

## CHANGE ANALYST

BRANCH/UNIT	People & Safety		
TEAM	Enterprise Change Team		
LOCATION	Ultimo		
CLASSIFICATION/GRADE/BAND	TAFE Worker Level 8		
POSITION NO.	TBA		
ANZSCO CODE	224712	PCAT CODE	TBA
TAFE Website	<a href="http://www.tafensw.edu.au">www.tafensw.edu.au</a>		

### 1. ORGANISATIONAL ENVIRONMENT

TAFE NSW's purpose is to skill the workforce of the future. It is Australia's leading provider of vocational education and training with over 500,000 annual enrolments and a proud history for setting the benchmark for quality service. As the NSW public provider, it supports the NSW Government's priority to grow skills for the economy and jobs of tomorrow. Critically, TAFE NSW plays a vital role in providing vocational education in rural and regional NSW, and job training pathways for the most vulnerable in the community.

TAFE NSW offers the best of campus-based delivery as well as flexible, online and work-based learning. The TAFE NSW values of Customer First, Collaboration, Integrity and Excellence guide our team in strengthening communities, delivering world-class training for our students and producing job ready graduates for employers. The operating environment for TAFE NSW is dynamic as we leverage our scale, expertise, passion and reputation to meet the rapidly changing VET landscape. TAFE NSW is committed to its students and customers and the role it plays in changing lives and opening up opportunities through learning.

The Corporate Office Program forms part of the Modernisation Portfolio of work to build and implement a ONE TAFE future. It has been established to ensure TAFE NSW delivers on its strategic goals, through ensuring the right structures and capabilities are in place to service our student and industry partners and support our people. The program will manage the transformation of the corporate office function across people, processes and procedures, as well as implement an effective approach to change management. Managing these organisational changes will enable TAFE NSW to drive greater collaboration between staff as well as a sharing of systems, knowledge, and adoption of best practice across the organisation.

## 2. POSITION PURPOSE

The Change Analyst is responsible for identifying the impacts resulting from changes to people, process, systems and culture; the development and delivery of key documentation to support; and the successful implementation of change activities resulting from that analysis. This role will support the Head of Enterprise Change, Change Manager and/or Change Lead in ensuring the overall change management implementation is aligned to TAFE NSW policies, providing adequate support and input through the implementation of change.

## 3. KEY ACCOUNTABILITIES

1. Plan and lead the facilitation of change impact discussions with TAFE stakeholders to identify and quantify impacts, risks and issues.
2. Provide input and insights into change planning to ensure change management approaches align with TAFE NSW Policy.
3. Document change impact assessment outcomes, to determine the scale of change and associated business readiness activities required for successful change.
4. Represent the findings of change impact analysis in planning discussions with the Enterprise/Program/Change Management team in order to shape program deliverables.
5. Support the development of training plans, implementation plans and deployment of both.
6. Coordinate and track the monitoring of actions arising from change impact assessment.
7. Provide input, document requirements, test and support the delivery of training programs in order to deliver change solutions that measurably impact the change.
8. Reflect TAFE NSW's values in the way you work and abide by policies and procedures to ensure a safe, healthy and inclusive work environment.
9. Place the customer at the centre of all decision making.
10. Work with the Change Lead to develop and review meaningful performance management and development plans.

## 4. KEY CHALLENGES

- Understanding the impacts of change when the current state may vary across the Enterprise including campuses.
- Developing business readiness, implementation and support models in close conjunction with stakeholders to reduce business disruption, increase take-up and protect the customer experience.
- Driving consistency and transparency throughout change management processes and documents to ensure alignment across the change framework.
- Working within complex stakeholder landscapes and responding in a flexible and agile way to changing timelines and requirements.
- Maintaining strong personal links and networks across TAFE NSW.

## 5. KEY RELATIONSHIPS

WHO	WHY
<b>Internal</b>	
Change Manager / Change Lead	<ul style="list-style-type: none"> <li>• Receive guidance, support and direction.</li> <li>• Pre-emptively alert where change situations may indicate a need for risk management / resolution interventions.</li> <li>• Implement approved risk management initiatives to ensure the on time delivery of activities.</li> <li>• To engage, provide information, gain input, and develop understanding and support for the change management and communications activities of the program.</li> </ul>
Communications team	<ul style="list-style-type: none"> <li>• Support communications planning including providing input into targeted communications plan.</li> <li>• Maintain accurate stakeholder lists for communications activities.</li> </ul>
Program Manager	<ul style="list-style-type: none"> <li>• Provide input based on impacts and implementation of change management activities.</li> <li>• Ensure change plans are aligned with program plans.</li> <li>• Agree and monitor activities that drive successful outcomes.</li> <li>• Maintain accurate stakeholder lists for change activities.</li> </ul>
Enterprise Change team	<ul style="list-style-type: none"> <li>• Attend and contribute to change practice meetings.</li> </ul>
Subject Matter Experts / Key Stakeholders	<ul style="list-style-type: none"> <li>• Collate relevant information to inform change implementation and transition plans for organisational functions impacted by change.</li> <li>• Identify, engage and develop relationships with impacted stakeholders.</li> </ul>

## 6. POSITION DIMENSIONS

**Reporting Line:** Head of Enterprise Change

**Direct Reports:** Nil

**Indirect Reports:** Nil

**Financial delegation:** Nil

**Budget/Expenditure:** Nil

**Decision Making:**

- Makes decisions on complex and sensitive issues that have a high level of impact on the immediate work area and the potential to impact more broadly on agency operations and externally.
- Matters requiring a higher level of approval are referred to the Change Lead.

