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## Position description

### Details

<b>TITLE</b>	Communications and Change Specialist	<b>POSITION NUMBER</b>	NUMBER
<b>CLASSIFICATION</b>	PTA level 6	<b>REPORTS TO</b>	Position (WAP)
<b>DEPARTMENT / BUSINESS UNIT</b>	Strategic Services	<b>LOCATION</b>	Headquarters, Burwood East
<b>DIRECT REPORTS</b>	Project Management Office Support	<b>DATE</b>	January 2024

### Our organisation

<b>WHO WE ARE</b>	CFA is a Statutory Authority accountable to government for the delivery of emergency services through its paid and volunteer workforce
<b>VISION</b>	Victorian communities are prepared for and safe from fire
<b>MISSION</b>	To protect lives and property

### Our values and guiding principles

These key behaviours are consistent across CFA and all staff will perform their positions in accordance with the following:

<b>We put SAFETY first</b>	We are committed to ensuring the safety of the communities we protect. We actively pursue zero harm. We want everyone to get home safe and well. We have a harmonious workplace. We encourage discussions on safety matters.
<b>We excel through TEAMWORK</b>	We work together to achieve our mission. We openly share information and resources and acknowledge each other's strengths. We work cooperatively in inclusive teams. We work collaboratively for the benefit of the Victorian community. We respect and embrace open communication.
<b>We are dynamic and ADAPTABLE</b>	We are dynamic and constantly adapting in response to community need. We are open to the challenge of a changing environment. We are proactive and make it happen. We challenge the status quo and recognise innovators. We learn from each other and our community.
<b>We act with INTEGRITY</b>	We act with integrity at all times. We are truthful, open and honest. We consistently lead by example. We make transparent and timely decisions. We speak up if we see something wrong. We are accountable and will hold one another to account.
<b>We RESPECT each other</b>	We treat everyone fairly and with respect. We acknowledge each other's ideas, opinions and contribution. We welcome diversity. We show empathy and understanding. We respect the time of our people.

**Victorian communities are prepared for and safe from fire**

OUR VISION

# Leadership behaviours and expectations

As a leader within CFA, you are expected to:

Actively contribute	Proactively provide strategic, tactical and professional advice
Collaborate	Demonstrate a consistent and unified approach, and actively pursue opportunities to connect across CFA and the sector
Drive engagement	Communicate, consult and collaborate widely, effectively representing and promoting the CFA at all times
Build capability	Actively build the capability of CFA people, mentor and coach others
Values driven	Model the CFA values at all times
Manage change	Provide strong and consistent leadership through change
Deliver outcomes through people	Connect your team to the CFA strategy, mission and values

## Primary purpose Including context and background

The Country Fire Authority (CFA) is a volunteer and community-based fire and emergency services organisation with statutory responsibility for protecting Victorians from the incidence and impact of fires and other emergency incidents in the country area of Victoria. The capacity and capability of CFA volunteers goes beyond traditional fire service approaches and CFA is actively involved in empowering communities to be prepared. As well as undertaking prevention and suppression of fires, CFA is called on to support the community through a wide range of emergency events including road accidents, medical emergencies, and hazardous materials incidents. CFA's jurisdiction spans rural, regional and peri-urban Victoria, covering more than 150,000 square kilometres and more than four million people.

CFA's business processes and information technology systems must effectively and efficiently enable the organisation to fulfill its mission to protect life and property. CFA currently operates a range of legacy information technology systems. The first step of building a more contemporary approach is to develop a robust ERP Strategy that aligns with CFA's Strategy and Outcomes Framework and Digital Strategy.

CFA management is embarking on a renewal of its core finance information technology system (SAP). This Program, while it is a significant technology implementation, will be the lever for significant organisation-wide change in the ways of working to improve consistency and efficiency; enhance financial decision-making and controls; and reduce the costs of doing business.

The CFA's path forward has been articulated in a Board-endorsed business case. The business case includes:

- Definition of the CFA's functional requirements
- Assessment of select technology platform capability against defined requirements
- Development of financial business case and narrative
- Alignment on preferred deployment options and implications for risks and benefits.

The decision has been made to implement SAP S/4HANA predominately for the Finance and Infrastructure functions, as well as Concur for expense management.

The Communications and Change Specialist (CCS) is responsible for the design, development and implementation of end-to-end engagement, communication and change management plans and initiatives to support awareness, acceptance and adoption of the new and contemporary ways of working that the SAP S/4HANA platform will enable. The CCS reports to the Head of SAP S/4HANA by contributing to the leadership and strategic management of the assigned program and brings significant program and project management expertise in achieving the outcomes and benefits expected from the business case. The role includes the design and implementation of best practice approaches to change management and communication in a complex and diverse organisation. To achieve the benefits outlined in the business case the Program will be implementing the SAP S/4HANA solution with minimal customisation. In this context, engaging the organisation's people (staff and volunteers alike) in working differently is a critical component of program success. The role supports the establishment of policy, processes and standards enabling the effective transition to SAP S/4HANA for the Finance and Infrastructure functions, as well as Concur for expense and invoice management.

