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| **Portfolio**  | Communities and Justice  |
| **Department** | Department of Communities and Justice |
| **Division/Branch/Unit** | Courts, Tribunals and Service Delivery | Strategy, Reform and Support | Digital Customer Experience  |
| **Location** | Hybrid | Parramatta | Sydney  |
| **Classification/Grade/Band** | Clerk Grade 11/12 |
| **Role Number** | TBC |
| **ANZSCO Code** | 261111 |
| **PCAT Code** | 126192 |
| **Date of Approval** | 19 March 2025 | **Ref:** **CATS 0241** |
| **Agency Website** | [www.dcj.nsw.gov.au](http://www.dcj.nsw.gov.au)  |

***Please see job notes and/or advertisement for more information on specific role qualification requirements and relevant experience.***

**Agency overview**

The Department of Communities and Justice (DCJ) is the lead agency in the Communities and Justice Portfolio. Communities and Justice aims to achieve a safe, just, and inclusive New South Wales (NSW) by operating an effective legal system; increasing access to social and affordable housing; protecting children and families; addressing domestic and family violence; promoting public safety; reducing reoffending; and supporting community harmony and social cohesion.

DCJ works to enable everyone's right to access justice and help for families through early intervention and inclusion, with benefits for the whole community by providing services that are effective and responsive to community needs.

# Primary purpose of the role

The Change and Engagement Manager is responsible for implementing change frameworks, tools, and plans that maximise employee adoption and minimise resistance. This is achieved by leading and managing the design and delivery of change management and engagement frameworks and communication strategies relating to strategic projects, programs and operational changes.

The role ensures change initiatives are fit for purpose in supporting employee adoption of new behaviours, processes and technology solutions as well as reinforcing the sustainability of change.

# Key accountabilities

* Design, manage, develop and deliver effective change management, engagement and communication strategies and plans for programs, projects and operations in NSW courts and tribunals.
* Manage the delivery of all aspects of change and communications, including stakeholder and impact assessment, engagement, communication, training, support and business readiness to embed the required business change.
* Ensure key stakeholders, business sponsors and project partners where necessary are actively engaged in planning and their needs are incorporated in change, communication and engagement strategies and plans.
* Develop both proactive and responsive communication strategies and activities which are aligned to CTSD operational priorities and provide effective support to CTSD strategies, initiatives, developments, organisational change and organisational development.
* Identify issues in change management methodologies and contribute to the ongoing development and improvement of tools, techniques and templates for implementation of change initiatives.
* Develop and implement change, communications and learning plans in the appropriate format to support systems and process transformation and improved experiences.
* Champion continuous improvement strategies and activities that contribute to the development of change management practice in alignment with business improvement reforms including facilitating lessons learned, project closure and quality initiatives.
* Ensure direct reports are effectively managed to foster initiative, promote teamwork, and achieve objectives within established timeframes and plans.

# Key challenges

* Liaising with key project, business, and support partners to gain their input, ensure involvement and support throughout the change/communications in order to achieve ongoing ownership and support
* Influencing and working in partnership with key business, program and project roles to ensure change is understood and given the appropriate focus to achieve business outcomes.
* Managing the delivery of a complex range of internal and external communication initiatives of varying size and complexity, across a wide geographic area to ensure they are all delivered on time, on budget and meet the needs of CTSD.

# Key relationships

| Who |  Why |
| --- | --- |
| **Internal** |  |
| CTSD Executive (all levels) | * Receive instructions, escalate issues and provide feedback
* Collaboratively works on change management and communications strategies and key initiatives
* Prioritises key change management initiatives and opportunities
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| Senior Executive & Senior Managers |

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| * Build capacity and capability; collaborate with senior managers to deliver identify the potential for business deliver improvements and embed system.
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| Program/Project Management Teams, DPT Products and Engagement Team, Systems and Delivery Team | * Provide high level change management advice
* Work collaboratively to achieve the team’s outcomes
* Lead discussions and decisions regarding implementation of innovation and best practice
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| Internal and External Stakeholders  | * Provide high level change management advice
* Attend meetings and direct, inform and coordinate change management plans, procedures an outcomes
* Resolve and provide solutions to issues
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# Role dimensions

## Decision making

The Role:

* Drives consistency and proactively supports strategic iniatives in preparing for the impact of the changes being delivered by project and programs
* Decides on the appropriate balance between prioritising stakeholder requirements with the desired outcomes of the project and programs
* Collaborates with stakeholders to oversee identification and definition of change delivery.
* Drives change and communications management and capability uplift across a complex landscape.

Refer to the financial and/ or administrative delegations for this role.

## Reporting line

Reports to the Director, Digital Customer Experience

## Direct reports

The role has up to 5 direct report and may have indirect oversight of change champions/advocates.

## Budget/Expenditure

Nil

# Key knowledge and experience

* Experience and knowledge of change management principles, methods, and tools.
* Familiarity with project management approaches, tools, and phases of the project lifecycle.
* Demonstrated hands-on experience working on a variety of change projects, including both system and process change.

# Essential requirements

This role requires an in depth understanding of how people go through change and the change process with the delivery and implementation of strategic projects and programs. The ability to apply this knowledge to the build of a consistent, fit for purpose and accepted ‘way’ of delivering change across the diverse stakeholder groups is a core requirement for the role that acknowledges differences in maturity and support requirements.

