

Change manager

When might a change manager be useful?

- » To support the Community of Learning | Kāhui Ako leadership in their roles.
- » To help the Community of Learning manage change.
- » To support Communities of Learning in specific areas where they want to make changes.

Why might we need one?

The role of change manager is to assist the Community of Learning to:

- » Put processes and systems in place that will generate sustainable change.
- » Work with key stakeholders to plan, develop and implement a programme of change that covers areas such as desired future state, stakeholder management, communications planning and resource management.
- » Identify resources that are available within the Community of Learning, the Ministry or consider external resources. Help implement a plan for deploying and using these resources.
- » Identify early wins that will build momentum for change.
- » Learn to maintain focus on change, build resilience and facilitate interpersonal issues or conflicts. Ensure there are processes and systems in place to manage this.
- » Support Community of Learning leaders to understand their role as change leaders across their own organisation and the Community of Learning.
- » Work with the expert partner to understand where change initiatives might be needed to tackle the achievement challenges.

How can we access one?

- » We have identified a panel of suitably qualified change managers who are professional business, change and leadership experts.
- » Your local educational advisor will work closely with the Community of Learning leader to identify suitable people from the panel.

What skill set should we be looking for?

- » This role is fulfilled by experts who have a strong background in organisational change management and planning as well as coaching leaders in governance, project management and planning.
- » Business management and change qualifications at tertiary and postgraduate level. Membership of relevant professional bodies.
- » A change manager would typically be engaged for several months.

What deliverables and outcomes should we expect?

A change manager will work closely with the Community of Learning to ensure the agreed outcomes are achieved as a direct result of support provided during the engagement.

Some examples of outcomes a Community of Learning may want to focus on are listed below.

Short term goals:

- » A developed approach to working together and keeping each other informed of progress within the Community of Learning.
- » The specific change needs of a Community of Learning have been assessed and a plan is in place.

- » A stewardship group is in place (if not already).
- » Achievement challenges are agreed and endorsed (if not already).
- » A detailed action plan is in place to address the achievement challenges.
- » A communication plan is in place to include teachers, boards of trustees, parents and communities.
- » There is a forum where principals from the Community of Learning are meeting regularly to monitor progress on action plans and address any obstacles.
- » A recruitment plan is in place for all the Community of Learning-specific roles.
- » Induction plans for the new roles are in place.

Medium term goals:

- » All of the Community of Learning roles are in place and are operating effectively together.
- » A culture of collaboration exists, with resources being used collaboratively rather than shared between Community of Learning members.
- » Plans for performance appraisals are in place in each Community of Learning member. Feedback is built in and used for reappointment and identifying potential.
- » Local school plans or charters are aligned with the Community of Learning's goals and support the achievement of these shared outcomes.

Longer term goals:

- » Sustainable change has been embedded across the Community of Learning.
- » The wider community is actively engaged and feedback mechanisms are in place for continuous improvement.
- » Succession planning is in place across the Community of Learning.
- » Induction, handover plans are in place for subsequent Community of Learning leaders and across schools and within school teachers, as well as for new principals and board of trustee members coming into the Community of Learning.
- » Across schools and within school teaching roles are seen as future career development paths.