Role Description
Change Manager

Cluster	NSW Parliament
Agency	Department of Parliamentary Services
Division/Branch/Unit	Digital Transformation
Location	Sydney, CBD
Classification/Grade/Band	Clerk Grade 9/10
Role Number	50009674
ANZSCO Code	TBA
PCAT Code	TBA
Date of Approval	December 2023
Agency Website	http://www.parliament.nsw.gov.au

Agency overview

Administratively, the Parliament comprises of three main Departments: the Department of Parliamentary Services (DPS), Department of the Legislative Council (LC), and the Department of the Legislative Assembly (LA). The Chief Executive is the head of the Department of Parliamentary Services, and the Clerk of the Legislative Council and Clerk of the Legislative Assembly are the Heads of their respective House Departments.

The House Departments are responsible for providing procedural advice to the Council and the Assembly, and their respective members, on parliamentary proceedings in each House and Committees; undertaking protocol functions, providing corporate and executive support, House specific administrative/research services and generating content/engagement strategies relating to the activities of the House and its committees.

DPS is responsible for providing corporate and other common services across the Parliament as a whole. It comprises the following Divisions; Parliament Services and Corporate Services, and two project Branches; Digital Transformation and Capital Works Strategy & Delivery.

The Parliament Services Division comprises administrative and support services specific to the institution of Parliament. This includes the Hansard, Library and Research Branch, the Communications, Engagement and Education branch and the Parliamentary Catering Unit.

The Corporate Services Division comprises of the corporate functions that provides services to all staff and Members across Parliament House. This includes the Financial Services & Governance Branch, People, Property & Security Branch, IT Services Unit and Planning and Performance Unit.

The Parliament's ultimate governance body includes the Presiding Officers and the Chief Executive, DPS and the Clerks of the Legislative Council and Legislative Assembly, supported by a contemporary governance framework.

Primary purpose of the role

The Digital Transformation branch in the Department of Parliamentary Services (DPS) is currently implementing a suite of digital ICT projects, including the rollout and adoption of Teams, SharePoint, and other software.

The branch requires the expertise of an experienced Change Analyst to lead the development and execution of change strategies and interventions that will ensure a supported and structured transition.

This position will be responsible for planning and delivering change activities that deliver effective stakeholder engagement throughout the project and high levels of adoption of the required systems, cultural and operational changes to support the realisation of the desired business outcomes.

Key accountabilities

- Assess, plan and implement the delivery of a change management plan to support the project to successfully transition through the different stages of change.

- Develop and manage the implementation of a communication and engagement plan, including taking responsibility for preparing a wide variety of communications and engagement materials and activities.

- Work closely with the project team, vendor and stakeholders to identify learning needs and develop and oversee the implementation of learning support plans that address the knowledge, skills and capabilities needed for a successful transition.

- Identify and develop recommendations to manage resistance.

- Work closely with the project team and impacted organisational areas to ensure that change activities are incorporated into, and balanced with, work schedules and deliverables.

- Identify risks and issues associated with the changes. Work closely with project and management team, and relevant stakeholders, to develop and implement specific plans to mitigate risks and address issues.

- Follow the principles and procedures of the DPS change management methodology and frameworks, and comply with DPS policy and external regulations.

Key challenges

- This period of transformation represents significant change for members and staff. These changes come on top of a recent department restructure, the impacts resulting from COVID-19 and other project and operational driven change. A major challenge will be designing and managing change strategies that support and address high levels of change fatigue and pockets of change resistance.

- Another challenge will be coaching managers and staff with varying levels of change management experience to enable them to successfully navigate through the changes.

Key relationships

Who	Why
Parliamentary	
Presiding Officers / House Department Clerks and Chief Executive	▪ Engage with relevant stakeholders to open channels of communication, provide expert advice on digital transformation change management ▪ Resolve and provide solutions to change issues
Internal	
Reporting Line Manager	▪ Provide advice and contribute to decision making ▪ Identify emerging issues/risks and their implications, and propose solutions ▪ Receive guidance and provide regular updates on key projects issues and priorities. ▪ Escalate issues, advise and receive instructions
IT Support teams	▪ Provide professional change support, collaborate to continually improve knowledge, build capability and improve the consistency and quality of change management
Internal website authors, contributors and users	▪ Develop resistance plans (if deemed necessary) ▪ Collaborate to continually improve knowledge, build capability, and improve consistency and quality of change management ▪ Provide guidance and professional support, determine change priorities and oversee the change process
External	
Vendors and suppliers	▪ Contribute to maintaining effective relationships with current and prospective website vendor/s

Role dimensions

Decision making

The role is expected to operate with some degree of autonomy with respect to day-to-day work priorities and, in this context, is expected to determine matters that need to be referred to senior managers or other staff to deal with; and to provide advice, exercising discretion and judgment on what is appropriate to send to their manager and/or team.

