

Role	Change Capability Manager
Reports to	Head of Organisational Development and Change
Direct reports	Nil
Band classification	Band 5, HealthShare Victoria Enterprise Agreement 2024
Date approved	May 2025

1. HealthShare Victoria

HealthShare Victoria (HSV) is a Victorian public sector entity established on 1 January 2021 as an independent, commercially oriented public sector provider of supply chain services (surety, procurement and logistics) to Victoria's public health sector.

Our purpose is to partner with Victoria's public health services, suppliers and government to ensure the right products and services are delivered to the right place at the right time, supporting better value for our public health services and better outcomes for their patients.

We work with Victoria's public health services to understand their requirements. We meet these needs by establishing collective agreements (purchasing contracts) for medical consumables, pharmaceuticals and medical equipment, as well as non-medical products and services they need via large-scale tenders.

We also play a critical role in ensuring Victoria's public health services have access to goods and services that may be in higher demand or difficult to access, including personal protective equipment (PPE), medical consumables, ICU equipment and pharmaceuticals.

We administer several compliance-related functions, and work with health services to assist them in meeting their legislative, compliance and probity obligations.

As well as providing an end-to-end health supply chain for Victoria's public health services, we extend access to our collective agreements to health or related services assessed as 'eligible services'.

Building on a spirit of change and transformation, our work supports our health service customers to deliver safe, high quality and sustainable healthcare for all Victorians.

2. Position summary

In line with the HealthShare Victoria (HSV) Strategic Plan, HSV's Change Capability Manager will support the business to:

- a. foster the desired HSV culture
- b. embed safety in everything we do
- c. build a sustainable organisation and ensure we have change capability across the organisation to support HSV's business objectives
- d. build change capability to increase benefit realisation, value creation, ROI, and the achievement of results and outcomes.

The Change Capability Manager is responsible for building, embedding and sustaining change capability across the organisation. This role supports the development of tools, frameworks, training and strategic initiatives that enhance change readiness, leadership alignment and employee engagement in times of transformation. Acting as a trusted advisor and change expert, the Change Capability Manager partners with senior leaders, project teams and People, Culture and Safety (PCS) to drive a consistent and effective approach to change.

The Change Capability Manager works closely with the Head of Organisational Development and Change to design, develop and deliver initiatives to improve change capability across all levels of the organisation. These programs and initiatives align with and support the achievement of the strategic direction and optimise business results.

The focus of the role is primarily on the people side of change, which involves preparing, supporting and equipping people to adopt and embed changes to business processes, systems and technology, job roles and organisation structures. The role seeks to embed a culture of continuous improvement through engagement with stakeholders and counsel and coaching on business analysis, continuous improvement and change management related matters.

Key outcomes of this role will be to deliver HSV's strategic goals through building change capability across the business using sustainable change methodologies and embedding the mindset, actions and behaviours at all levels of the organisation.

3. Specific duties and accountabilities

3.1 Change capability, strategy and frameworks

- a. Develop and implement a scalable enterprise-wide change capability strategy aligned with organisational goals.

- b. Design and maintain best-practice change frameworks, tools, templates and resources to enable consistent change planning and delivery.
- c. Determine measures for the effectiveness of change initiatives and capability building.
- d. Establish and embed governance structures and standards for managing change across programs and projects.

3.2 Change leadership development

- a. Design and deliver change capability programs for leaders and managers, enabling them to lead through change with confidence and empathy.
- b. Coach senior leaders on change leadership behaviours and sponsor effectiveness.
- c. Promote a culture of resilience, adaptability, and continuous learning.
- d. Build trusted relationships with key internal stakeholders including PCS, Transformation, IT, and Communications.

3.3 Organisational programs

- a. Champion and support strategic organisational development initiatives and projects across Engagement, Performance, Capability, Leadership, Talent and Succession, in line with HSV's strategic direction and priorities.
- b. Support the delivery of the Culture, Diversity and Inclusion strategy and the PCS Roadmap.
- c. Work closely with the Executive team and PCS team to promote the processes and interventions that are necessary to improve performance, change capability and the potential of all employees and design custom solutions based on needs.
- d. Contribute to the continuous improvement of organisation culture, people management practices, operational processes, policies, frameworks, systems and service provision.
- e. Use change management principles to support the implementation of the HSV Learning and Development Plan and changes to existing processes and systems.

3.4 Strategy and Planning

- a. Lead the practical implementation of the PCS strategy to improve change capability initiatives and programs, reporting and metrics and procedures.
- b. Lead the delivery of a range of strategic change initiatives and services to aid in the achievement of PCS roadmap priorities.
- c. Champion the organisation's goals and values through indirect leadership support, providing tailored coaching and contributing to work practices that are measurable, high quality and provide the opportunity for transferrable knowledge and learning.

3.5 Commercial Acumen

- a. Analyse data and make sound recommendations that balance stakeholder, strategic, operational and commercial drivers.
- b. Offer insights and forward thinking to the PCS team and the organisation through external research, benchmarking and knowledge building.

3.6 Health, Safety and Wellbeing (BeSafe)

- a. Follows safety rules and takes responsibility for safety at a personal and team level to reduce risk to others
- b. Reports hazards, incidents and injuries and takes part in actions to eliminate hazards
- c. Shows a sense of urgency when safety issues arise
- d. Makes safety a part of the everyday by talking about ideas for improvement
- e. Attend BeSafe activities, forums and training to help create a robust safety culture at HSV.

3.7 HSV values

- a. Uphold the HSV values:



3.8 Collaboration at HSV

- b. Builds and maintains effective collaborative and consultative working relationships.
- c. Listens and works as a supportive and cooperative team member, sharing information and acknowledging others' efforts.
- d. Has challenging conversations as required within scope of role and personal accountabilities.
- e. Steps in to help others where required.

3.9 HSV strategy, policies and procedures

- a. Contribute to the delivery of HSV's strategic plan and roadmap initiatives.
- b. Comply with HSV policies and procedures and report breaches and/or risks to your people leader or another relevant stakeholder.

3.10 Other duties

- a. While the principal duties of this position are as above, the Change Capability Manager may be required to undertake other duties from time to time.

4. Qualifications and Experience Required

4.1 Academic

- a. Relevant tertiary or post-graduate qualifications or experience, preferably in change management.
- b. PROSCI accreditation (desirable)

4.2 Experience

- a. Proven experience building change capability in complex organisations.
- b. Excellent collaboration with the ability to work in partnership with senior leaders, people leaders and employees to embed sustainable change management principles.
- c. Ability to operate both strategically and operationally across a range of change, HR, organisational and cultural change programs.
- d. Demonstrated commitment to teamwork and the construction of a supportive, collaborative work environment with the ability to lead, coach and develop employees.
- e. Training facilitation experience in a range of contexts including face-to-face, one-to-one or small group coaching and webinars.
- f. Exceptional planning, organisational and coordination skills combined with focus, persistence and a positive outlook, to ensure work is completed and outputs are of the appropriate quality, accuracy and completeness.

4.3 Personal

- a. Lead by example and role model the standards, behaviour and values expected.
- b. Ability to maintain a high level of confidentiality.
- c. Ability to be assertive whilst maintaining productive relationships.
- d. Strong 'team builder' and 'influencer' with the ability to develop and maintain positive working relationships with people at all levels within and outside the organisation.

- e. Strong analytical and problem-solving skills as well as excellent written and verbal communication skills.
- f. Good organisation skills including time management and the ability to work under pressure and prioritise competing deadlines.
- g. Self-directed and able to work in both a collaborative and autonomous manner as part of the PCS team.
- h. Excellent written and verbal communication skills.
- i. Excellent interpersonal skills, including good judgment, decision-making skills and the ability to influence others with diplomacy, tact and discretion.
- j. Ability to identify issues, develop solutions, initiate action and provide advice.
- k. Computer literacy in MS Word, Excel and HR information Systems.

5. HSV's Leadership Capability Framework

Everyday Leaders

- a. Everyday leaders are motivated and passionate about HSV's work and committed to delivering their work efficiently and to a high standard. They take responsibility for getting the job done and seek opportunities to collaborate and to share or gain knowledge. They understand how their work fits into HSV's strategy and are committed to the organisational vision.
- b. Priority leadership capabilities for everyday leaders:
 - i. Problem solver – Demonstrates problem solving within scope of role. Develops useful, workable and practical solutions to address issues, shows initiative, gets things done and owns the results
 - ii. Operates with integrity – Acts honestly, is professional and lives HSV values
 - iii. Works collaboratively - A team player who values all contributions and works jointly with others (internally and externally) to deliver results
 - iv. Health and safety - Sets expectations and takes responsibility for a physically and psychologically safe culture and work environment

6. Locations for Work

Primary: CBD Office, 11/50 Lonsdale Street, Melbourne VIC 3000;

Secondary:

- Derrimut Distribution Centre: Foxley Court Derrimut, Victoria; and
- Dandenong Distribution Centre: Ordish Road Dandenong South, Victoria.

Some travel to HSV customer sites is a requirement of this position.

As relevant the position may be required to "work from home" from time to time.