

# Role Description

## Change Management Specialist



Education

<b>Cluster</b>	Education
<b>Agency</b>	NSW Department of Education
<b>Division/Branch/Unit</b>	Education & Skills Reform / Training Services NSW / Training Market Business Services
<b>Location</b>	Parramatta
<b>Classification/Grade/Band</b>	Clerk Grade 9/10
<b>Role Number</b>	
<b>ANZSCO Code</b>	
<b>PCAT Code</b>	
<b>Date of Approval</b>	November 2020
<b>Agency Website</b>	<a href="http://www.det.nsw.edu.au">www.det.nsw.edu.au</a>

### Agency overview

The NSW Department of Education provides, funds and regulates education services for NSW students from early childhood to secondary school, delivering world-class education through its public schools and providing funding support to non-government schools. We employ, develop and support teachers, leaders and other staff to deliver the best outcomes for students and to advance the wellbeing of Aboriginal people.

Training Services NSW (TSNSW) leads and manages the implementation of funded vocational education and training programs and services across the NSW training market including contracting and funding providers, quality assurance, leading reforms and administering apprenticeships and traineeships and Aboriginal programs.

The Branch also has a major role in industry and community relations and in supporting the business operations and systems, including forecasting, budget management, accounting and reporting activities for the large VET budget.

The Branch has frontline staff in nine Regional Centres who manage relationships with providers and employers, and implement and administer funded vocational education and training programs and services across the State.

### Primary purpose of the role

The Change Management Specialist provides change management expertise across all projects using established project/change management methodology (based on Prince2/ Prince2 Agile). The role will drive the adoption of projects within Training Services NSW, supporting the implementation of change throughout various projects' lifecycle and working in collaboration with other business stakeholders to

meet program schedules and objectives.

## Key accountabilities

- Establish an effective change management process and procedure, which aligns with the project management methodology adopted by TSNSW to include developing techniques and templates for project managers to use when evaluating and implementing change projects
- Develop, deliver and implement change programs for major projects by managing and supporting the day to day project and risk management of the change process
- Complete change management assessment for projects and create actionable deliverables for the five change management levers: communications plan, sponsor roadmap, coaching plan, training plan, resistance management plan
- Responsible for designing and delivering capability development plans for project managers in the change management processes to include best practice of defined techniques and formats..
- Assist project managers to prepare and implement effective change plans for assigned projects and integrate change management activities into project plans
- Consult and coach project teams, and key stakeholders in the change and adoption methodology to effectively support the delivery of operational change throughout the transition process
- Evaluate and ensure business readiness for change introduced through various projects and support training efforts
- Collaborate with key stakeholders to enhance organisational capabilities to manage change in a continuous improvement program delivery environment

## Key challenges

- Develop and maintain a strong change management culture and techniques which are tailored across all TSNSW projects to ensure effective change management is implemented on all projects, to meet customer expectations and requirements.
- Lead the engagement on Change and Adoption across TSNSW, balance competing demands to achieve business objectives, establish effective stakeholder relationships and arrangements that ensure customer input to all decisions, and balance statewide needs with local innovation and national directions
- Work within an environment where technologies are subject to rapid evolution and change and identify technology solutions and platforms that improve the efficiency and effectiveness of the overall service offering for customers and drive improved value.

## Key relationships

Who	Why
<b>Internal</b>	
Manager	<ul style="list-style-type: none"> <li>• Escalate issues, keep informed, advise and receive instructions</li> <li>• Provide regular updates on key deliverables, issues and priorities</li> </ul>
Project Managers, Business Managers	<ul style="list-style-type: none"> <li>• Educating on change management approach</li> </ul>
Work team	<ul style="list-style-type: none"> <li>• Support team, work collaboratively to contribute to achieving the team's business outcomes</li> </ul>

Who	Why
	<ul style="list-style-type: none"> <li>Participate in meetings to represent work group perspective and share information</li> <li>Participate in discussions and decisions regarding implementation of innovation and best practice</li> </ul>
Stakeholder including senior staff in the Training Services NSW branch and senior managers across the Department	<ul style="list-style-type: none"> <li>Managing change</li> <li>Develop and maintain working relationships to support the handover of projects to BAU to improve business operations</li> </ul>
<b>External</b>	
Stakeholders including industry, employers and peak groups	<ul style="list-style-type: none"> <li>Identify best practice and maintain currency of knowledge</li> <li>Develop and maintain effective working relationships.</li> </ul>

## Role dimensions

### Decision making

The role:

- Acts independently with regards to developing change management approach and deliverables to deliver high quality work on time and within budget
- Acts independently and uses initiative in performing the role's core work functions
- Consults with senior officers and the Director in relation to decisions that have resource implications, far reaching implications, are contentious and /or are likely to have an impact on stakeholders.

### Reporting line

Business Analysis Manager

### Direct reports

The role has no direct reports.

### Budget/Expenditure

The role has financial delegations in accordance with the Department's policy.

### Essential Requirements





- Tertiary qualifications and/or accreditation qualifications in change management PROSCI, APMG, AIM certification and/or communications.
- Extensive experience in change management (internal culture, systems and process change) in a large and complex service environment managing concurrent transformational initiatives
- Proven capacity to contribute to and implement strategic initiatives, including the capability to plan, manage change, improve performance and project management.
- 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](http://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
	<b>Manage Self</b>	<b>Adept</b>
	Value Diversity	Intermediate
 Relationships	<b>Communicate Effectively</b>	<b>Advanced</b>
	Commit to Customer Service	Adept
	<b>Work Collaboratively</b>	<b>Adept</b>
 Results	<b>Deliver Results</b>	<b>Adept</b>
	<b>Plan and Prioritise</b>	<b>Adept</b>
	Think and Solve Problems	Adept
	Demonstrate Accountability	Intermediate
 Business Enablers	Finance	Intermediate
	Technology	Intermediate
	Procurement and Contract Management	Intermediate
	<b>Project Management</b>	<b>Advanced</b>

## 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
<b>Personal Attributes</b> Manage Self	Adept	<ul style="list-style-type: none"> <li>• Keep up to date with relevant contemporary knowledge and practices</li> <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	Advanced	<ul style="list-style-type: none"> <li>• Present with credibility, engage diverse audiences and test levels of understanding</li> <li>• Translate technical and complex information clearly and concisely for diverse audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Actively listen and encourage others to contribute inputs</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively 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 that recognises the value of collaboration</li> <li>• Build cooperation and overcome barriers to information sharing and communication across teams and units</li> <li>• Share lessons learned across teams and units</li> <li>• Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work</li> <li>• Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Results</b> Deliver Results	Adept	<ul style="list-style-type: none"> <li>• Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes</li> <li>• Make sure staff understand expected goals and acknowledge staff success in achieving these</li> <li>• Identify resource needs and ensure goals are achieved within set budgets and deadlines</li> <li>• Use business data to evaluate outcomes and inform continuous improvement</li> <li>• Identify priorities that need to change and ensure the allocation of resources meets new business needs</li> <li>• Ensure that the financial implications of changed priorities are explicit and budgeted for</li> </ul>
<b>Results</b> Plan and Prioritise	Adept	<ul style="list-style-type: none"> <li>• Consider the future aims and goals of the team, unit and organisation when prioritising own and others' work</li> <li>• Initiate, prioritise, consult on and develop team and unit goals, strategies and plans</li> <li>• Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses</li> <li>• Ensure current work plans and activities support and are consistent with organisational change initiatives</li> <li>• Evaluate outcomes and adjust future plans accordingly</li> </ul>
<b>Business Enablers</b> Project Management	Advanced	<ul style="list-style-type: none"> <li>• Prepare and review project scope and business cases for projects with multiple interdependencies</li> <li>• Access key subject-matter experts' knowledge to inform project plans and directions</li> <li>• Design and implement effective stakeholder engagement and communications strategies for all project stages</li> <li>• Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning</li> <li>• Develop effective strategies to remedy variances from project plans and minimise impact</li> <li>• Manage transitions between project stages and ensure that changes are consistent with organisational goals</li> <li>• Participate in governance processes such as project steering groups</li> </ul>