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| **Cluster** | **Planning, Housing and Infrastructure** |
| **Agency** | **Department of Planning, Housing and Infrastructure** |
| **Division/Branch/Section** | **Property Development and Valuation/Office of Strategic Lands/Corporate Programs** |
| **Classification/Grade/Band** | **Planning Officer (Professional) PO3** |
| **Role Number** | **Various** |
| **ANZSCO Code** | **232611** |
| **PCAT Code** | **1111192** |
| **Date of Approval** | **15 June 2018 (updated May 2025)** |
| **Agency Website** | [https://www.nsw.gov.au/departments-and-agencies/department-o](http://www.dpie.nsw.gov.au)**f-planning-housing-and-infrastructure** |

Agency overviewThe Department of Planning, Housing and Infrastructure (DPHI) improves the liveability and prosperity of NSW. To achieve this, we:

* create vibrant, productive spaces and precincts;
* manage lands, assets and property effectively; and
* deliver affordable and diverse housing.

We strive to be a high performing, world class public service organisation that celebrates and reflects the full diversity of the community we serve and builds the cultural capability of our department to improve outcomes with, and for, Aboriginal people, communities and entities.

Primary purpose of the role

The Manager Business Change and Governance will play a key role in establishing the Business Strategy, Change and Governance for the Office of Strategic Lands. The primary responsibility of the role will be creating strategic business policies and implementing change management strategies and plans that maximize employee engagement and adoption of standard processes and systems in relation to strategy, policy, governance and change.

# Key accountabilities

* Develop and apply a change management process and tools to create a strategy that supports adoption of the changes required across the Office of Strategic Lands and create actionable deliverables for the five change management levers: communications plan, sponsor roadmap, coaching plan, training plan, resistance management plan
* Develop and implement a stakeholder, media and communications strategy aligned to DPHI’s Media and Communication strategy that supports, informs and promotes NSW Government objectives for housing affordability and enabling infrastructure development programs and initiatives
* Apply a structured methodology, lead internal and external governance coordination, and lead change management activities including a specific initiative to enhance the health of the Office of Strategic Lands and the delivery of multiple programs or work
* Lead the development, implementation and improvement of efficient and comprehensive change, media and communications plans and monitoring and reporting systems that will give the programs accurate and timely information and analysis of upcoming communication opportunities and assurance of the effectiveness of on time project delivery
* Engage with the business and key stakeholders to build change and communications capability and understanding across Office of Strategic Lands
* Support the assessment of change impacts with delivery agencies and conduct impact analysis, assess change readiness and identify key stakeholders
* Drive continuous improvement for change management and delivery to ensure processes and procedures are optimal enabling effective project delivery

Key challenges

* Managing conflicting priorities within strict timeframes and government commitments whilst maintaining quality and professionalism
* Maintaining simple, consistent and transparent information on a large number of projects to enable effective delivery, encourage efficient input and assurance
* Developing communication plan and counter resistance plans in close conjunction with the Media & Communications & Delivery Agencies to reach and engage internal stakeholders on difficult issues with a perceived negative impact

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Director | |  | | --- | | * Receive guidance and provide regular updates on key projects, issues and priorities for external communications * Provide expert advice and contribute to decision making around the overall Infrastructure and Delivery Branch and portfolio communications strategies and plans * Identify emerging issues/risks and their implications and propose solutions | |
| Executive Director, Office of Strategic Lands | * Provide advice in relation to change, internal and external Media and Communications |
| OSL Leadership Team | * Provide support and guidance in relation to change, internal and external Media and Communications |
| **External** |  |
| External stakeholders | * Engage to ensure consistency with DPE plans, framework and processes |

# Role dimensions

## Decision making

* Seeks advice from the Director in relation to matters that may have Department or whole of government impacts
* Operates and makes decisions within legislative and regulatory provisions, public sector frameworks, strategic and business plans, Government and Department policies, delegations, budget and resource parameters

## Reporting line

## Director Corporate Programs

## Direct reports

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## Budget/Expenditure

Nil

Essential requirements

* Tertiary qualifications and experience in strategy, policy, change management or a relevant discipline
* Significant experience in the delivery of organisational change in a large private or public-sector organisation

## **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** |
| personal-attributes | **Manage Self**  Show drive and motivation, an ability to self-reflect and a commitment to learning | Keep up to date with relevant contemporary knowledge and practices  Look for and take advantage of opportunities to learn new skills and develop strengths  Show commitment to achieving challenging goals  Examine and reflect on own performance  Seek and respond positively to constructive feedback and guidance  Demonstrate and maintain a high level of personal motivation | Adept |
| relationships | **Work Collaboratively**  Collaborate with others and value their contribution | Recognise outcomes achieved through effective collaboration between teams  Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government  Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions  Network extensively across government and organisations to increase collaboration  Encourage others to use appropriate collaboration approaches and tools, including digital technologies | Advanced |
| relationships | **Influence and Negotiate**  Gain consensus and commitment from others, and resolve issues and conflicts | 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  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 | Adept |
| results | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | Use own and others’ expertise to achieve outcomes, and take responsibility for delivering intended outcomes  Make sure staff understand expected goals and acknowledge staff success in achieving these  Identify resource needs and ensure goals are achieved within set budgets and deadlines  Use business data to evaluate outcomes and inform continuous improvement  Identify priorities that need to change and ensure the allocation of resources meets new business needs  Ensure that the financial implications of changed priorities are explicit and budgeted for | Adept |
| results | **Think and Solve Problems**  Think, analyse and consider the broader context to develop practical solutions | 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 | Adept |
| business-enablers | **Project Management**  Understand and apply effective planning, coordination and control methods | 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  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 | Adept |
| people-management | **Manage and Develop People**  Engage and motivate staff, and develop capability and potential in others | Collaborate to set clear performance standards and deadlines in line with established performance development frameworks  Look for ways to develop team capability and recognise and develop individual potential  Be constructive and build on strengths by giving timely and actionable feedback  Identify and act on opportunities to provide coaching and mentoring  Recognise performance issues that need to be addressed and work towards resolving issues  Effectively support and manage team members who are working flexibly and in various locations  Create a safe environment where team members’ diverse backgrounds and cultures are considered and respected  Consider feedback on own management style and reflect on potential areas to improve | Intermediate |
| people-management | **Manage Reform and Change**  Support, promote and champion change, and assist others to engage with change | Clarify the 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 | Advanced |

## 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.

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| **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 | Adept |
| personal-attributes | Act with Integrity | Be ethical and professional, and uphold and promote the public sector values | Intermediate |
| personal-attributes | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
| relationships | Communicate Effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Adept |
| relationships | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Adept |
| results | Plan and Prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Intermediate |
| results | Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
| business-enablers | Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Intermediate |
| business-enablers | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| business-enablers | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
| people-management | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Adept |
| people-management | Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Adept |