Role Description
Change and Transformation Manager

Role Description Fields	Details
Cluster	Education
Department/Agency	NSW Education Standards Authority
Division/Branch/Unit	Strategy & Capability Enterprise Programs directorate
Role number	TBC
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	224712
PCAT Code	3554643
Date of Approval	June 2024

Agency overview

The NSW Education Standards Authority (NESA) works with the NSW community to drive improvements in student achievement.

We are an independent statutory authority reporting to an independent Board and the NSW Minister for Education and Early Childhood Learning.

Making sure all children and young people in NSW leave school ready to take advantage of life's opportunities, as well as to rise to its inevitable challenges, is at the heart of what we do.

We achieve this by supporting all school sectors (public, catholic and independent) to deliver the best possible outcomes for students through:
- high-quality syllabuses.
- assessment, including managing the HSC and NAPLAN.
- teaching standards, such as the accreditation of teachers to work in NSW schools.
- school environments, including setting and monitoring school standards.

To find out more about the important work we do for NSW visit our website.

Primary purpose of the role

The Change and Transformation Manager brings their expertise to support delivery of complex transformation programs, whilst supporting project teams to integrate a culture of change management in their approach. The role is accountable for enabling the transformation program: leading organisational readiness activities and embedding changes in practice and behaviours. The role applies their change toolkit of approaches, processes and templates to implement and oversee a consistent approach to effective change management, change engagement and communications, assessing change impact at all levels and driving adoption of the changes required. Reporting to the Director, Enterprise Programs, the role leads the development and implementation of communication strategies and plans to drive engagement of internal and external stakeholders.

Key accountabilities

- Lead the creation of change management plans for large programs that address key business impacts and incorporates change strategy, impact assessment, training, communication, organisation readiness and leadership alignment.
- Partner with, and lead technology and business teams to deliver the change management plan by developing a deep understanding of stakeholder groups, assessing change impacts and training needs and creating engaging materials to help bring users along the journey.
- Accountable for the transformation and embedding of working practices and behaviors required to enable the broader program including an effective use of engagement, training and communication.
- Assess people impact of changes and influence appropriate sequencing and implementation of changes across NESA and to its customers, teachers, students.
- Identify, design and apply appropriate and fit-for-purpose change interventions using a human centred approach and work with impacted stakeholder groups to ensure readiness for the change.
- Identify and manage change impacts, risks, issues and interdependencies and ensure mitigations and change interventions are planned and deployed.
- Design appropriate communications strategy and plans for significant programs, taking into consideration the audience, scope, timing and dependencies. Develop communication material across a variety of channels including intranet content, digital communication, face to face events, videos and newsletters to inform and engage stakeholders.
- Lead the preparation of tool kits, design of information sessions and training to help raise awareness and embed the behavioural changes required.
- Partner with project teams to integrate change management activities into project plans and ensure dependencies are identified and closely managed.
- Monitor progress, identify barriers, and implement corrective actions to ensure successful implementation of change initiatives.

Key challenges

- Managing engagement with diverse stakeholders, within agreed timelines, given varying expectations, viewpoints, and interests. This includes the translation of complex technical messages and language into audience appropriate storytelling.
- Managing competing priorities and balancing the needs of urgent program and project delivery activity whilst developing and establishing toolkits and resources to support longer term business outcomes.
- Embedding a collaborative, partnership model across the various teams (e.g. Enterprise Programs, ICT and business teams), building trust through consistent, business-led, stakeholder-focused delivery and uplifting organisational capability through high quality guidance and advice.

Key relationships

Who	Why
Internal	
Director, Enterprise Programs	- Provide expert advice and contribute to decision making - Escalate issues and receive guidance - Proactively share information, input and feedback - Identify risks, opportunities and emerging and contentious issues, propose solutions and facilitate informed decision making - Provide regular updates on key programs, issues and priorities

Technology reform program teams	• Lead the creation, delivery and embedding of change management plans • Provide strategic and operational advice to influence decisions and facilitate adoption of best practice approaches • Provide guidance, professional support, coaching and mentoring • Model and foster collaborative and respectful behaviours • Work collaboratively with, inspire, motivate and create a positive work environment
Executive Sponsors and Workstream Leads	• Provide expert advice to influence decision making • Escalate issues, propose recommendation and receive guidance • Provide specialist expertise in the form of coaching and mentoring • Proactively share information, input and feedback • Provide regular updates on key programs, issues and priorities

External

Range of external stakeholders	• Provide expert advice on a range of change and communications related issues and strategies • Optimise engagement to achieve defined outcomes • Manage expectations and resolve issues
Other government agencies	• Collaborate to share information and jointly develop initiatives and business solutions

Role dimensions

Decision Making

Decisions are made in accordance with NESA and/or Directorate documented policies and procedures including the Code of Ethics and Conduct. This role has autonomy in performing its core work, applies specialised knowledge, skills, and professional judgement to achieve outcomes, and consults with the Director, Enterprise Programs on matters that are sensitive and/or contentious to agree on a suitable way forward.

Reporting line

This role reports to the Director, Enterprise Programs.

Direct reporting

This role has no direct reports.

Budget

Nil.

Essential Requirements

• Demonstrated capability of leading change, and working within a complex framework of governance, policy, decision-making processes and stakeholders.
• Demonstrated experience working across large change programs with the ability to anticipate obstacles, challenge the status quo, and introduce new approaches and new ways of working.
• Exceptional influencing and interpersonal skills, including the ability to engage with a variety of audiences and build buy-in.
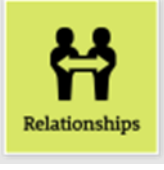
Capabilities for the role

The NSW public sector capability framework describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

The capabilities are separated into **focus capabilities** and **complementary capabilities**.

Focus capabilities

Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

FOCUS CAPABILITIES			
Capability group/sets	**Capability name**	**Behavioural indicators**	**Level**
Personal Attributes	**Manage Self** Show drive and motivation, an ability to self-reflect and a commitment to learning	• Act as a professional role model for colleagues, set high personal goals and take pride in their achievement • Actively seek, reflect and act on feedback on own performance • Translate negative feedback into an opportunity to improve • Take the initiative and act in a decisive way • Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation	**Advanced**
Relationships	**Influence and Negotiate** Gain consensus and commitment from others, and resolve issues and conflicts	• Promote the value of diversity and inclusive practices for • Negotiate from an informed and credible position • Lead and facilitate productive discussions with staff and stakeholders • Encourage others to talk, share and debate ideas to achieve a consensus • Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes • Influence others with a fair and considered approach and sound arguments • Show sensitivity and understanding in resolving conflicts and differences • Manage challenging relationships with internal and external stakeholders • Anticipate and minimise conflict	**Adept**
Relationships	**Communicate Effectively** Communicate clearly, actively listen to others, and respond with	• Promote a customer-focused culture in the organisation • Present with credibility, engage diverse audiences and test levels of understanding • Translate technical and complex information clearly and concisely for diverse audiences	**Advanced**

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	understanding and respect	• Create opportunities for others to contribute to discussion and debate • Contribute to and promote information sharing across the organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to engage diverse audiences and communicate information • Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats	
Relationships	**Work Collaboratively** Collaborate with others and value their contribution	• Encourage a culture that recognises the value of collaboration • Build cooperation and overcome barriers to information sharing and communication across teams and units • Share lessons learned across teams and units • Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work • Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services	**Adept**
Results	**Deliver Results** Achieve results through the efficient use of resources and a commitment to quality outcomes	• Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Make sure staff understand expected goals and acknowledge staff success in achieving these • Identify resource needs and ensure goals are achieved within set budgets and deadlines • Use business data to evaluate outcomes and inform continuous improvement • Identify priorities that need to change and ensure the allocation of resources meets new business needs • Ensure that the financial implications of changed priorities are explicit and budgeted for	**Adept**
Results	**Think and Solve Problems** Think, analyse and consider the broader context to develop practical solutions	• Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence • Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience • Apply creative-thinking techniques to generate new ideas and options to contribute to system, process, business and user experience improvements • Take account of the wider business context when considering options to resolve issues	**Advanced**

Capability group/sets	Capability name	Behavioural indicators	Level
		• Look for opportunities to design innovative solutions to meet user needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria	
Business Enablers	**Project Management** Understand and apply effective project planning, coordination and control methods	• Perform basic research and analysis to inform and support the achievement of project deliverables • Contribute to developing project documentation and resource estimates • Contribute to reviews of progress, outcomes and future improvements • Identify and escalate possible variances from project plans	**Intermediate**
People Management	**Manage reform and change** Support, promote and champion change, and assist others to engage with change	• Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty • Assist others to address emerging challenges and risks and generate support for change initiatives • Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them • Implement structured change management processes to identify and develop responses to cultural barriers	**Advanced**
People Management	**Inspire Direction and Purpose** Communicate goals, priorities and vision, and recognise achievements	• Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives • Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value • Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these • Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes • Create opportunities for 6ecognizing and celebrating high performance at the individual and team level • Instil confidence, and cultivate an attitude of openness and curiosityin tackling future challenges	**Adept**

Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

Capability group/sets		Capability name	Description	Level
Personal Attributes		Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
Personal Attributes		Commit to Customer Service	Be ethical and professional, and uphold and promote the public sector values	Adept
Results		Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
Results		Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Advanced
Business Enablers		Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
Business Enablers		Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
Business Enablers		Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
People Management		Inspire Direction and Purpose	Engage and motivate staff, and develop capability and potential in others	Adept
People Management		Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Advanced

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