

Role Description

Change Manager



Customer
Service

| | |
|---------------------------|---|
| Cluster | Customer Service |
| Department/ Agency | Department of Customer Service |
| Division/ Branch/Unit | Customer Delivery and Transformation / Data, Insights and Transformation / Transformation |
| Classification/Grade/Band | Clerk Grade 11/12 |
| Role Number | <i>(P&C will assign code)</i> |
| ANZSCO Code | 139999 |
| PCAT Code | 3339192 |
| Date of Approval | July 2019 |

Primary purpose of the role

Establish a change framework and lead change management activity and engagement to support transformation programs enabling a step change in the capabilities of the public sector delivering better outcomes of citizens and staff alike.

Key accountabilities

- Manage assigned change management projects and programs including scoping, planning, resourcing, stakeholder consultation and key milestone reporting, ensuring completion within required deadlines, quality standards and at or below budget
- Develop end-to-end change communication, impact, change readiness, training needs and deployment plans to support an organised transition to the future state operating model
- Develop a change framework to engage, lead and mentor change, include the establishment of a network of change champions in line with Service Level Agreements
- Engage and communicate with stakeholders to build and maintain collaborative networks, through digital channels and face to face, raising the profile of core programs, priorities and strategic direction and supporting the delivery of services
- Provide expert advice and information on emerging project issues and present recommendations to support project delivery in line with established plans, budgets, timeframes, policy objectives and other project priorities
- Create specific change management plans, including communications plans, with respect to training and orientation of employees through a structured change management implementation strategy
- Participate in high profile forums, committees and working parties to ensure stakeholder interests are effectively represented
- Consult with senior management to identify and define the changes to processes, procedures and practices

Key challenges

- Managing complex and sensitive consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints and interests
- Managing change within a large organisation and across multiple project objectives utilising implementation strategies to enable the achievement of broader departmental goals and objectives given limited resources and tight deadlines, and the need to identify project interdependencies and balance competing demands and priorities
- Balancing short-term and long-term priorities to ensure the implementation momentum is maintained with building trust and commitment with partner agencies.

Key relationships

| Who | Why |
|--|--|
| Internal | |
| Manager | <ul style="list-style-type: none"> • Escalate issues, keep informed, advise, receive guidance and instructions • Provide recommendations and inform through reporting any sensitive and emerging issues • Provide expert advice and contribute to decision making |
| Work Team | <ul style="list-style-type: none"> • Support team members and work collaboratively to contribute to achieving the team's business outcomes • Participate in discussions and decisions regarding resolution of issues and implementation of innovation and future state operating models • Represent work group perspective and share information |
| Internal Customer/ Stakeholders | <ul style="list-style-type: none"> • Build trust and understanding in the model to remove and manage uncertainty where possible. • Manage the flow of information, seek clarification and provide advice and responses to ensure prompt resolution of issues • Articulate the needs and requirements of the service and collaborate with to negotiate solutions, provide expert advice and regular updates |
| External | |
| External Customers/ Stakeholders/ Government Agencies | <ul style="list-style-type: none"> • Respond and resolve queries, providing information and/or resources or redirect to the appropriate person or business unit if required • Develop and maintain effective working relationships and open channels of communication to provide and obtain information, and ensure effective management and implementation of expectations and standards • Engage with, consult, seek clarification and provide advice and responses to ensure the prompt resolution of issues |
| Vendors/Service Providers | <ul style="list-style-type: none"> • Monitor provision of service to ensure compliance with contracts and service arrangements • Contact to provide and gather information and resolve routine issues |

| Who | Why |
|------------------------------------|--|
| | <ul style="list-style-type: none"> • Manage contracts, including communications and business requests to ensure contract compliance |
| Industry professionals/consultants | <ul style="list-style-type: none"> • Collaborate with and seek/maintain specialist knowledge/advice • Participate in forums, groups to represent the agency and share information • Participate in discussions regarding innovation and best practice |
| Industry and Industry Leaders | <ul style="list-style-type: none"> • Develop and maintain effective working relationships • Collaborate with and provide expert opinion to on policy and regulatory design matters • Advocate agency position, influence and negotiate |

Role dimensions

Decision making

This role has autonomy and makes decisions that are under their direct control as directed by their Executive. It refers to the Executive decisions that require significant change to program outcomes or timeframes or are likely to escalate. This role is fully accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables and outcomes. This role submits reports, business cases and other forms of written advice with minimal input from the Director.

Reporting line

Director, Transformation

Direct reports

This role has no direct reports

Budget/Expenditure

As per the Customer Service Delegations

Essential requirements

Satisfactory Criminal Record Check

Capabilities for the role






The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at <http://www.psc.nsw.gov.au/sector-support/capability-framework>

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 | Advanced |
| | Manage Self | Adept |
| | Value Diversity | Adept |
|  Relationships | Communicate Effectively | Advanced |
| | Commit to Customer Service | Adept |
| | Work Collaboratively | Adept |
| | Influence and Negotiate | Adept |
|  Results | Deliver Results | Adept |
| | Plan and Prioritise | Advanced |
| | Think and Solve Problems | Adept |
| | Demonstrate Accountability | Adept |
|  Business Enablers | Finance | Intermediate |
| | Technology | Adept |
| | Procurement and Contract Management | Intermediate |
| | Project Management | Adept |
|  People Management | Manage and Develop People | Adept |
| | Inspire Direction and Purpose | Adept |
| | Optimise Business Outcomes | Intermediate |
| | Manage Reform and Change | Advanced |

