Roles, functions and key activities of a Change manager

**Note:** the content is not from a classified work description. The level has not been confirmed.

When recruiting a change manager, here are a few options:

* Post on GCconnex:
  + [Interdepartmental Organizational Change Network](https://gcconnex.gc.ca/groups/profile/4506076/change-management-change-leadership-gestion-du-changement-leadership-du-changement-gestion-du-changement-leadership-du-changement-change-management-change-leadership?language=en) (IOCN)
  + [GCworkplace Change Management Community Sharespace](https://gcconnex.gc.ca/groups/profile/28332343/gcworkplace-change-management-community-sharespace-espace-partage-de-la-communaute-de-la-gestion-du-changement-pour-le-milieudetravailgc)
  + [Career Marketplace](https://gcconnex.gc.ca/groups/profile/7617072/career-marketplace-carrefour-de-carriere-carrefour-de-carriere-career-marketplace)
* Send a “Notice of interest” email
* Offer a micro-mission, secondment, assignment, etc.

It would also be beneficial to look for partners in communications and/or learning and development (training) sectors to be part of your change management team, as many change management activities relate to these fields.

In recruiting an internal resource that can take on the lead of the change management function for a workplace modernization project, you should look for someone who has excellent people skills and great leadership skills. It may also help if this resource already understands the organization, its business, its culture and has an already-established network. Moreover, this approach will contribute to building an internal change capacity which can serve future projects. Here are the essentials skills and competencies you might be looking for to recruit a good change management resource within your organization:

# Role of a change manager

A change manager plays a key role in ensuring the workplace modernization project meets its objectives on time and on budget and by increasing employee adoption and usage. This person focuses on the people side of change of a workplace modernization project which might include many changes from many enabling sectors supporting the project such as changes to the new workspace, IT tools, systems and technology, business processes, etc. The primary responsibility is to create and implement a change management strategy and plan that maximize employee adoption and usage and minimize resistance. The change manager works to drive faster adoption, higher ultimate utilization of and proficiency with the changes that impact employees. These improvements increase benefit realization, value creation, ROI and the achievement of results.

While the change manager may or may not have supervisory responsibilities, he or she has to work with many others in the organization to succeed. The change manager acts as a coach for senior leaders and executives in helping them fulfill the role of change sponsor and champion. The change manager may also provide direct support and coaching to all levels of managers and supervisors as they help their direct reports through transitions. The change manager will also support project teams in integrating change management activities into their project plans.

# Key activities of a change manager

* Develops and applies change management processes and tools to help create a change management strategy/program to support adoption of the changes required by a workplace modernization project
* Conducts impact analyses, assesses change readiness and identifies key stakeholders
* Coordinates and/or leads change management activities in collaboration with various key stakeholders
* Participate in and collaborate with the integrated workplace project team along with the representatives of all key enabling sectors (IM, IT, Security, HR, OSH), and the project team
* Coordinates communications, engagement and training activities
* Identifies and develops mitigation strategies/tactics for potential risks associated with the delivery of change efforts
* Identifies and manages resistance through the application of change management methodologies in the delivery of innovative solutions
* Tracks and reports issues
* Defines and measures success metrics and monitors change progress and ensures change adoption
* Supports change management at the organizational level by engaging and coaching supervisors, managers and senior leaders

# Key Experiences, skills and abilities of a good change manager

* Experience in applying change management principles, methodologies and tools to a workplace modernization project
* Experience with large-scale organizational change efforts
* Experience in providing advice to executives, clients and employees
* 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 mobilize others and move toward a common vision or goal
* Flexible and adaptable; able to work in ambiguous situations
* Resilient and tenacious with a propensity to persevere
* Forward looking with a holistic approach
* Problem solving and root cause identification skills
* Able to work effectively with members of all levels in an organization
* Must be a team player and able to work collaboratively with others
* Ability to recognize opportunities, issues and challenges at an organizational level

\*If required to asses KNOWLEDGE

* Knowledge of how people go through a change and the change process
* Knowledge of change management principles, methodologies and tools

# Assets

* Change management certification or designation
* Familiarity with project management approaches, tools and phases of a workplace project lifecycle
* Experience in developing a communications plan or the delivery of training sessions or workshops