

Role Description

Manager Change Management Office



Cluster	Stronger Communities
Department/Agency	NSW State Emergency Service
Division/Branch/Unit	Corporate Services
Location	State Headquarters
Classification/Grade/Band	Clerk Grade 9/10
Kind of Employment	Ongoing
ANZSCO Code	224712
Role Number	52016379
PCAT Code	3221192
Date of Approval	October 2019
Agency Website	www.ses.nsw.gov.au

Agency overview

Our Mission: NSW SES saving lives and protecting communities.

Our Vision: Be the best volunteer emergency service agency in Australia.

The NSW State Emergency Service (NSW SES) is an emergency and rescue service made up almost entirely of volunteers and supported by a small staff contingent. NSW SES is a key influencer of other emergency service agencies and works closely with these partners to modernise and grow volunteering to save lives and protect communities

While major responsibilities are for flood, storm operations and tsunamis, the NSW SES also provides the majority of general rescue effort in the rural parts of the state. This includes road accident rescue, vertical rescue, bush search and rescue, evidence searches (both metropolitan and rural), other forms of specialist rescue that may be required due to local threats, Urban Search and Rescue and Community First Response.

Primary Purpose of the role

The Manager Change Management Office manages the development, implementation and continual improvement of change management strategy, frameworks and capability within the NSW SES, including communication plans, to maximise member (staff and volunteer) adoption and minimise resistance to new initiatives and organisational changes. The role provides leadership, guidance, support and coaching in change management for members of the service and offers advice to Senior Management in understanding change readiness within the NSW SES.

Key accountabilities

- Manage change management issues requiring the capacity to exercise professional judgement and implement effective, innovative and practical solutions that address people management risks, resistance and performance gaps in organisational initiatives and changes
- Partner closely with the PMO team to integrate effective change management strategies into project and initiative plans; and in utilising provided measurement systems and information sharing tools to track adoption, utilisation and proficiency of change initiatives
- Develop and implement frameworks, tools and training to support development of change management capability within the NSW SES
- Develop and conduct change readiness assessments, analyse and evaluate results and present findings to project sponsors and the Senior Management Team as required
- Establish and maintain internal and external stakeholder relationships through provision of advice on change management and communication issues, effective communication, negotiation and issues management to engage stakeholders and ensure deliverables are met
- Develop and maintain the ongoing forward schedule of changes to assist the business in planning for change, to manage any project or change-related interdependencies, and to facilitate the communication of changes within the change management process to keep the organisation informed
- Facilitate the implementation of strategic changes across the organisation whilst maintaining an awareness of all continuous improvement and change initiatives within the organisation to ensure organisational objectives are achieved
- Collaborate with Operational Improvement and Lessons to conduct post-implementation reviews to confirm outcomes and results, identify lessons learned and develop comprehensive action plans to ensure the change/service introduction/release has been effective and the outcome to the business has been achieved

Key challenges

- Maintaining current knowledge of change and communication best practices and their application within NSW SES
- Maintaining an understanding of the importance of volunteers to NSW SES' delivery of its services, and the unique importance and requirements of volunteers in a geographically diverse hub-and-spoke structure
- Managing and guiding multiple projects and change initiatives to successful completion with optimal engagement and commitment from stakeholders

Key relationships

Who			Why
Internal			
Senior Capability	Manager	Organisational	<ul style="list-style-type: none"> Report on and provide advice on change management capability initiatives and projects Receive guidance and direction regarding direction and priorities Receive feedback regarding performance and respond in a thoughtful and considered way
Manager PMO			<ul style="list-style-type: none"> Maintain effective working relationships to ensure collaboration and communication to facilitate a consolidated approach
Project Managers, Senior Management Team			<ul style="list-style-type: none"> Develop and maintain effective working relationship to ensure the successful delivery of various projects and changes within the organisation
NSW SES members			<ul style="list-style-type: none"> Maintain effective working relationships to ensure collaboration and communication on change projects and initiatives
External			
External stakeholders			<ul style="list-style-type: none"> Develop and maintain effective working relationships to ensure the successful delivery of various projects and change initiatives

Role dimensions

Decision making

The Manager Change Management Office exercises independence and autonomy in day to day matters, including engagement with staff and volunteers in determining how to achieve agreed objectives and produces reports, evaluations and recommendations as required, correspondence and briefs and determines the content of advice and information.

The role refers the following matters to the supervisor: decisions that will significantly impact on agreed objectives; major capability issues, risks or conflicts; issues requiring a higher delegated authority (i.e. travel/expenditure approval)

Reporting line

This role reports directly to Senior Manager Organisational Capability

Direct reports

This role has 2 direct reports:

Change Advisors x 2

Budget/Expenditure

Nil

Essential requirements

- Demonstrated experience in change management, including the development and implementation of change management processes and tools within a complex, geographically dispersed organisation.
- Relevant tertiary qualifications and/or equivalent experience
- Thorough knowledge of AIIMS principles and processes, and/or willingness to obtain competence within 12 months




You may be required to participate in activities to support the agency during operational or emergency responses at NSW SES locations in the state, where the requirements are within the scope of your skills, knowledge and capabilities. You may also be required to participate in an on-call roster.

Capabilities for the role


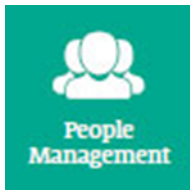
The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

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	Intermediate
	Manage Self	Adept
	Value Diversity	Intermediate
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Intermediate
	Work Collaboratively	Adept
	Influence and Negotiate	Intermediate
 Results	Deliver Results	Adept
	Plan and Prioritise	Adept
	Think and Solve Problems	Adept
	Demonstrate Accountability	Adept

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
	Finance	Intermediate
	Technology	Intermediate
	Procurement and Contract Management	Intermediate
	Project Management	Adept
	Manage and Develop People	Intermediate
	Inspire Direction and Purpose	Intermediate
	Optimise Business Outcomes	Intermediate
	Manage Reform and Change	Adept

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 Display Resilience and Courage	Adept	<ul style="list-style-type: none"> Be flexible, show initiative and respond quickly when situations change Give frank and honest feedback and advice Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately Raise and work through challenging issues and seek alternatives Remain composed and calm under pressure and in challenging situations
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> Present with credibility, engage diverse audiences and test levels of understanding Translate technical and complex information clearly and concisely for diverse audiences 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		<ul style="list-style-type: none"> Encourage a culture that recognises the value of collaboration

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Work Collaboratively	Adept	<ul style="list-style-type: none"> 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
Relationships Influence and Negotiate	Intermediate	<ul style="list-style-type: none"> Use facts, knowledge and experience to support recommendations Work towards positive and mutually satisfactory outcomes Identify and resolve issues in discussion with other staff and stakeholders Identify others' concerns and expectations Respond constructively to conflict and disagreements and be open to compromise Keep discussions focused on the key issues
Results Plan and Prioritise	Adept	<ul style="list-style-type: none"> Consider the future aims and goals of the team, unit and organisation when prioritising own and others' work Initiate, prioritise, consult on and develop team and unit goals, strategies and plans Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses Ensure current work plans and activities support and are consistent with organisational change initiatives Evaluate outcomes and adjust future plans accordingly
Results Think and Solve Problems	Adept	<ul style="list-style-type: none"> 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 address issues and improve the user experience Seek contributions and ideas from people with diverse backgrounds and experience Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness Identify and share business process improvements to enhance effectiveness
Business Enablers Project Management	Adept	<ul style="list-style-type: none"> Understand all components of the project management process, including the need to consider change management to realise business benefits Prepare clear project proposals and accurate estimates of required costs and resources

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements Identify and evaluate risks associated with the project and develop mitigation strategies Identify and consult stakeholders to inform the project strategy Communicate the project's objectives and its expected benefits Monitor the completion of project milestones against goals and take necessary action Evaluate progress and identify improvements to inform future projects
People Management		
Manage Reform and Change	Adept	<ul style="list-style-type: none"> Support teams in developing new ways of working and generating innovative ideas to approach challenges Actively promote change processes to staff and participate in communicating change initiatives across the organisation Provide guidance, coaching and direction to others who are managing uncertainty and change Engage staff in change processes and provide clear guidance, coaching and support Identify cultural barriers to change and implement strategies to address these