

Change Project Manager

Information pack



Welcome from Ceri Hughes Change Programme Manager



Ceri Hughes, Change Programme Manager

Croeso/Welcome

Thank you for your interest in the role of Change Project Manager at Audit Wales. In this pack we provide the Job Description and give a flavour of what you will be involved in and what it's like to work here.

We are committed to unleashing our full potential as a driver of change and improvement at the heart of public services and democratic accountability. This role sits within the Change Programme Team and is key to ensuring the successful delivery of strategic initiatives which focus on transforming our services, becoming more efficient in the ways we work and enhancing our collaboration and engagement with stakeholders.

In addition to delivery of change the Change Programme Team is central to designing and implementing methods and tools for how we manage change across Audit Wales. As a relatively new function a core part of our role is to establish the value of change management best practice, role model great engagement and utilise our skills to drive the behavioural change essential to our future success.

It will be a varied, challenging and highly rewarding role. This is an exciting time to be joining the team as we firmly establish a professional change management function in the organisation and drive for recognition across Public Services in Wales as an exemplar of change management practice.

Change Project Manager – Your role?

Your principal aim will be to lead strategic initiatives, ensuring people are put at the heart of change, that we involve our staff and stakeholders in our plans, assess any likely impact on them and the business and engage them in the change process in a way that helps us make sure that projects are successful and change sticks. This role is about embedding change and project management excellence, both through the projects that you will directly manage and the Audit Wales Change Programme that you will influence. You will need to be confident in your change and project management capability, work well with people, and have the skills to engage, influence and support your colleagues and senior managers.

Who we are?

We're an organisation that has reach across Wales's entire public sector, auditing public spending of some £19 billion annually. On behalf of the people of Wales, we examine public spending and identify ways to improve public services. Our work supports the effective scrutiny of public money by the Senedd and locally elected representatives, and we are entirely independent of government. Our purpose is to:

- **Assure** the people of Wales that public money is well managed
- **Explain** how public money is being used to meet people's need
- **Inspire** and **empower** the Welsh public sector to improve

You can read more about [our organisation and our work for the future in our video](#) and also [our Annual Plan](#).

Audit Wales is a fun and friendly place to work, with an incredibly supportive culture and one where we're working hard to truly embed our values and behaviours in all that we do and how we do it. You can read more about our [values and behaviours](#) on our website.

We embrace diversity in all its forms so welcome applications from people from all backgrounds and with many different skills, experiences and perspectives. This is what helps us to create a **GREAT** place to work and make an even bigger difference through the work we do across Wales.

We want to strengthen our workforce diversity particularly in terms of people who are black, Asian, or from other ethnic minorities, people with disabilities, people who are carers and people who are LGBT+. Find out more about our approach to diversity and inclusion on our website.

If you can speak Welsh too then all the better, but don't worry if you can't, it's not essential for this role and there will be lots of opportunities

for you to learn, if you are interested. All appointments will be made on merit against the person specification in this pack.

We're committed to working smarter, we've got great technology that supports us, we're building our coaching skills to empower and inspire each other, and we invest heavily in ongoing learning and development.



Your benefits

We pride ourselves on the pay and benefits we offer. We have a 35-hour working week, worked on a Monday to Friday basis. However, we have lots of flexibility to deliver our work as we operate within a smarter working environment where delivering business need is the priority.

A generous 33 days annual leave each year plus public holidays and access to the Civil Service pension.

We have a range of additional benefits such as cycle to work loans and buying and selling leave, that are there to support our staff in balancing their work and home lives. Take a look at our pay and other benefits to gain an understanding of our reward package and pay scales.

If this opportunity excites you and you have the right skills, aptitude and motivation, we want to hear from you. Call me on 02920 320627, if you'd like to chat to me about any aspect of the role before you apply.

All the best.

Ceri

Change Project Manager Job Description

Job title	Change Project Manager
Reports to	Change Programme Manager
Location	Flexible with smarter working options.
Direct reports	N/A
Payband	4 £41,484 - £48,155

Job description

Job Purpose

Your principal aim will be to make sure that people are put at the heart of change, that we involve our staff and stakeholders in our plans, assess any likely impact on them and the business and engage them in the change process in a way that helps us make sure that projects are successful and change sticks. This role is about embedding change and project management excellence, both through the projects that you will directly manage and the Audit Wales Change Programme that you will influence. You will need to be confident in your change and project management capability, work well with people, and have the skills to engage, influence and support your colleagues and senior managers.

