

Role Description

Manager, Change & Engagement

Cluster	Communities & Justice
Department/Agency	Crown Solicitor's Office
Division/Branch/Unit	Corporate Services Division / Project Management Office
Role number	TBC
Classification/Grade/Band	Clerk 11/12
ANZSCO Code	225111
PCAT Code	1331491
Date of Approval	September 2024
Agency Website	www.cso.nsw.gov.au

Agency overview

The Crown Solicitor's Office (CSO) is the largest provider of legal services to the NSW Government and its agencies, and the sole provider of legal services in all matters which are regarded as being core to Government functions. The CSO provides core legal services to the NSW Government on a cost recovery basis and competes with the private sector for general legal work.

The CSO, headed by the Crown Solicitor, is a Public Service Executive agency related to the Department of Communities and Justice under the *Government Sector Employment Act 2013*.

For more information, go to www.cso.nsw.gov.au.

Primary purpose of the role

The Manager, Change & Engagement is responsible for leading the change and engagement strategy for the CSO's office relocation project by developing initiatives to drive high levels of staff engagement and ensure a seamless transition to the new site.

Key accountabilities

- Work with key project stakeholders to develop an appropriate and robust communication and engagement strategy to effectively engage CSO staff, including through consultation and staff feedback mechanisms, through all stages of the project.
- Deliver high level strategic, tactical, and operational strategies to drive the delivery of change-related activities.
- Conduct impact analyses and regularly assess change-readiness of staff impacted by changes within the scope of the project to mitigate operational and industrial related risk.
- Lead the development of a range of communication and engagement tools and materials to ensure effective information-sharing and staff and senior project stakeholder engagement throughout the life of the project.
- Engage proactively with senior project stakeholders and CSO Change Champions to develop and deliver change initiatives.
- Apply evidence-based analysis and reporting for strategic decision-making processes in the development of key delivery initiatives.

- Foster collaborative and mutually supportive relationships with the project team and senior stakeholders to drive collaboration and deliver key project results.

Key challenges

- Managing change and engagement related activities within an environment of financial and industrial sensitives and constraints and with changing or competing priorities.
- Maintaining current knowledge of contemporary communications trends, tools, and opportunities and applying them effectively to support change and engagement initiatives.

Key relationships

Internal

Who	Why
Project Director	Report and provide timely, accurate and strategic advice and support on strategies, risks and issues to facilitate informed decisions.
Office of the Crown Solicitor	Develop strong relationships to understand priorities and work in partnership to deliver results.
Project work team	Determine change and engagement priorities, monitor and review related work, and provide guidance within the team.
CSO Executive	Collaborate and engage with to incorporate views, develop appropriate engagement strategies, plans and communications and ensure timely delivery of high-quality materials.
CSO Corporate Services leads/Marketing & Communications Manager	Work in partnership with Corporate Services leads and the Marketing & Communications Manager for support and advice on change and engagement initiatives.
CSO Change Champions	Actively engage with and drive change activities to lead organisational change.

External

Who	Why
Project stakeholders	Liaise with to support proposed changes and maintain engagement through the project life-cycle. Influence and negotiate for successful project outcomes.

Role dimensions

Decision making

The Manager, Change & Engagement:

- works with limited supervision and guidance to achieve agreed project outcomes
- determines day to day work priorities, allocates duties, negotiates matters related to area of responsibility, and makes decisions in relation to the quality of work performed and how to achieve work outcomes
- is fully accountable for the content, accuracy, validity, and integrity of advice provided
- must consult with the Project Director on significant issues or conflicts arising during the course of work performed

- operates within legislative and regulatory provisions, public sector frameworks, departmental strategic and business plans, policies, delegations, budget and resource parameters.

Reporting line

The role reports directly to the Project Director. The role also has an indirect reporting line to the Manager, Marketing & Communications to ensure activities are coordinated and consistent with CSO standards.

Direct reports

Nil

Budget/Expenditure

TBC

Key knowledge and experience

- Experience in building strong relationships and delivery of adaptable customer centric solutions in a change environment.
- Experience in developing and executing change management plans to drive successful organisational change.

Essential requirements

- Tertiary qualifications in communications, public relations or journalism and/or relevant experience.

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
	Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	<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 	Adept
	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<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 	Advanced
	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> • 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 counter-arguments
- 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



Deliver Results

Achieve results through the efficient use of resources and a commitment to quality outcomes

- Seek and apply the expertise of key individuals to achieve organisational outcomes
- Drive a culture of achievement and acknowledge input from others
- Determine how outcomes will be measured and guide others on evaluation methods
- Investigate and create opportunities to enhance the achievement of organisational objectives
- Make sure others understand that on-time and on-budget results are required and how overall success is defined
- Control business unit output to ensure government outcomes are achieved within budgets
- Progress organisational priorities and ensure that resources are acquired and used effectively

Advanced



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

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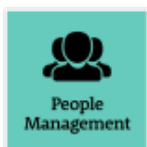


Project Management

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

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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

Adept

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.

Capability group/sets	Capability name	Description	Level
 Personal Attributes	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
 Personal Attributes	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
 Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	Adept
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
 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	Intermediate
 People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Intermediate
 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	Intermediate