Change Manager/Director Roles and Responsibilities

Extracted from

NHS Project & Change Capability Framework

For Project and Change Professionals and Practitioners in the NHS

Change Manager/Director

A change manager will play a key role in ensuring project outputs (change initiatives) are adopted and utilised as intended in order to realise the identified benefits.

This individual will focus on the people side of change, including changes to business processes, systems and technology, job roles and organisation structures.
The primary responsibility will be creating and implementing change management strategies and plans that maximise employee adoption and usage and minimise resistance.

The change manager will work to drive adoption and utilisation of and proficiency with the changes that impact employees. These improvements will increase benefit realisation, value creation, ROI and the achievement of results and outcomes

PP Career Pathways		Change Manager/Director				
AFC Band		7	8A	8B	8C	8D
		Very Low	Low	Moderate		
Project Complexity Typical		The grade level of roles within the Project Delivery Profession is generally aligned to the level of project complexity. Project Complexity is influenced by a range of factors. Projects with a LOW level of complexity are generally characterised by having a high degree of certainty, are smaller in size, have clear stakeholders and can be managed using standard procedures and methodologies. Projects with a HIGH level of complexity are generally characterised as having a high degree of uncertainty, are large in size, politically sensitive, technically complex, have a large number of stakeholders and often need procedures and methodologies to be adapted to suit unique situations.				
Role Responsibilities Leadership	Change Communication	Supports the creation and maintenance of communications plans in relation to Business Change Management.	Support Stakeholder Manager and Project Manager to create, and maintain communications plan in relation to Business Change Management.	Work with Stakeholder Manager and Project Manager to create and maintain communications plan as it relates to Business. Change messaging.Provides content for communications relating to Business Change across area of responsibility.	Lead on Business Change messaging, working closely with Communications Manager. Provides content for communications relating to Business Change across project.	Lead the inclusion of Business Change communications requirements into the project communications plan. Provides and reviews content for communications relating to Business Change across the project.

PP Career Pathways		Change Manager/Director				
AFC Band		**7**	**8A**	**8B**	**8C**	**8D**
Project Complexity		**Very Low**	**Low**	**Moderate**		
Typical Role Responsibilities	**Change Planning**	Support in preparing and updating the change plan. Apply a structured methodology and lead change management activities	Support the Project Manager in preparing and updating the change plan. Apply a structured methodology and lead change management activities.	Establish and maintain the change plan for a specific area of responsibility. Apply a structured methodology and lead change management activities.	Establish and maintain the change plan for the project and provides input into the overall Project Plan. Apply a structured methodology and lead change management activities	Own the change plan for the project and provides input into the overall Project Plan. Apply a structured methodology and lead change management activities
	Influences Change	Gains commitment through consultation and consideration of the impacts on others. Engages with stakeholders to collate information to inform the stakeholder engagement plan, may be a point of contact for nominated stakeholders.	Continually identifies a wide range of stakeholders affected by the change. Identify stakeholders, ensures their inclusion in stakeholder engagement plan. Point of contact for nominated stakeholders.	Identify and classify stakeholders, ensures their inclusion in stakeholder engagement plan. Point of contact for larger pool / more senior stakeholders.	Identify, classify, and update stakeholder engagement plan. Lead stakeholder engagement on project to ensure it meets Business Change requirements. Point of contact for senior stakeholders.	Identify, classify, and update stakeholder engagement plan. Lead stakeholder engagement on project to ensure it meets Business Change requirements. Point of contact for senior / strategic stakeholders.

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AFC Band		**7**	**8A**	**8B**	**8C**	**8D**
Project Complexity		**Very Low**	**Low**	**Moderate**		
Typical Role Responsibilities	**Facilitating Business Readiness**	Support the facilitating of business readiness or in preparing and updating the business readiness criteria before implementation.	Support the Project Manager and business / end users in identifying, qualifying, and updating business readiness criteria before implementation.	dentify, qualify, and update the business readiness criteria across area of responsibility before implementation. Supports the tracking of these to approve/refuse' go-live	Identify, qualify, and update the business readiness criteria before implementation. Report on the tracking of these to 'approve/refuse' go-live to the Project Manager	Lead the creation and management of the business readiness criteria across the project. Lead in the 'approve/ refuse' go-live decision with the Project Manager, business and end users
	Coaching for Change	Supports the preparation of managers and employees for change	Uses basic coaching principles of change management to influence and inform overall organisational capability decision making in managing change	Uses coaching to increase overall organisational capability in managing change, through the delivery of change management principles and the stages of change acceptance and can coach employees in dealing with a changing environment		

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Typical Role Responsibilities	Strategic Thinking (Vision & Strategic View)	Understands and leverages the drivers for change. Recognises likely impacts on business strategies and plans and alerts business owners.	Recognises the need for integration across multiple change programs and projects that will impact common stakeholders	Identifies the scope and complexity of change. Assess the current business landscape for a change and identify other activities or initiatives that may become opportunities or issues	Develops, reinforces and communicates a clear vision. assesses the impact of other changes and adapts approach, exploits opportunities or takes mitigation action as required. Challenges thinking and questions assumptions in a constructive way	Develops, reinforces and communicates a clear vision. assesses the impact of other changes and adapts approach, exploits opportunities or takes mitigation action as required Maintains a long term, strategic and tactical view of the change in order to identify risks and opportunities. Challenges thinking and questions assumptions in a constructive way

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Typical Role Responsibilities — **Thinking & Judgement**	Works systematically to resolve problems, identify causes, anticipate implications and make informed decision. quality research methods to gain information required for the training and communication components of the change. Reflects and questions own assumptions		Critically questions information and uses insights obtained to understand the situation. Uses a range of quality research methods to gather accurate information about impacts and relevant solutions. Acknowledges and allows for other changes impacting stakeholder. Reflects and questions own assumptions		Draws out the key issues to identify underlying trends. Reflects and questions own assumptions. Uses a wide range of overt and covert information and data to inform the approach and solutions. Maintains a holistic perspective, 'big picture', rather than only positional or functional viewpoint. Considers broad potential consequences of decisions
Entry Route — **Project Delivery Professionals**	Suitable for an individual with relevant skills and experience, or could be a progression from PMO, or other project role gained in a different environment	Suitable for an individual who is an experienced Project Delivery practitioner with change management experience	Suitable for an individual who is an experienced Project Delivery practitioner with significant change management experience		

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Project Complexity		**Very Low**	**Low**	**Moderate**		
Entry Route	**Non-Project Delivery Professional**	Suitable for an individual with appropriate skills gained in a non-project environment for example change management skills and experience according to level of project complexity				
Typical Qualifications & Professional Memberships	**Project Delivery Professionals**	• APM Project Fundamentals • Managing Successful Programmes Foundation • APMG Change Management Foundation • APMG Change Management Practitioner • APMG Agile Change Agent online course • CMI - Accredited Change Manager Foundation	• APM Project Fundamentals • Managing Successful Programmes Practitioner • APMG Change Management Practitioner • Prosci Change Management Practitioner • CMI – Accredited Change Manager Specialist	• Managing Successful Programmes Practitioner • APM Project Management Qualification • APMG Change Management Practitioner • APM Chartered Project Professional • APMG Agile Change Agent online course • Prosci Change Management Practitioner • CMI - Accredited Change Manager Master		• Managing Successful Programmes Foundation • APMG Change Management Foundation • APMG Chartered Project Professional • CMI – Accredited Change Manager Master