

# Role Description

## Organisational Development Specialist



Customer Service

Cluster	Customer Service
Agency	Department of Customer Service
Division/Branch/Unit	Corporate Services / People and Culture / Employee Experience and Talent
Classification/Grade/Band	Clerk Grade 7/8
ANZSCO Code	223111
PCAT Code	1224349
Date of Approval	November 2019 (updated April 2020)

### Primary purpose of the role

Facilitate the implementation of organisational development strategies and programs relating to organisational change, culture development and management, and leadership capability and development across the Organisation to meet ongoing and changing organisational needs and to facilitate a positive employee experience.

### Key accountabilities

- Contribute to the design of and implement a range of organisational development programs to develop capability across the organisation, and ensure that talent is identified, developed and managed ensuring retention of an engaged and high performing workforce
- Partner with team members to design, deliver and evaluate organisational and operational solutions (digital and non-digital) that are clearly aligned with business objectives and requirements, produce targeted outcomes, to ensure ongoing business continuity and compliance and enhance individual, team, and organisational capabilities
- Work collaboratively on organisational development projects with a focus on leadership development, talent management, learning and development, performance management and culture and engagement to support the delivery of key milestones and outcomes
- Research, plan, implement and evaluate processes to assist with the development and delivery of organisational development projects and programs to support organisational and government priorities
- Partner with team members to design, develop and implement development programs that align to the Organisation's strategic plans and objectives
- Develop and maintain partnerships with employees and leaders across the cluster to provide a high level of organisational development services that meet customer needs and organisational priorities
- Coordinate and implement a range of projects applying sound project management principles and support the project lead/s in the delivery of organisational and/or business projects
- Maintain awareness of relevant issues, policy obligations, insights, challenges industry trends and practices and opportunities to recommend innovative solutions that optimise outcomes and contribute

to a best practice organisational development function in line with organisational and government priorities

## Key challenges

- Achieving targeted organisational development outcomes that support business objectives in a customer centric organisation with a varied workforce
- Ensuring business commitment to organisational development interventions in a fast paced, high volume and constantly evolving environment

## Key relationships

Who	Why
<b>Internal</b>	
Manager	<ul style="list-style-type: none"> <li>• Escalate issues, keep informed, advise and receive guidance and instructions</li> <li>• Provide regular updates on key programs, issues and priorities</li> <li>• Identify risk, opportunities and emerging and contentious issues to facilitate informed decision making by the Branch Leadership team</li> </ul>
Work Team	<ul style="list-style-type: none"> <li>• Work closely and collaboratively to develop and implement a cohesive, integrated and comprehensive offering of programs across the Organisation</li> <li>• Support team members and work collaboratively to contribute to achieving business outcomes and a positive employee experience</li> </ul>
Divisional Client Groups	<ul style="list-style-type: none"> <li>• Provide customer focused approach to service delivery</li> <li>• Work with the business unit leaders to understand key capability development requirements and ensure these are met and developed based on evidence and data</li> <li>• Address/respond to queries, provide advice where possible, or redirect to relevant party for review and resolution</li> </ul>
<b>External</b>	
Business and other Government agencies	<ul style="list-style-type: none"> <li>• Partner with agencies to share and develop initiatives and business solutions</li> </ul>
Vendors/Consultants/Training providers	<ul style="list-style-type: none"> <li>• Consult, give and obtain information, negotiate required outcomes and timeframes and develop and maintain ongoing working relationships and networks</li> </ul>

## Role dimensions

### Decision making

This role has autonomy and makes decisions that are under their direct control as directed by their Manager. It refers to a Managers' decisions that require significant change to program outcomes or timeframes or are likely to escalate or require submission to a higher level of management. This role is fully accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables and outcomes.

### Reporting line

Manager, Organisational Development Programs

## Direct reports

This role has no direct reports

## Budget/Expenditure

As per the Customer Service Delegations

## Essential requirements

Nil

## 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

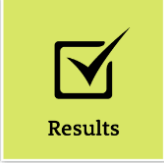

*Focus capabilities* are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

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.

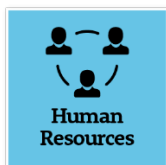
## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 <p>Personal Attributes</p>	<p><b>Manage Self</b></p> <p>Show drive and motivation, an ability to self-reflect and a commitment to learning</p>	<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 and maintain a high level of personal motivation</li> </ul>	Adept
 <p>Relationships</p>	<p><b>Communicate Effectively</b></p> <p>Communicate clearly, actively listen to others, and respond with understanding and respect</p>	<ul style="list-style-type: none"> <li>• Tailor communication to diverse audiences</li> <li>• Clearly explain complex concepts and arguments to individuals and groups</li> <li>• Create opportunities for others to be heard, listen attentively and encourage them to express their views</li> <li>• Share information across teams and units to enable informed decision making</li> <li>• Write fluently in plain English and in a range of styles and formats</li> <li>• Use contemporary communication channels to share information, engage and interact with diverse audiences</li> </ul>	Adept
	<p><b>Commit to Customer Service</b></p> <p>Provide customer-focused services in line with public sector and organisational objectives</p>	<ul style="list-style-type: none"> <li>• Take responsibility for delivering high-quality customer-focused services</li> <li>• Design processes and policies based on the customer's point of view and needs</li> <li>• Understand and measure what is important to customers</li> <li>• Use data and information to monitor and improve customer service delivery</li> <li>• Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers</li> <li>• Maintain relationships with key customers in area of expertise</li> <li>• Connect and collaborate with relevant customers within the community</li> </ul>	Adept

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<b>Deliver Results</b> Achieve results through the efficient use of resources and a commitment to quality outcomes	<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>	Adept
	<b>Plan and Prioritise</b> Plan to achieve priority outcomes and respond flexibly to changing circumstances	<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>	Adept
	<b>Project Management</b> Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> <li>• Perform basic research and analysis to inform and support the achievement of project deliverables</li> <li>• Contribute to developing project documentation and resource estimates</li> <li>• Contribute to reviews of progress, outcomes and future improvements</li> <li>• Identify and escalate possible variances from project plans</li> </ul>	Intermediate

## Occupation specific capability set



### Talent Management

Develop approaches to proactively manage the supply of diverse leaders, talent and capabilities across the organisation

- Assist in employee capability identification and assessment activities. Level 1
- Provide information to managers and employees about talent management process and system requirements, and assist in their implementation.
- Administer organisation-wide employee development process systems that link performance objectives, reviews, development, and career planning.
- Assist employees and managers in selecting appropriate learning and development initiatives to respond to individual capability needs and plans.
- Assist in the development and delivery of performance and recognition practices.
- Collect and monitor feedback to inform continuous improvement of programs.

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### Organisational culture






Identify, assess and encourage workplace values and behaviours to foster an engaged, inclusive and high performing workforce

- Understand the implications of workforce strategies for organisational culture, the workplace environment and employee engagement. Level 1
- Understand the purpose of the agency's Employee Value Proposition and assist in its incorporation across the employment lifecycle.
- Understand and explain the organisation's inclusion and diversity programs and practices to employees and managers.
- Assist in activities related to the development of employee engagement initiatives.
- Assist in the development of communications about organisational values, ethics, and culture, and their business impacts.
- Assist in monitoring the effects of workforce strategies such as preventing and managing unreasonable behaviour on absenteeism, turnover, employee engagement and business outcomes.
- Assist in the deployment and analysis of processes and tools used to measure organisation culture, employee engagement and productivity.

## 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
 Personal Attributes	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Intermediate
	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Intermediate
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	Intermediate
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Intermediate
 Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Intermediate
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Intermediate
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Foundational
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Foundational
Occupation specific capability set			
 Human Resources	Workforce strategy	Contribute to defining business objectives, create evidence-based workforce strategies to achieve outcomes and guide the organisation through the required change	Level 1