Job description

Main Duties

Supporting change

- Work closely with colleagues (e.g. Good Practice Team, HR, Comms) to help develop and embed an agreed change management approach and toolkit and promote its use.
- Work collaboratively to define mechanisms and report on performance across the Audit Wales change portfolio including change readiness, transition, benefits realisation, and assurance.
- Support the design and delivery of a learning and development programme to build change management capability within the Audit Wales. Provide coaching and mentoring to support Audit Wales services in the planning, preparation and roll-out of changes.
- Support the strategic planning of projects and programmes to ensure that there is a coherent, co-ordinated portfolio of projects and change that will deliver the strategic objectives of Audit Wales. Identifying and managing dependencies and the interfaces between initiatives and managing the collective impact on Audit Wales and its staff.
- Work with the Change Programme Manager and other colleagues to develop excellent business cases for projects, creating the case for change and carrying out business readiness assessments. Ensure an appropriate benefits realisation strategy is put in place and monitor the longer-term delivery of benefits against the agreed business case.
- Act as a subject matter expert for project and change management, developing people, processes and the culture necessary to establish Audit Wales as a centre of change management excellence.

Supporting project delivery

- Project manage the delivery of one or more specific projects throughout the full lifecycle from idea to benefits realisation to ensure the successful delivery of business objectives and benefits.
- Working in collaboration with the relevant Audit Wales services, develop and implement high quality project plans, schedules and budgets to ensure the successful delivery of project outcomes within time cost and quality constraints.

Job description

- Carry out change impact assessments (and liaise with colleagues to complete equality impact assessments), identifying and implementing strategies to manage resistance and develop transition plans to successfully embed changes into business as usual operations.
- Identify, monitor and manage risks and issues within projects and escalate as appropriate. Work with the projects' Senior Responsible Owners to develop and implement mitigating actions.
- Define and implement effective project governance and controls. Provide regular reporting to relevant project and programme boards, highlighting performance against plan and budget, including early warnings of any deviation against these and appropriate strategies to recover.
- Lead stakeholder mapping and engagement to ensure that stakeholder interests are identified and addressed. Develop and implement excellent change communication strategies and plans, deliver presentations and workshops to key stakeholders.
- Be pro-active, flexible and innovative in the approach to developing and delivering projects, appreciating the working environment, needs and culture of Audit Wales.
- Work effectively with cross-functional teams, encouraging collaboration and providing mentoring and support to less experienced colleagues to help embed a project and change management culture across Audit Wales.

Key Results Areas

- Provide first class change and project management expertise to help create a culture of change management excellence. Influencing others' thinking about change, helping to increase their confidence and shape their approach and attitude.
 - Delivering the activities required to embed change, and to help ensure that changes are joined-up, fully understood and adopted to ensure benefits are fully realised.
 - Directly support individual projects to achieve success in terms of time, cost and quality, taking account of the people impact of change to deliver lasting organisational improvements.
 - Deliver highly-effective engagement processes by, working with others to anticipate and capture the impacts and planned benefits of changes, and ensure that they are understood and appropriately managed – giving practical consideration to capacity scheduling, and business readiness implications.
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General

Our Values and behaviours

Our values and behaviours define the way we work and how we work together to achieve our goals. They aren't just a poster on the wall - we are all expected to be fully committed to demonstrating our values and behaviours, so we can work effectively with each other and make good decisions. They help us be the best we can be and ensures that we've got the right skills and experiences in the right place. Our values are designed by staff to help increase the diversity of our workforce, particularly at the more senior levels, and developing a coaching culture to ensure thriving conditions for organisational success. We expect successful applicants to contribute fully to nurture a positive culture and to help us grow by living our values and behaviours.