Occupation / profession specific capabilities

| Capability Set | Category, Sub-category and Skill | Level and Code |
|---|---|-----------------------|
|  | Change and Transformation – Business Change Implementation - Program Management | Level 6 - PGMG |
| | Change and Transformation – Business Change Management – Change Implementation planning and management | Level 6 - CIPM |
| | Relationships and Engagement – Stakeholder Management – Relationship Management | Level 6 - RLMT |
| | Strategy and Architecture - Business Strategy and Planning Innovation | Level 5 - INOV |

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 Act with Integrity | Advanced | <ul style="list-style-type: none"> • Model the highest standards of ethical behaviour and reinforce them in others • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Ensure that others have a working understanding of the legislation and policy framework within which they operate • Promote a culture of integrity and professionalism within the organisation and in dealings external to government • Monitor ethical practices, standards and systems and reinforce their use • Act on reported breaches of rules, policies and guidelines |
| Relationships Communicate Effectively | Advanced | <ul style="list-style-type: none"> • Present with credibility, engage varied audiences and test levels of understanding • Translate technical and complex information concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Actively listen and encourage others to contribute inputs • Adjust style and approach to optimise outcomes • Write fluently and persuasively in a range of styles and formats |
| Relationships Commit to Customer Service | Adept | <ul style="list-style-type: none"> • Take responsibility for delivering high quality customer-focused services • Understand customer perspectives and ensure responsiveness to their needs • Identify customer service needs and implement solutions • Find opportunities to co-operate with internal and external parties to improve outcomes for customers • Maintain relationships with key customers in area of expertise • Connect and collaborate with relevant stakeholders within the community |
| Results Deliver Results | Adept | <ul style="list-style-type: none"> • Take responsibility for delivering on intended outcomes • Make sure team/unit staff understand expected goals and acknowledge success • Identify resource needs and ensure goals are achieved within budget and deadlines • Identify changed priorities and ensure allocation of resources meets new business needs • Ensure financial implications of changed priorities are explicit and budgeted for • Use own expertise and seek others' expertise to achieve work outcomes |
| Results Plan and Prioritise | Advanced | <ul style="list-style-type: none"> • Understand the links between the business unit, organisation and the whole-of-government agenda • Ensure business plan goals are clear and appropriate including contingency provisions • Monitor progress of initiatives and make necessary adjustments |

NSW Public Sector Capability Framework

| Group and Capability | Level | Behavioural Indicators |
|--|----------|---|
| | | <ul style="list-style-type: none"> Anticipate and assess the impact of changes, such as government policy/economic conditions, to business plans and initiatives, and respond appropriately Consider the implications of a wide range of complex issues, and shift business priorities when necessary Undertake planning to transition the organisation through change initiatives and evaluate progress and outcome to inform future planning |
| Business Enablers Project Management | Adept | <ul style="list-style-type: none"> Prepare clear project proposals and define scope and goals in measurable terms Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements Prepare accurate estimates of costs and resources required for more complex projects Communicate the project strategy and its expected benefits to others Monitor the completion of project milestones against goals and initiate amendments where necessary Evaluate progress and identify improvements to inform future projects |
| People Management Manage Reform and Change | Advanced | <ul style="list-style-type: none"> Clarify 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 |

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

| Category and Sub-Category | Level and Code | Skill and Level Descriptions |
|---|-----------------|---|
| Change and Transformation Project Management | Level 6 - PRMG | PROJECT MANAGEMENT (PRMG) – Plans, directs, and co-ordinates activities to manage and implement a programme from contract /proposal initiation to final operational stage including the transition into “business-as-usual”; plans, schedules, monitors, and reports on activities related to the programme. Ensures that programmes are managed to realise business benefits and that programme management is informed by an awareness of current technical developments |
| Change and Transformation Change Implementation planning and management | Level 6 CIPM | CHANGE IMPLEMENTATION PLANNING AND MANAGEMENT (CIPM) - Ensures that there is a business perspective on how any new technical capabilities will be integrated into the business, including planning around key business cycles, selecting appropriate customers for migration, etc. Initiates the business implementation plan, including all the activities that the business needs to do to prepare for new technical components and technologies. Ensures sites deliver site implementation plans that align with the overall plan. Tracks and reports against these activities to ensure progress. Defines and manages the activities to ensure achievement of the projected business benefits after delivery. Outlines key business engagement |

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| | | messages that need to be communicated throughout the programme/project. |
| Relationships and Engagement Relationship Management | Level 6 RLMT | RELATIONSHIP MANAGEMENT (RLMT) - Leads the development of comprehensive stakeholder management strategies and plans. Builds long-term, strategic relationships with senior stakeholders (internal and external). Facilitates the engagement of stakeholders and delivery of services and change projects, acting as a single point of contact for senior stakeholders, facilitating relationships between them. Negotiates to ensure that stakeholders understand and agree what will meet their needs, and that appropriate agreements are defined. Oversees monitoring of relationships including lessons learned and appropriate feedback. Leads actions to improve relations and open communications with and between stakeholders. |
| Strategy and Architecture Business Strategy and Planning | Level 5 INOV | INNOVATION (INOV) – Manages the innovation pipeline and executes innovation processes. Develops, evolves and adapts innovation tools, processes and infrastructures to drive the process of innovation. Identifies resources and capabilities needed to support innovation. Encourages and motivates innovation communities, teams and individuals to share creative ideas and learn from failures. Manages and facilitates the communication and open flow of creative ideas between interested parties and the set-up of innovation networks and communities |