

# Role Description

## Change Analyst

Cluster	Education
Agency	Department of Education
Division/Branch/Unit	Service Experience / Service Enablement / Service Change
Role number	TBC
Classification/Grade/Band	Clerk 9/10
Senior executive work level standards	Not Applicable
ANZSCO Code	TBC
PCAT Code	TBC
Date of Approval	August 2022
Agency Website	<a href="http://www.education.nsw.gov.au">www.education.nsw.gov.au</a>

### Agency overview

The NSW Department of Education serves the community by leading the provision of world-class education. The Department protects young children by regulating preschool and long day care providers. Once children move into school, we provide them with a world-class primary and secondary education. We also work to advance the well-being of Aboriginal people.

The Department is one of the largest organisations and employers in Australia, and manages an annual budget that accounts for approximately one quarter of the State's total budget. Visit the Department's website above for more information.

The newly established Service Experience function is responsible for redesigning and continuously improving how we deliver services to our schools: teachers, principals, school administrative and support staff, as well as corporate staff.

### Primary purpose of the role

The Change Analyst is responsible for delivering change activities including managing the assessment, analysis, development, documentation and implementation of change to ensure successful implementation of service redesign initiatives to improve service outcomes for users.

### Key accountabilities

- Manage the delivering and implementation of a range of change activities including assessment, analysis, development, documentation and processes to ensure successful implementation of the service redesign initiatives to improve service outcomes for users.
- Identify detailed people and process change impacts for the project and map these to comprehensive change implementation and communication plans to ensure planning is robust and captures all variables.

- Undertake current and future state gap analysis and assess changes and impacts to ensure that transformation strategy and transition planning meet program objectives.
- Support change initiatives through internal communication, behaviour change communication, integration and stakeholder engagement initiatives, including producing consistent communication and briefing material to ensure stakeholder awareness, support and commitment to change initiatives.
- Identify and manage issues and risks relating to stakeholders and report to the Change Manager on the performance of stakeholder management against agreed plans to ensure effective stakeholder engagement and proactive issue resolution.
- Develop and deliver effective change plans and change reporting in conjunction with the Change Manager to document and communicate change activities.
- Build and maintain strong relationships with internal and external stakeholders to enhance business relationships and project delivery and to understand and manage the impacts of the change and project implementation plan.

## Key challenges

- Keeping abreast of current and emerging business transformation and change practice, Government policy and statutory requirements to ensure effective change implementation and resolution of new problems through innovative practices.
- Coordinating changes within a rapidly changing organisation, applying standardisation and process improvement.
- Working collaboratively with a broad range of stakeholders to identify opportunities and propose solutions for issues facing stakeholders.

## Key relationships

Who	Why
<b>Internal</b>	
Change Manager	<ul style="list-style-type: none"> <li>• Discuss business objectives, priorities, current projects and solutions thinking</li> <li>• Provide advice regarding current / proposed projects; inform decision- making and challenge current thinking as appropriate</li> <li>• Identify emerging issues/risks and their implications and propose solutions.</li> </ul>
Work team	<ul style="list-style-type: none"> <li>• Build and maintain effective working relationships to optimise team outputs, ensuring open channels of communication to liaise, consult, engage and/or participate in projects</li> <li>• Work collaboratively to contribute to achieving the team's business outcomes</li> <li>• Share information; provide specialist advice, analysis and support to ensure initiatives are consistent and cohesive and align with processes and system</li> <li>• Participate in meetings to share information and provide input on issues.</li> </ul>
Service Experience Directorate	<ul style="list-style-type: none"> <li>• Develop and maintain effective working relationships ensuring open channels of communication to liaise, consult, engage and/or participate in projects.</li> <li>• Ensure supported initiatives are consistent and cohesive and align with processes and systems.</li> </ul>
Departmental managers and staff	<ul style="list-style-type: none"> <li>• Establish and maintain strong working relationships to understand business and customer needs</li> <li>• Build collaborative relationships and provide specialist advice and support to enable capacity building</li> <li>• Resolve and provide solutions to issues</li> </ul>

Who	Why
Schools	<ul style="list-style-type: none"> <li>• Build collaborative relationships to understand unique needs and operating conditions of schools so service delivery decisions improve customer outcomes</li> </ul>
External	
Other agencies, learning networks and/or communities of practice	<ul style="list-style-type: none"> <li>• Collaborate to share best practice, findings and incorporate continuous improvement</li> <li>• Build and maintain strong networks to appropriately share information regarding good practice and emerging methodologies</li> </ul>

## Role dimensions

### Decision making

The Change Analyst is responsible for managing, coordinating and organising work to achieve agreed business objectives and performance criteria, within approved work plans. The role operates as part of a team and is fully accountable for the quality and integrity of advice provided.

The role must consult with the Change Manager on major issues arising during work performed, matters of significant complexity which may impact broader operations of the business or matters requiring a higher level of authority.

### Reporting line

Change Manager

### Direct reports

Nil

### Budget/Expenditure

Nil

## Key knowledge and experience

- Demonstrated experience in delivering change initiatives such as change planning, detailed change and business impact assessments, assessing a range of change intervention options and monitoring the progress of change programs to deliver customer outcomes.
- Knowledge of and commitment to implementing the Department's [Aboriginal Education Policy](#) and upholding the [Department's Partnership Agreement with the NSW AECG](#) and to ensure quality outcomes for Aboriginal people.

## Essential requirements

- Tertiary qualifications in business, project management, change and/or equivalent experience with demonstrated experience in change analysis.

## 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
	<b>Display Resilience and Courage</b> Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> <li>• Be flexible, show initiative and respond quickly when situations change</li> <li>• Give frank and honest feedback and advice</li> <li>• Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately</li> <li>• Raise and work through challenging issues and seek alternatives</li> <li>• Remain composed and calm under pressure and in challenging situations</li> </ul>	Adept
	<b>Manage Self</b> Show drive and motivation, an ability to self-reflect and a commitment to learning	<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



**Communicate Effectively**  
Communicate clearly, actively listen to others, and respond with understanding and respect

- 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

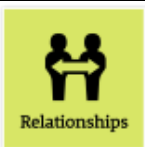
Advanced



**Commit to Customer Service**  
Provide customer-focused services in line with public sector and organisational objectives

- 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



**Work Collaboratively**  
Collaborate with others and value their contribution

- Encourage a culture that recognises the value of collaboration
- 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

Adept



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**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



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**Demonstrate Accountability**

Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines

- Assess work outcomes and identify and share learnings to inform future actions
- Ensure that own actions and those of others are focused on achieving organisational outcomes
- Exercise delegations responsibly
- Understand and apply high standards of financial probity with public monies and other resources
- Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others' health and safety
- Conduct and report on quality control audits
- Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks

Adept



**Project Management**  
Understand and apply effective planning, coordination and control methods








- Prepare and review project scope and business cases for projects with multiple interdependencies
- Access key subject-matter experts' knowledge to inform project plans and directions
- Design and implement effective stakeholder engagement and communications strategies for all project stages
- Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning
- Develop effective strategies to remedy variances from project plans and minimise impact
- Manage transitions between project stages and ensure that changes are consistent with organisational goals
- Participate in governance processes such as project steering groups

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.

Capability group/sets	Capability name	Description	Level
	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
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Intermediate
	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Intermediate
	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



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Procurement and Contract  
Management

Understand and apply procurement processes to  
ensure effective purchasing and contract  
performance

Foundational

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