

Role Description



Job Title	Organisational Development Manager
Agency	Service NSW
Division	People & Culture
Location	Haymarket
Grade/Band	Grade 12
Kind of Employment	Ongoing
ANZSCO Code	139999
Role Number	25816
PCAT Code	1224392
Date of Approval	May 2015
Agency Website	www.service.nsw.gov.au

Agency Overview

At Service NSW we are a customer focused organisation, passionate about delivering a great customer experience, every day in every way.

Our culture is defined by shared values and behaviours that support the achievement of our 2015 Vision and Mission. Our success is based on living our shared values every day when we work with our customers and with each other.

Our vision is to be recognised as the distinctive leader in the provision of government services.

Our mission is to simplify the way customers do business with government and to transform our customers' experience through excellent service and quality at an optimal cost to serve. We'll do this by:

- putting our customers at the heart of everything we do;
- delivering more choice;
- making it easier to connect with us through a variety of easy to access channels; and,
- innovating, improving and simplifying how we do things.

Our values serve as a compass for our actions. These are the three core values that we live by:

Passion

A great customer experience is our highest priority.

Teamwork

We work together for positive customer outcomes.

Accountability

We work to create value and take ownership for the customer experience end-to-end.

Primary purpose of the role

Design and implement organisational development strategies and programs to deliver tangible outcomes to key stakeholders and are integrated, business relevant and effective in supporting the knowledge, skills, mindsets and behaviour that support the targeted culture and business results. Lead the learning and development team in their delivery of operational and technical training solutions to meet the ongoing and evolving needs of a customer focused organisation.

Key accountabilities

- Design and implement a range of OD strategies and interventions to develop capability across the organisation, enhance and ensure that our talent is identified and managed ensuring retention of the best
- Manage the design and delivery, through a team of specialists, of learning & development and operational solutions that are clearly aligned with business objectives and requirements, produce targeted outcomes and ensure ongoing business continuity and compliance
- Ensure that business risk around people is mitigated through developing and implementing effective workforce planning and succession management strategies that support a talent management approach
- Drive the growth of the desired culture through a range of interventions across the organisation aligned to the SNSW DNA including reward and recognition frameworks
- Ensure the maintenance of the Learning Management System, ensuring appropriate management of information on mandatory training and certification
- Ensure the delivery of training that integrates the cultural message with the soft skills and technical development of team members
- Provide current thinking and evidence-based research to shape the most effective OD and L & D interventions and advice
- Manage establishment of, and ongoing maintenance of a range of programs such as Traineeships and Graduate Programs, Young Professionals
- Develop and manage all relevant L&D policies (Study Assistance, External Learning)
- Ensure overall co-ordinated approach to development within Service NSW
- Produce a monthly and ad hoc reporting with key metrics
- Contribution to the effective performance and engagement of the People & Culture team
- Manage relationships with agencies, external vendors and other learning partners

Key challenges

- Achieving targeted L & D and OD outcomes that support business objectives in a fast paced and largely greenfield site
- Ensuring business commitment to OD & L & D interventions
- Delivery of solutions to achieve changing technical & soft skills to support customer service targets in a decentralised workforce
- Managing business expectations given limited budget and resources
- Management of systems and processes to support the efficient deployment of strategies across a geographically dispersed organisation

Key relationships

Who	Why
Internal	
Executive Director People & Culture	Direction and goals for current year, feedback on performance and key deliverables
Training Specialists	To direct work and work collaboratively in the delivery of all types of learning content and capability development

Who	Why
P&C Team	Work collaboratively and be a team player in the overall performance of the P&C Team
Client Groups	Work with the business unit leaders to understand key learning requirements and ensure these are met and developed based on evidence and data
External	
Suppliers	Ensure effective relationships are maintained with all third party suppliers, negotiate the best rate and work within the L&D budget and procurement requirements

Role dimensions

Decision making

- Operational decisions regarding the planning and organisation of their work and/or the work of the team to achieve business objectives and performance criteria, within approved work and project plans
- Is an authoritative source of advice for internal and external stakeholders on capability development and talent management strategies and activities
- Is individually accountable for the reports, analysis, briefings and other forms of written advice prepared for the ELT, often on complex issues
- The decisions made must be consistent with regard to public sector and corporate policies, priorities and industrial frameworks