## Specific duties and accountabilities

- Develop and lead the implementation of communication and change management plans to advance change management goals / adoption of changes and management of stakeholder engagement for the SAP Program
- Conduct organisational impact/readiness assessments and training needs assessments to inform tailored change management activities.
- Create the change impact assessment and mitigation plan and manage dependencies across the Program.
- Design, develop, and deliver the change communication and messaging with the relevant stakeholders
- Identify and analyse people-related risks and prepare risk mitigation plans for consideration of the Steering Committee
- Provide leadership, coaching and guidance to leaders and work with the program team regarding change management approach and tactics.
- Provide expertise to key stakeholders on change management principles, methodologies, tools and frameworks
- Proven organisational and strategic planning skills including the ability to lead change, prioritise and meet deadlines, allocate resources effectively and efficiently to ensure operational and service delivery goals are met. Demonstrated ability to identify, lead and develop initiatives that deliver better System experience.
- Create actionable deliverables including: communications plan, sponsor roadmap, coaching plan, training plan, resistance management plan.
- Understand the organisational culture and determine how to facilitate change across the organisation to achieve successful change with the least amount of disruption to the organisation.
- Provide expertise and guidance in the execution of project plans and change initiatives including the incorporation of principles of change management ensuring appropriate governance and controls are in place
- Prepare and present detailed, comprehensive reports and briefs on complex project and operational issues
- Actively identify emerging pressures, possible issues, initiate risk mitigation, exercise Judgement and recommend resolutions
- Other reasonable duties as required.

## Manager and team leader accountabilities

### Leadership, team management and development

- Provide clear direction and set specific goals for the team, to ensure all programs and activities are effective, strategically aligned and delivered within time and budget requirements.
- Ensure that clear objectives, performance measures and targets are in place to guide the work of the team and monitor and manage their achievement closely.
- Accept business and financial accountability by developing, managing and monitoring the team budget; ensuring sound financial planning and performance monitoring mechanisms are in place; and reporting as required to senior management.
- Build and develop capability within the team, in order to maximise the contribution and potential of members and ensure that CFA has the capacity to meet current and future challenges.
- Foster a culture within the team that appropriately models the CFA vision, values and commitments and that contributes to building a unified CFA culture.

### Safety, wellbeing and environment (SW&E)

Managers and supervisors are expected to contribute strongly to CFA's safety, wellbeing and environment (SW&E) management system. They must:

- Be aware of the SW&E hazards and risks relevant to work activities and work areas under their control.
- Ensure that SW&E policies, procedures, instructions and initiatives are understood and followed by people under their leadership.

- Ensure that SW&E induction, training and information are provided for, and attended by, all people for whom they are required.
- Respond promptly to address any SW&E matter which requires their consideration and/or approval to safeguard people or the environment.
- Review accident/incident reports to ensure appropriate investigation is carried out where required.
- Provide active support to SW&E committees and planning forums to enable them to function in a proactive and effective manner.
- Act in an environmentally responsible manner at all times.
- Act in a manner which demonstrates a commitment to CFA Child Safe policies and comply with the Victorian Government Child Safe Standards.

## Diversity and Inclusion

- Act in a manner which demonstrates a commitment to CFA Diversity and Inclusion policies, procedures and regulations.

## Code of Conduct and Behavioural Standards

- Demonstrate CFA values and behaviours and comply with the Code of Conduct and Behavioural Standards.
- Follow the guiding principles to:
  - Act with integrity at all times
  - Be truthful, open and honest
  - Treat everyone fairly and with respect, including other CFA Members, Officers, CFA visitors and members of the public.

## Policies and Procedures

- Comply with CFA policies, procedures and regulations

## Child Safety

- At CFA, we are committed to creating a child safe environment that promotes the safety and wellbeing of all children and young people with whom we have contact. CFA has a zero tolerance to all forms of child abuse and harm and will act to protect children and young people by effectively responding to allegations and complaints, including reporting matters to relevant authorities. Children within CFA are supported to express their culture and enjoy their cultural rights. CFA has a zero tolerance of racism and expects staff will act on any incidents of racism. There is an expectation that all staff have, and maintain, a commitment to child safety, equity and inclusion, and cultural safety.

## Key selection criteria

- Relevant qualifications and/or significant experience in developing, implementing, and managing transformational change program in large complex organisations
- Experience and demonstrated track record in applying Change Management principles, methodologies and tools for multiple projects, particularly change impact assessments, stakeholder management, engagement, communication and training plans (essential)
- Demonstrated experience in the successful development and implementation of change management strategy and plans as well as knowledge in change methodologies.
- Experience in stakeholder management on complex/sensitive programs including expertise in dealing with and influencing executives to gain buy-in to enable change to happen.
- High level interpersonal and communication (including presentation) skills and a proven ability to overcome resistance and influence positive behaviour.

- Strong project management and organisational skills, and a high awareness of the project and program context and discipline
- Experience working within a volunteer-based organisation.

## General requirements

- Be prepared to participate in Incident Management support roles appropriate to experience and qualifications.
- Hold a valid Working with Children Check
- There may be times when it is required to work outside normal business hours i.e. evenings and weekends to meet requirements of our volunteer members (optional)