguous situations
- Recognises patterns and draws linkages between ambiguous data or situations
- Reads the situation well and knows when to allow time to work through complexity and when to move quickly on decisions or solutions
- Uses innovative thinking during decision making and planning, by applying learning from industry research and/or knowledge and experience gained from working outside of GMCT
- Plans for the future whilst balancing the need to be agile today
- Adopts an open-minded approach to maximise opportunities whilst minimising and mitigating risk
- Encourages and supports team to take measured risks to implement new initiatives and approaches to deliver growth
- Coaches and develops the innovative thinking and approach in others
- Creates a supportive environment for generating and testing creative and innovative ideas

Capability	Proficiency level
Leadership	Advanced

- Actively leads team to high performance through coaching, mentoring and development activities
- Inspires others by setting and clearly communicating strategy to drive team members to achieve personal and team objectives
- Allocates resources and delegates tasks / projects in a way that supports and

stretches team members to achieve desired individual and team outcomes	

- Rewards and recognises team and individual successes
- Motivates team members by linking individual and team work to the achievement of GMCT objectives
- Empowers team members to develop their capability and careers
- Demonstrates courage by taking on tough challenges and leading through change
- Coaches others to be leaders
- Adapts leadership style to get the most out of individuals and teams
- Models GMCT Values, and creates an environment of excitement and energy that drives high performance

Capability	Proficiency level
Digital Experience	Intermediate

- Actively considers all GMCT digital channels when making decisions and recommendations
- Is respectful of customer options and limitations when recommending solutions
- Supports customers to find the right information, in the right way, at the right time
- Delivers seamless, consistent customer experiences across GMCT digital channels
- Delivers seamless, consistent technology solutions during interment and related services
- Develops collaborative relationships across the business to ensure information on all GMCT channels is accurate and maintained in a timely manner
- Adapts quickly to new or updated GMCT applications, software and hardware

10. Corporate involvement

GMCT is a values-based organisation and seeks to cultivate a culture founded on quality of service delivery, responsiveness, collaboration and respect for others. It is an environment that requires all team members to maintain high standards of work.

All GMCT employees are required to:

- maintain the highest standards of integrity and behaviour in line with GMCT Values and Code of Conduct

- uphold and enhance the reputation of GMCT

- participate in the development and review of organisational initiatives and assist in the delivery of organisational goals

- participate in regular performance management planning and review processes with immediate manager

- undertake identified training and development activities/programs

- provide regular and /or ad-hoc reports to immediate manager when required in an agreed format for the purpose of monthly supervision, team meetings and six monthly and annual individual development reviews

- attend Regional and Team meetings as required

- maintain confidentiality at all times

- comply with all GMCT policies and procedures

- understand and adhere to all OH&S policy, legislation, regulation, risk management strategy, policy and procedure

- be responsible for effective risk management including incident reporting, and ensuring that management is aware of risks associated with business operations

- assist their manager in the identification, development and maintenance of the health and safety improvement action plan

- develop agreed and measurable success measures to support the health and safety management action plan and health and safety management strategy

- assist their manager in the input of risks, hazards or environmental risks into the risk register database

- implement hazard management practices in their daily activities

- report any injury, illness, asset or financial losses, hazard and near miss incidents to their manager/supervisor within 24 hours of detection in accordance with GMCT procedures

- comply with health and safety practices in accordance with the OH&S Regulations 2007, Victorian WorkCover Authority Codes of Practice and GMCT Safety Management Plan 2014

- comply with all other Commonwealth and State legislation relevant to the organisation

- undertake other duties as directed by immediate manager not specifically mentioned in this document, but within the capacity, qualifications and experience normally expected from persons occupying positions at this classification.

11. Key selection criteria

Applicants must address the following criteria in writing to be considered for this position.

All selection criteria are essential unless marked as 'desirable'.

- experience and knowledge of change management principles, methodologies and tools
- exceptional communication skills – both written and verbal
- excellent active listening skills
- ability to clearly articulate messages to a variety of audiences
- ability to establish and maintain strong relationships
- ability to influence others and move toward a common vision or goal
- flexible and adaptable
- ability to work in ambiguous situations
- resilient and tenacious with a propensity to persevere
- forward looking with a holistic approach
- organised with a natural inclination for planning strategy and tactics
  problem solving and root cause identification skills
- ability to work effectively at all levels in an organisation
- must be a team player and able to work collaboratively with and through others
- acute business acumen and understanding of organisational issues and challenges
- familiarity with project management approaches, tools and phases of the project lifecycle
- experience with large-scale organisational change efforts.

Qualifications and experience:
- degree qualified (business, human resources, psychology or related field). Post graduate qualifications are desirable.
- an appropriate change management certification (desirable).

- a solid understanding of how people go through a change and the change process, experience with implementing contemporary change management models.
- demonstrated experience in successfully leading change management process and strategy at an enterprise level in the public sector

Skills / abilities:

- a demonstrated commitment to the vision and values of GMCT
- high level interpersonal and team skills, including the ability to work co-operatively and promote a positive team approach and the demonstrated ability to apply these with internal and external stakeholders
- demonstrated ability to effectively manage and priorities multiple tasks- and achieve required timelines
- demonstrated ability to take initiatives is a self-starter and work autonomously in a dynamic workplace environment
- conflict resolution skills
- demonstrated experience in complaints management
- current driver's licence.

Relevant physical requirements

Requirements	Frequency of Occurrence (tick where appropriate √)				Comments
	Rarely 0% to 5%	**Occasionally** 6% to 33%	**Frequently** 34% to 66%	**Regularly** 67%-100%	
Weights and Forces					
Lifting from floor to waist (<5 kg per item)		√			
Lifting at waist height (<5 kg per item)			√		
Lifting waist to above shoulder (<5 kg per item)	√				
Carrying				√	
Pushing (trolley weighing up to 50kg)	√				
Pulling (trolley weighing up to 50kg)	√				
Moving equipment and/or furniture	√				
Holding or supporting	√				
Above shoulder	√				
Whole Body and Lower Limb Movement					
Standing				√	
Sitting - at desk			√		
Sitting – vehicle		√			
Walking				√	
Walking – whilst carrying			√		
Walking – on uneven ground	√				
Climbing – stairs				√	
Climbing - ladders	√				
Driving – passenger vehicle	√				
Computer – desktop				√	
Computer - laptop				√	
Squatting	√				
Kneeling	√				
Upper Body and Upper Limb Movement					
Reach - forward (>30cm from body)				√	
Reach - side (>30cm from body)				√	
Reach – above shoulder	√				
Gripping or grabbing				√	
Bending neck - looking up		√			
Bending neck - looking down				√	
Rotating neck				√	

Requirements	Frequency of Occurrence				Comments
	Rarely 0% to 5%	Occasionally 6% to 33%	Frequently 34% to 66%	Regularly 67%-100%	
Bending spine - forward				√	
Bending spine - backward		√			
Twisting spine to side			√		
Writing with pen or pencil			√		
Typing				√	
Sensory					
Hearing – holding direct conversation and telephone				√	
Hearing – alarms , signals, disturbance				√	
Visual – read printed material, signage				√	
Visual – read computer screens				√	
Visual - driving				√	
Other				√	

I have read and understood the requirements of this role

Employee

_____
Signature   **Print Name**   **Date**

Manager

_____
Signature   **Print Name**   **Date**