Reporting line

Project Manager, Digital Transformation

Direct reports

The role does not have any direct reports.

Budget/Expenditure

None

Key knowledge and experience

- Experience with organisational change initiatives that have supported major digital transformation.

- Proven experience developing, delivering and refining change strategies and plans. This would include designing and implementing engagement, communications and resistance management plans, as well as creating learning plans and strategies.

- Ability to develop tailored communications and engagement materials that suit the needs of different stakeholders and audiences.

- Capacity to collaborate and build effective relationships with a diversity of people at all levels and the ability to influence others to move them towards a common vision or goal.

- Ability to lead, guide and coach managers and staff in change management and resilience techniques.

- High level conceptual and analytical skills with the capacity to develop solutions for a range of complex issues.

- Excellent organisational and time management skills with a proven ability to meet strict deadlines and demonstrate a high attention to detail.

- Experience in government or not for profit is desirable.

Essential Requirements

- Appropriate related tertiary qualification, degree and/or equivalent relevant experience in change management.

- Advanced computer literacy and capacity to use a variety of software systems including project management systems, MS Word, Excel and PowerPoint.

- Demonstrated knowledge and application of change management principles, methodologies and tools.

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.

Capability Group/sets	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Advanced	• 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
Personal Attributes **Act with Integrity**	Adept	• Represent the organisation in an honest, ethical and professional way and encourage others to do so • Act professionally and support a culture of integrity • Identify and explain ethical issues and set an example for others to follow • Ensure that others are aware of and understand the legislation and policy framework within which they operate • Act to prevent and report misconduct and illegal and inappropriate behaviour
Relationships **Communicate Effectively**	Advanced	• 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 organization • 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 **Influence and Negotiate**	Advanced	• Negotiate from an informed and credible position • Lead and facilitate productive discussions with staff and stakeholders • Encourage others to talk, share and debate ideas to achieve a consensus • Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes

FOCUS CAPABILITIES		
Capability Group/sets	**Level**	**Behavioural Indicators**
		• Influence others with a fair and considered approach and sound arguments
		• Show sensitivity and understanding in resolving conflicts and differences
		• Manage challenging relationships with internal and external stakeholders
		• Anticipate and minimise conflict
Results **Think and Solve Problems**	Advanced	• 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 systems, 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
Business Enablers **Technology**	Adept	• Identify opportunities to use a broad range of technologies to collaborate
		• Monitor compliance with cyber security and the use of technology policies
		• Identify ways to maximise the value of available technology to achieve business strategies and outcomes
		• Monitor compliance with the organisation's records, information and knowledge management requirements
People Management** **Manage and Develop People	Adept	• Define and clearly communicate roles, responsibilities and performance to achieve team outcomes
		• Adjust performance development processes to meet the diverse abilities and needs of individuals and teams
		• Develop work plans that consider capability, strengths and opportunities for development

Capability Group/sets	Level	Behavioural Indicators
		• Be aware of the influences of bias when managing team members
		• Seek feedback on own management capabilities and develop strategies to address any gaps
		• Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way
		• Monitor and report on team performance development frameworks
People Management **Inspire Direction and Purpose**	Adept	• Promote a sense of purpose, and help the team to understand the strategic direction of the organisation and the needs of customers and stakeholders
		• Translate broad organisational strategy and goals into tangible team goals and explain the links for the team
		• Ensure that team objectives and outcomes lead to the implementation of government priorities and create value for customers and stakeholders
		• Work to remove barriers to achieving goals
People Management **Manage Reform and Change**	Advanced	• 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 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

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

Capability Group/sets	Capability Name	Level
Personal Attributes	**Display Resilience and Courage**	**Advanced**
	Act with Integrity	**Adept**
	Manage Self	**Adept**
	Value Diversity and Inclusion	Intermediate
Relationships	**Communicate Effectively**	**Advanced**
	Commit to Customer Service	**Adept**
	Work Collaboratively	**Adept**
	Influence and Negotiate	**Adept**
Results	Deliver Results	Intermediate
	Plan and Prioritise	**Adept**
	Think and Solve Problems	**Advanced**
	Demonstrate Accountability	Intermediate
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**