Reporting line

This role reports to the Executive Director People & Culture

Direct reports

Direct 2 – indirect 5

Budget/Expenditure

Nil

Essential requirements






- Degree in Organisational Psychology, Human Resource Management or other relevant qualifications.
- Experience in design and delivery of adult learning, OD and change programs in organisational setting.
- High level project planning and management skills.
- Demonstrated experience in leading and developing high performing teams
- Demonstrated experience partnering with business to design, develop and implement OD & L & D strategies
- Demonstrated high levels of verbal communication, interpersonal and negotiation skills to establish and maintain relationships with key internal and external stakeholders.
- Extensive experience in the facilitation of learning & development activity, culture, change management, performance management, leadership development, talent management approaches and reward and recognition strategies and processes.
- Demonstrated experience in the design and delivery of technical training in a customer facing context

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Adept
	Act with Integrity	Adept
	Manage Self	Adept
	Value Diversity	Intermediate
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	Influence and Negotiate	Adept
 Results	Deliver Results	Adept
	Plan and Prioritise	Intermediate
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Intermediate
 Business Enablers	Finance	Intermediate
	Technology	Adept
	Procurement and Contract Management	Intermediate
	Project Management	Intermediate
 People Management	Manage and Develop People	Adept
	Inspire Direction and Purpose	Intermediate
	Optimise Business Outcomes	Intermediate
	Manage Reform and Change	Intermediate

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Adept	<ul style="list-style-type: none"> Be flexible, show initiative and respond quickly when situations change Give frank and honest feedback/advice Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively Raise and work through challenging issues and seek alternatives Keep control of own emotions and stay calm under pressure and in challenging situations

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> • Present with credibility, engage varied audiences and test levels of understanding • Translate technical and complex information concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Actively listen and encourage others to contribute inputs • Adjust style and approach to optimise outcomes • Write fluently and persuasively in a range of styles and formats
Relationships Work Collaboratively	Adept	<ul style="list-style-type: none"> • Encourage a culture of recognising the value of collaboration • Build co-operation and overcome barriers to information sharing and communication across teams/units • Share lessons learned across teams/units • Identify opportunities to work collaboratively with other teams/units to solve issues and develop better processes and approaches to work
Results Deliver Results	Adept	<ul style="list-style-type: none"> • Take responsibility for delivering on intended outcomes • Make sure team/unit staff understand expected goals and acknowledge success • Identify resource needs and ensure goals are achieved within budget and deadlines • Identify changed priorities and ensure allocation of resources meets new business needs • Ensure financial implications of changed priorities are explicit and budgeted for • Use own expertise and seek others' expertise to achieve work outcomes
Results Deliver Results	Advanced	<ul style="list-style-type: none"> • Drive a culture of achievement and acknowledge input of others • Investigate and create opportunities to enhance the achievement of organisational objectives • Make sure others understand that on-time and on-budget results are required and how overall success is defined • Control output of business unit to ensure government outcomes are achieved within budget • Progress organisational priorities and ensure effective acquisition and use of resources • Seek and apply the expertise of key individuals to achieve organisational outcomes
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> • Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements • Implement systems and processes that underpin high quality research and analysis

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Business Enablers Project Management	Intermediate	<ul style="list-style-type: none"> • Perform basic research and analysis which others will use to inform project directions • Understand project goals, steps to be undertaken and expected outcomes • Prepare accurate documentation to support cost or resource estimates • Participate and contribute to reviews of progress, outcomes and future improvements • Identify and escalate any possible variance from project plans
Business Enablers Project Management	Adept	<ul style="list-style-type: none"> • Prepare clear project proposals and define scope and goals in measurable terms • Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements • Prepare accurate estimates of costs and resources required for more complex projects • Communicate the project strategy and its expected benefits to others • Monitor the completion of project milestones against goals and initiate amendments where necessary • Evaluate progress and identify improvements to inform future projects
People Management Manage and Develop People	Adept	<ul style="list-style-type: none"> • Define and clearly communicate roles and responsibilities to achieve team/unit outcome • Negotiate clear performance standards and monitor progress • Develop team/unit plans that take into account team capability, strengths and opportunities for development • Provide regular constructive feedback to build on strengths and achieve results • Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way • Monitor and report on performance of team in line with established performance development frameworks