General

Confidentiality and Information Security

The post holder must always be aware of the importance of maintaining confidentiality and security of information gained during the course of their duties. This will in many cases include access to personal information relating to service users. The post holder must treat all information, whether corporate or client in a discreet and confidential manner in accordance with the provisions of the Data Protection Act 2018 UK GDPR and organisational policy. Any breach of such confidentiality is considered a serious disciplinary offence, which is liable to dismissal and/or prosecution under current statutory legislation (Data Protection Act) and Audit Wales Disciplinary Policy.

Equality

The Public Sector Equality Duty in Wales places a positive duty on public bodies to promote equality for people with protected characteristics, both as an employer and as a provider of public services. There are nine protected characteristics: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex and sexual orientation. Audit Wales is committed to ensuring that no job applicant or employee receives less favourable treatment of any of the above grounds. To this end, the organisation has an Equality Policy and it is for each employee to contribute to its success.

Health and Safety

Health and Safety

All employees of the organisation have a statutory duty of care for their own personal safety and that of others who may be affected by their acts or omissions. The post holder is required to co-operate with management to enable the organisation to meet its own legal duties and to report any hazardous situations or defective equipment. The post holder must adhere to the organisation's Risk Management, Health and Safety and associate policies.

General

Security Checks

All employees are subject to baseline security checks as part of their pre-employment check. These checks include proof of identity and qualifications. In addition all staff in qualifying roles are subject to security vetting arrangements to CTC (counter terrorist check) security level.

Dignity at Work

The organisation condemns all forms of bullying and harassment and is actively seeking to promote a workplace where employees are treated fairly and with dignity and respect without bias. All staff are requested to report any form of bullying and harassment to their Line Manager or to any Director of the organisation. Any inappropriate behaviour inside the workplace will not be tolerated and will be treated as a serious matter under the Audit Wales Dignity at work policy.

Welsh Language

We value the importance of the Welsh language in our work and aim to provide a bilingual service to everyone who wants to use it. We would therefore like to especially encourage applications from individuals that have Welsh language skills to help us meet this aim.

All job descriptions will detail whether the ability to speak Welsh is an essential or desirable requirement. If successful and you do not currently have Welsh language skills, we can support you in learning Welsh if you wish.

Person Specification Requirement	
Skills and abilities	Essential or Desirable
1.1 Significant experience of working within and delivering large scale, complex projects or organisational change.	Essential
1.2 Proven technical and professionally backed competence in project management techniques and experience of planning and delivering significant change projects.	Essential
1.3 Exceptional communication and engagement skills – both written and verbal – including crafting compelling change narratives and cases.	Essential
1.4 Ability to establish and maintain strong relationships built on trust to constructively challenge and influence others and move toward a common vision or goal.	Essential
1.5 Ability to effectively facilitate workshops and meetings with colleagues and senior managers to ensure successful delivery of outcomes.	Essential

Person Specification
Requirement

Behaviours Specific to the Post:

These are the specific competencies that you will be expected to demonstrate in this role.

Skills and abilities	Essential or Desirable
2.1 Energetic – Demonstrate a personal commitment to delivering and selling change, including being prepared to challenge and be challenged. Work across service areas to build, inspire and motivate an effective project team.	Essential
2.2 Respect and Trust – Create an environment where people willingly work together to achieve team goals and use resources to best effect in delivering outcomes.	Essential
2.3 Excellent intellectual and analytical capability: See the big picture and make connections between different issues in light of business and political priorities, identifying and considering a range of options to resolve an issue.	Essential
2.4 Genuine – Develop effective relationships with customers or service users to identify their needs, balance competing requirements and deliver workable solutions. Take individual responsibility for your own work plan, with the ability to work proactively, prioritise resources to deliver to time, agreed quality standards and in areas of greatest impact.	Essential

Person Specification

Requirement

2.5 **Adaptable** – Ability to develop, manage and coach less experienced professionals. Promote innovative methods of engagement with the change programme.

Essential

Desirable criteria

The following qualities are not essential for this post but have been deemed as desirable. These will only be considered in the event of two (or more) candidates acquiring the same score at either application or interview stage.

3.1 To hold one or more of the following recognised project or change management qualifications

- APM Project Management Qualification (PMQ)
- Prince 2 Practitioner
- APMG Change Management Practitioner
- PROSCI Change Management Certification.

Desirable

3.2 Experience of delivering digital transformation projects in either public or private sector.

Desirable

3.3 Experience of successfully applying Agile or Design Thinking approaches to the development and delivery of change.

Desirable

Welsh Language Skills		
Skill area	Essential	Desirable
Speaking & Listening	Greet others over the phone or in person with a simple Welsh greeting and sensitively forward a call to a Welsh speaker when appropriate	Understand most job-related routine and non-routine discussions and instructions. Able to hold an extended conversation with a fluent speaker on most job-related routine and nonroutine matters
Reading	Use translation software to get the grasp of simple correspondence with understanding of its limited capability	Understand routine text and the gist of non-routine text on familiar job-related matters
Writing	Update documents and correspondence with Welsh dates and other generic terms	Able to write short texts on familiar job-related matters.

About the Change Team

The Change Team sits within the newly formed Directorate of Communications and Change at Audit Wales. This new function was established a little over a year ago and aims to deliver a step change in the way we plan and deliver corporate projects, embedding new ways of working and uplifting change capability across the organisation. As a team of project and change management professionals we currently have two Change Project Managers working with the Change Programme Manager and Board, supported by a Change Project Officer. While we are a

relatively new team and function within the organisation, the benefits of having a focused, professional change team have been recognised and the Board recently approved plans to grow the team further with two new roles.

How to apply

We only accept applications through our online portal, we do not accept CVs, but if you need us to consider a reasonable adjustment do please let us know in good time.

When completing your application

Familiarise yourself with the Job Description and the Person Specification, so you understand the role and what essential qualifications, skills and attributes for each of the change roles.

We are looking for how your previous experience in work or outside interests makes you suitable to join our team.

Include evidence of:

- Your current qualifications meeting the minimum educational standard
- In your Personal Statement we want to find out about you, Why are you interested in the role and what skills, experiences or behaviours you have that you think would make you suitable for the role.

Please note – the application form will be used to assess all applicants. Failure to complete the application in detail may result in your application not progressing to the assessment stage.

You will need to spend time formulating your application evidence against each of the assessment criteria. The STAR structure makes it much easier for us to assess what you say (it's good to make the panel's job easier!) and it works as follows (Google can tell you more):

- **Situation:** describe the situation for us to understand the context.
- **Task:** describe your role in it.
- **Action:** tell us what you did.
- **Result:** and tell us the outcome.

You will need to focus your evidence to address the following five criteria in the application form:

1. **Extensive project management skills** and experience of managing/supporting organisational change and defining plans involving a range of change management techniques. Tell us about your project management capabilities and how you have driven forward and delivered change through large, high-profile projects.
2. **First-class organisational skills** with experience of delivering high-performance through engaging people. We want to know how you've prioritised resources to deliver to time, budget and agreed quality, taking measured risks to achieve desired outcomes.
3. **A high level of technical and professionally-backed skills** in project and change management techniques, such as Prince II or Agile. Sell your professional skills to us here.
4. Able to create **an environment where people successfully work together** to achieve corporate goals, building, inspiring and motivating effective programme and project teams. Being prepared to constructively challenge and be challenged. Give us a great example of how you have done this through your work.
5. And, this one is 'desirable' only, so if you don't have the experience don't worry, you can still apply: **experience of organisational digital transformation**.

Don't just tell us you have great skills and experience, **prove you do**. And think carefully about the length of your submission too.

Please note that the guidance given above does not consider every circumstance and Audit Wales reserves the right to reject an application where it considers that any eligibility criteria have not been met.

Assessment Centre

At the assessment centre you will have an interview and a critical thinking test. Further information about this stage will be provided nearer the time.

Feedback will only be provided if you attend an assessment centre.

Further information

If you have any questions regarding, our Change roles, selection process or have any specific requirements, please contact Rachel Evans on 02920 320 544 or email rachel.evans@audit.wales.

The recruitment timeline:

Deadline for applications:	9 May 2022
Invites to interview issued or notification of your application not being sifted for interview:	w/c 9 May 2022
Assessment/interview date:	23 or 24 May 2022

Please contact hrandpayroll@audit.wales if anything in this pack is unclear or if you need us to make reasonable adjustments for you.