

Role Description

Technology Change Lead



Education

Cluster	Education
Division/Branch/Unit	Information Technology Directorate
Location	Australian Technology Park, Sydney
Classification/Grade/Band	Clerk Grade 11/12
Role Number	213331
ANZSCO Code	511112
PCAT Code	3332224
Date of Approval	21 February 2019
Agency website	www.dec.nsw.gov.au

Overview

The NSW Department of Education serves the community by leading the provision of world-class education. The department protects young children by regulating preschool and long day care providers. Once children move into school, we provide them with a world-class primary and secondary education. We also work to advance the wellbeing of Aboriginal people.

Primary purpose of the role

The Technology Change Lead is responsible for leading the Change Management approach for the Program and Project Services projects, including an overarching impact assessment considering all the projects and how it affects all stakeholders. The role recommends the appropriate approach and coordinates the Change Management activities across all projects using innovative and best practice solutions in maintaining the standards for managing change.

Key accountabilities

- Develop and lead the change management strategies and change plan in line with the approved organisational Change Management Framework and aligned to project needs
- Develop a holistic approach to manage impacts to stakeholders from a portfolio of multiple projects; Plan, develop and deliver appropriate communications for projects
- Develop and implement appropriate training approaches for projects that require training; deliver training as required
- Collaborate with project managers with the aim of ensuring uptake of the approved change management methodology applied on all projects
- Support the requests from IT Projects to provide the change managers, support interviews and induction of new change managers
- Lead the Change Management community of Practice and provide coaching to other Change Managers on best practice, tools and templates; Set up, train and engage Change Champions networks (where appropriate) for duration of projects
- Model work practices and behaviours to develop a high performing change team. This includes coaching and mentoring staff to ensure the service delivered is of the highest standard

- Champion the use of new and/or updated change management strategies, technology, systems, and business methods to deliver efficient and effective service

Key challenges

- Developing a thorough understanding of the diverse requirements of each project and program and embedding those in change management strategies
- Collaborating extensively to ensure the timely implementation of change management activities and the optimal understanding of change process including, alignment to departmental culture and values
- Developing and promoting transformational change and its benefits to project and impacted staff; and fostering optimal collaboration and managing resistance to change

Key relationships

Who	Why
Internal	
Director, Programs & Project Services	<ul style="list-style-type: none"> • Provide regular updates on key project issues and priorities • Identify emerging issues/risks and their implications and propose solutions • Provide advice and contribute to decision making
Project Managers	<ul style="list-style-type: none"> • Education on ITD change management approach • Advise on appropriate change management strategies and deliverables • Work collaboratively to realise benefits
Project Sponsors and PCB/ PCGs	<ul style="list-style-type: none"> • Project reporting on change management
PPS team	<ul style="list-style-type: none"> • Work collaboratively to ensure that change management needs are met across different projects. • Engage to achieve planned change benefits
External	
Vendors/Service Providers	<ul style="list-style-type: none"> • Engage with vendors when required to achieve PPS objectives

Role dimensions

Decision making

- Contributes to the development, implementation, monitoring and review of the IT Directorate's program and change management framework and methodology
- Develops change management strategies within the agreed broad framework and broad objectives; builds capability in others
- Exercises high-level, independent judgement and initiative in managing and prioritising work to achieve business unit deliverables and programs of work
- Is accountable for the quality, integrity, and accuracy and content of advice provided.

Reporting line

The Technology Change Lead reports to the Director, Programs and Project Services.

Direct reports

Nil

Budget/Expenditure

Nil

Essential Requirements:

- Proven extensive experience of delivering large scale change projects in a complex technology environment
- Certification in a recognised change management framework such as PROSCI; and membership or eligible for membership to a recognised professional change management institution
- Knowledge of and commitment to the Department's Aboriginal education policies.





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

This role also utilises an occupation specific capability set which contains information from the Skills Framework for the Information Age (SFIA). The capability set is available at www.psc.nsw.gov.au/capabilityframework/ICT

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	Adept
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	Influence and Negotiate	Adept
 Results	Deliver Results	Adept
	Plan and Prioritise	Adept
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Intermediate
 Business Enablers	Finance	Adept
	Technology	Advanced
	Procurement and Contract Management	Intermediate
	Project Management	Advanced

Occupation / profession specific capabilities

Capability Set	Category, Sub-category and Skill	Level and Code
	Change and Transformation – Business Change Implementation – Portfolio Management	Level 5 - POMG
	Change and Transformation– Business Change Implementation – Portfolio, Programme and Project Support	Level 5 – PROF
	Change and Transformation – Business Change Management – Benefits Management	Level 5 – BENM

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 Manage Self	Adept	<ul style="list-style-type: none"> • Look for and take advantage of opportunities to learn new skills and develop strengths • Show commitment to achieving challenging goals • Examine and reflect on own performance • Seek and respond positively to constructive feedback and guidance • Demonstrate a high level of personal motivation
Relationships Communicate Effectively	Adept	<ul style="list-style-type: none"> • Tailor communication to the audience • Clearly explain complex concepts and arguments to individuals and groups • Monitor own and others' non-verbal cues and adapt where necessary • Create opportunities for others to be heard • Actively listen to others and clarify own understanding • Write fluently 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 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 Technology	Advanced	<ul style="list-style-type: none"> • Show commitment to the use of existing and deployment of appropriate new technologies in the workplace • Implement appropriate controls to ensure compliance with information and communications security and use policies • Maintain a level of currency regarding emerging technologies and how they might be applied to support business outcomes • Seek advice from appropriate technical experts to leverage information, communication and other technologies to achieve business outcomes • Implement and monitor appropriate records, information and knowledge management systems protocols, and policies

Occupation specific capability set (Skills Framework for the Information Age – SFIA)

Category, Sub-category	Level and Code	Skill and Level Description
Change and Transformation Business Change Implementation	Level 5 POMG	PORTFOLIO MANAGEMENT (POMG) – Ensures that programme/project leads and/or service owners adhere to the agreed portfolio management approach and timetable and that they provide the appropriate information to agreed targets of timelines and accuracy. Produces reports as appropriate for portfolio governance, including making recommendations for changes to the portfolio.
Change and Transformation Business Change Implementation	Level 5 PROF	PORTFOLIO, PROGRAMME AND PROJECT SUPPORT (PROF) – Takes responsibility for the provision of portfolio, programme and project support. Advises on the available standards, procedures, methods, tools and techniques. Evaluates project and/or programme performance and recommends changes where necessary. Contributes to reviews and audits of project and programme management to ensure conformance to standards.
Change and Transformation Business Change Management	Level 5 BENM	BENEFITS MANAGEMENT (BENM) – Identifies specific measures and mechanisms by which benefits can be measured, and plans to activate these mechanisms at the required time. Monitors benefits against what was predicted in the business case and ensures that all participants are informed and involved throughout the change programme and fully prepared to exploit the new operational business environment once it is in place. Supports senior management to ensure that all plans, work packages and deliverables are aligned to the expected benefits and leads activities required in the realisation of the benefits of each part of the change programme.