## 7. ESSENTIAL REQUIREMENTS

1. Degree in relevant discipline or equivalent skills, knowledge and experience.
2. Experience in impact assessments, implantation planning, mining insights and analysis for medium/large scale change programs involving multiple business units.
3. Ability to extract and analyse data and provide sound recommendations and advice.
4. Ability to engage and build rapport with stakeholders
5. Ability to address and meet focus capabilities as stated in the Position Description.





## 8. CAPABILITIES

### NSW Public Sector Capability Framework

Below is the full list of capabilities and the level required for this role as per the [NSW Public Sector Capability Framework](#). The capabilities **in bold** are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

Capability levels are as follows and reflect a progressive increase in complexity and skill:

Foundational > Intermediate > Adept > Advanced > Highly Advanced

CAPABILITY GROUP	NAME	LEVEL
 Personal Attributes	Display Resilience & Courage	Intermediate
	Act with Integrity	Intermediate
	<b>Manage Self</b>	<b>Adept</b>
	Value Diversity	Intermediate
 Relationships	<b>Communicate Effectively</b>	<b>Adept</b>
	Commit to Customer Service	Intermediate
	<b>Work Collaboratively</b>	<b>Adept</b>
	Influence and Negotiate	Intermediate
 Results	<b>Deliver Results</b>	<b>Adept</b>
	Plan And Prioritise	Adept
	<b>Think and Solve Problems</b>	<b>Adept</b>
	Demonstrate Accountability	Intermediate
 Business Enablers	Finance	Foundational
	Technology	Intermediate
	Procurement and Contract Management	Foundational
	<b>Project Management</b>	<b>Adept</b>

### FOCUS CAPABILITIES

The focus capabilities for the Senior Change Analyst -Finance and Sourcing 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 position's key accountabilities.

## NSW Public Sector Focus Capabilities

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Manage Self	Adept	<ul style="list-style-type: none"> <li>Look for and take advantage of opportunities to learn new skills and develop strengths.</li> <li>Show commitment to achieving challenging goals.</li> <li>Examine and reflect on own performance.</li> <li>Seek and respond positively to constructive feedback and guidance.</li> <li>Demonstrate a high level of personal motivation.</li> </ul>
<b>Relationships</b> Communicate Effectively	Adept	<ul style="list-style-type: none"> <li>Tailor communication to the audience.</li> <li>Clearly explain complex concepts and arguments to individuals and groups.</li> <li>Monitor own and others' non-verbal cues and adapt where necessary.</li> <li>Create opportunities for others to be heard.</li> <li>Actively listen to others and clarify own understanding.</li> <li>Write fluently in a range of styles and formats.</li> </ul>
<b>Relationships</b> Work Collaboratively	Adept	<ul style="list-style-type: none"> <li>Encourage a culture of recognising the value of collaboration.</li> <li>Build co-operation and overcome barriers to information sharing and communication across teams/units.</li> <li>Share lessons learned across teams/units.</li> <li>Identify opportunities to work collaboratively with other teams/units to solve issues and develop better processes and approaches to work.</li> </ul>
<b>Results</b> Deliver Results	Adept	<ul style="list-style-type: none"> <li>Take responsibility for delivering on intended outcomes.</li> <li>Make sure team/unit staff understand expected goals and acknowledge success.</li> <li>Identify resource needs and ensure goals are achieved within budget and deadlines.</li> <li>Identify changed priorities and ensure allocation of resources meets new business needs.</li> <li>Ensure financial implications of changed priorities are explicit and budgeted for.</li> <li>Use own expertise and seek others' expertise to achieve work outcomes.</li> </ul>
<b>Results</b> Think and Solve Problems	Adept	<ul style="list-style-type: none"> <li>Research and analyse information, identify interrelationships and make recommendations based on relevant evidence.</li> <li>Anticipate, identify and address issues and potential problems and select the most effective solutions from a range of options.</li> <li>Participate in and contribute to team/unit initiatives to resolve common issues or barriers to effectiveness.</li> <li>Identify and share business process improvements to enhance effectiveness.</li> </ul>
<b>Business Enablers</b> Project Management	Adept	<ul style="list-style-type: none"> <li>Prepare clear project proposals and define scope and goals in measurable terms.</li> <li>Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements.</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"><li>• Prepare accurate estimates of costs and resources required for more complex projects.</li><li>• Communicate the project strategy and its expected benefits to others.</li><li>• Monitor the completion of project milestones against goals and initiate amendments where necessary.</li><li>• Evaluate progress and identify improvements to inform future projects.</li></ul>

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