A key success indicator for this role will be to build and apply or leverage existing framework and toolkit that supports the uplift of change capability across courts and tribunals enabling the embedment of sustainable change outcomes.

* Exceptional communication skills across all levels of stakeholders
* Ability to apply business knowledge of the impacted jurisdiction or business area to advance project and program objectives
* Excellence in building strong client relationships and delivery of adaptable client centric solutions
* Interacts with all stakeholders in ways that demonstrates respect of social and cultural differences
* Strong interpersonal skills
* Goal oriented with the ability to influence others to achieve goals and metrics

Appointments are subject to reference checks. Some roles may also require the following checks/ clearances:

* National Criminal History Record Check in accordance with the Disability Inclusion Act 2014
* Working with Children Check clearance in accordance with the Child Protection (Working with Children) Act 2012

# Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-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** |
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| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level**  |
|  | **Display Resilience** **and Courage**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
* Give frank, honest advice in response to strong contrary views
* Accept criticism of own ideas and respond in a thoughtful and considered way
* Welcome new challenges and persist in raising and working through novel and difficult issues
* Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues
 | Advanced |
|  | **Commit to Customer Service**Provide customer-focused services in line with public sector and organisational objectives | * Take responsibility for delivering high-quality customer-focused services
* Design processes and policies based on the customer’s point of view and needs
* Understand and measure what is important to customers
* Use data and information to monitor and improve customer service delivery
* Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers
* Maintain relationships with key customers in area of expertise
* Connect and collaborate with relevant customers within the community
 | Adept |
| **Influence and Negotiate**Gain consensus and commitment from others, and resolve issues and conflicts | * Influence others with a fair and considered approach and present persuasive counterarguments
* Work towards mutually beneficial ‘win-win’ outcomes
* Show sensitivity and understanding in resolving acute and complex conflicts and differences Identify key stakeholders and gain their support in advance
* Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise
* Anticipate and minimise conflict within the organisation and with external stakeholders
 | Advanced |
|  | **Think and Solve Problems**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
* Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others
* Take account of the wider business context when considering options to resolve issues
* Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements
* Implement systems and processes that are underpinned by high quality research and analysis
* 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
 | Advanced |
|  | **Project Management**Understand and apply effective planning, coordination and control methods | * Prepare and review project scope and business cases for projects with multiple interdependencies
* Access key subject-matter experts’ knowledge to inform project plans and directions
* Design and implement effective stakeholder engagement and communications strategies for all project stages
* Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning
* Develop effective strategies to remedy variances from project plans and minimise impact
* Manage transitions between project stages and ensure that changes are consistent with organisational goals
* Participate in governance processes such as project steering groups
 | Advanced |
|  | **Optimise Business Outcomes**Manage people and resources effectively to achieve public value | * Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives
* Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning
* When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences
* Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context
* Monitor performance against standards and take timely corrective actions Keep others informed about progress and performance outcomes
 | Adept |

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 <http://www.psc.nsw.gov.au/workforce-management/capability-framework/access-the-capability-framework/occupation-specific/occupation-specific>

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| **Focus Occupation Specific Capabilities**  |
| SFIA logo | **Capability name**Capability description | **Capability Set** | **Level** |
| **Change & Transformation Business Change Management** **Business Analysis**  | Takes responsibility for investigative work to determine business requirements and specify effective business processes, through improvements in information systems, information management, practices, procedures, and organisation change. Selects, adopts and adapts appropriate business analysis methods, tools and techniques; selecting appropriately from predictive (plan-driven) approaches or adaptive (iterative/agile) approaches. Collaborates with stakeholders at all levels, in the conduct of investigations for strategy studies, business requirements specifications and feasibility studies. Prepares business cases which define potential benefits, options for achieving these benefits through development of new or changed processes, and associated business risks. | **Level 5** **BAUN** |
| **Change & Transformation****Business Change Implementation****Program Management** | 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. | **Level 6**  **PGMG** |
| **Change & Transformation****Business Change Management** **Change Implementation Planning and Management** | 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 messages that need to be communicated throughout the programme/project. | **Level 6****CIPM** |
| **Relationships and Engagement****Stakeholder Management****Relationship Management** | Identifies the communications and relationship needs of stakeholder groups. Translates communications/stakeholder engagement strategies into specific activities and deliverables.Facilitates open communication and discussion between stakeholders, acting as a single point of contact by developing, maintaining, and working to stakeholder engagement strategies and plans.Provides informed feedback to assess and promote understanding. Facilitates business decision makingprocesses. Captures and disseminates technical and business information. | **Level 5** **RLMT** |

# 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.

| COMPLEMENTARY CAPABILITIES |
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| **Capability Group/Sets** | **Capability Name** | **Description** | **Level**  |
| Personal Attributes logo |  |  |  |
| 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 |
| Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
| Relationships logo  |  |  |  |
| Communicate Effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Advanced |
| Work Collaboratively | Collaborate with others and value their contribution | Adept |
| Results logo |  |  |  |
| Deliver Results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Advanced |
| Plan and Prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Advanced |
| Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
| Business Enablers logo |  |  |  |
| Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Adept |
| Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
| People Management logo |  |  |  |
| Manage and Develop People | Engage and motivate staff, and develop capability and potential in others | Adept |
| Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Intermediate |
| Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |