# Role Description
# Manager, Change and Communications

| Role Description Fields | Details |
|---|---|
| Cluster | Education |
| Department/Agency | Department of Education |
| Division/Branch/Unit | Operations / Shared Services / EDConnect / Business Services and Enablement |
| Role number | TBC |
| Classification/Grade/Band | Clerk Grade 11/12 |
| ANZSCO Code | 541112 |
| PCAT Code | 1227273 |
| Date of Approval | TBC |
| Agency Website | education.nsw.gov.au |

## Agency overview

The NSW Department of Education serves the community by providing world-class education for students of all ages.

We ensure young children get the best start in life by supporting and regulating the early childhood education sector. We are the largest provider of public education in Australia with responsibility for delivering high-quality public education to two-thirds of the NSW student population. We are committed to fostering vibrant, sustainable and high-performing vocational and higher education sectors.

We are responsible for enacting NSW Government policy, driving improvement in education, and overseeing policy, funding and compliance issues relating to non-government schools. We respect and value Aboriginal and Torres Strait Islander people as First Peoples of Australia.

## Primary purpose of the role

The Manager, Change and Communications manages the development and implementation of EDConnect's communications and change management initiatives to support the Department's reform programs and meet EDConnect's engagement strategy objectives.

## Key accountabilities

- Consult with the Director to contribute to the development of strategies to support the implementation and embedding of change management initiatives to meet the objectives of EDConnect's engagement strategy.
- Establish and maintain strong and productive relationships with project teams to determine communications requirements to support the implementation of change initiatives and programs.
- Develop and deliver communications and change activities and campaigns targeted to meet identified requirements to support the implementation of change initiatives and programs.
- Manage the preparation of engaging, informative, high quality and consistent messages through a range of methods and channels to support the delivery of change activities and campaigns.

- Utilise structured change management methodology and processes to ensure that potential resistance to the implementation of change initiatives is identified and mitigating strategies developed to address associated issues and risks.
- Represent EDConnect at communications forums providing expert advice to internal and external stakeholders on communication issues and managing the effective implementation of change initiatives.
- Prepare quality written communication to report on the progress and outcomes of communications activities and targeted campaigns to the Director and executive management to inform planning and decision making on future change initiatives.
- Lead the team in identifying and assessing changes in the sector and operational environment to determine the potential impact on key stakeholders and leverage future communication activities and campaigns.

## Key challenges

- Managing the delivery of diverse communications activities to support programs and initiatives with limited resources while providing expert advice on complex change concepts to a wide range of stakeholders with competing priorities and tight deadlines.
- Tailoring communication to address complex and sensitive issues emanating from the implementation of change initiatives.
- Maintaining up-to-date knowledge of contemporary communication and engagement methodologies to inform the development of strategies and channels to effectively communicate the purpose and benefits of change.

## Key relationships

**Internal**

| Who | Why |
|---|---|
| Director | <ul><li>Receive direction, advice, guidance and support.</li><li>Provide advice and updates on communication and change campaigns, initiatives and programs and contribute to decision making.</li><li>Receive performance feedback.</li></ul> |
| Direct reports | <ul><li>Manage performance.</li><li>Provide leadership, advice, guidance and support.</li><li>Build knowledge and skills.</li><li>Provide performance feedback, coaching and development.</li></ul> |
| Unit staff | <ul><li>Provide direction and communication on organisational and operational issues.</li></ul> |
| Key stakeholders | <ul><li>Develop and maintain open channels of communications to consult, liaise and negotiate to achieve mutually beneficial outcomes.</li></ul> |

**External**

| Who | Why |
|---|---|
| Key stakeholders | <ul><li>Develop and maintain channels of communication to facilitate liaison, consultation and engagement.</li></ul> |

## Role dimensions

### Decision making

High level of autonomy with full accountability for decisions required in the end-to-end management of governance policies, systems and processes. Consults with the Director on sensitive, high-risk or business critical matters to agree decisions on suitable courses of action.

The Manager, Change and Communications has authority to make decisions about the design and coordination of workflows, as well as the deployment of team members, tasks and allocated resources to ensure the achievement of business and unit outcomes.

### Reporting line

Director, Business Services and Enablement

### Direct reports

1

### Budget/Expenditure

Financial delegation in accordance with Department policy.

## Key knowledge and experience

- Knowledge of and commitment to implementing the Department's Aboriginal Education Policy and upholding the Department's Partnership Agreement with the NSW AECG and to ensure quality outcomes for Aboriginal people.

## Essential requirements

- Tertiary qualifications in a relevant discipline or demonstrated equivalent knowledge and experience.
- Demonstrated understanding of and commitment to the value of public education.
- Valid Working with Children Check.

## 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.
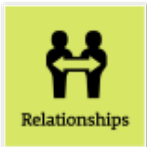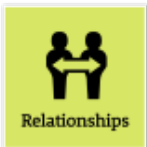
The capabilities are separated into focus capabilities and complementary capabilities.
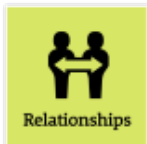
### Focus capabilities

*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**

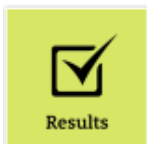| Capability group/sets | Capability name | Behavioural indicators | Level |
|---|---|---|---|
| **Personal Attributes** | **Display Resilience and Courage**<br>Be open and honest, prepared to express your views, and willing to accept and commit to change | • Remain composed and calm and act constructively in highly pressured and unpredictable environments<br>• Give frank, honest advice in response to strong contrary views<br>• Accept criticism of own ideas and respond in a thoughtful and considered way<br>• Welcome new challenges and persist in raising and working through novel and difficult issues<br>• Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues | Advanced |
| **Relationships** | **Communicate Effectively**<br>Communicate clearly, actively listen to others, and respond with understanding and respect | • Present with credibility, engage diverse audiences and test levels of understanding<br>• Translate technical and complex information clearly and concisely for diverse audiences<br>• Create opportunities for others to contribute to discussion and debate<br>• Contribute to and promote information sharing across the organisation<br>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints<br>• Explore creative ways to engage diverse audiences and communicate information<br>• Adjust style and approach to optimise outcomes<br>• Write fluently and persuasively in plain English and in a range of styles and formats | Advanced |
| **Relationships** | **Commit to Customer Service**<br>Provide customer-focused services in line with public sector and organisational objectives | • Take responsibility for delivering high-quality customer-focused services<br>• Design processes and policies based on the customer's point of view and needs<br>• Understand and measure what is important to customers<br>• Use data and information to monitor and improve customer service delivery<br>• Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers<br>• Maintain relationships with key customers in area of expertise<br>• Connect and collaborate with relevant customers within the community | Adept |

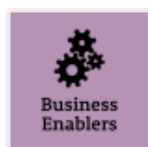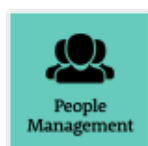| | **Work Collaboratively**<br>Collaborate with others and value their contribution | • Encourage a culture that recognises the value of collaboration<br>• Build cooperation and overcome barriers to information sharing and communication across teams and units<br>• Share lessons learned across teams and units<br>• Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work<br>• Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services | Adept |
|---|---|---|---|
| | **Deliver Results**<br>Achieve results through the efficient use of resources and a commitment to quality outcomes | • Seek and apply the expertise of key individuals to achieve organisational outcomes<br>• Drive a culture of achievement and acknowledge input from others<br>• Determine how outcomes will be measured and guide others on evaluation methods<br>• Investigate and create opportunities to enhance the achievement of organisational objectives<br>• Make sure others understand that on-time and on-budget results are required and how overall success is defined<br>• Control business unit output to ensure government outcomes are achieved within budgets<br>• Progress organisational priorities and ensure that resources are acquired and used effectively | Advanced |
| | **Think and Solve Problems**<br>Think, analyse and consider the broader context to develop practical solutions | • Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues<br>• Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others<br>• Take account of the wider business context when considering options to resolve issues<br>• Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements<br>• Implement systems and processes that are underpinned by high-quality research and analysis<br>• Look for opportunities to design innovative solutions to meet user needs and service demands<br>• Evaluate the performance and effectiveness of services, policies and programs against clear criteria | Advanced |

| | **Project Management**<br>Understand and apply effective planning, coordination and control methods | • Prepare and review project scope and business cases for projects with multiple interdependencies<br>• Access key subject-matter experts' knowledge to inform project plans and directions<br>• Design and implement effective stakeholder engagement and communications strategies for all project stages<br>• Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning<br>• Develop effective strategies to remedy variances from project plans and minimise impact<br>• Manage transitions between project stages and ensure that changes are consistent with organisational goals<br>• Participate in governance processes such as project steering groups | Advanced |
|---|---|---|---|
| | **Optimise Business Outcomes**<br>Manage people and resources effectively to achieve public value | • Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals<br>• Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences<br>• Encourage team members to take calculated risks to support innovation and improvement<br>• Align systems and processes to encourage improved performance and outcomes | Advanced |

## 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.

## Complementary capabilities

| Capability group/sets | Capability name | Description | Level |
|---|---|---|---|
| | Act with Integrity | Be ethical and professional, and uphold and promote the public sector values | Adept |
| | Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |

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|---|---|---|---|
| Personal Attributes | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Intermediate |
| Relationships | Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | 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 | Adept |
| Business Enablers | Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Adept |
| 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 | Adept |
| People Management | Manage and Develop People | Engage and motivate staff, and develop capability and potential in others | Adept |
| People Management | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Intermediate |
| People Management | Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |