

## CHANGE MANAGER

BRANCH/UNIT	People & Safety		
TEAM	Enterprise Change Team		
LOCATION	Ultimo		
CLASSIFICATION/GRADE/BAND	TAFE Manager 2		
POSITION NO.	TBA		
ANZSCO CODE	139999	PCAT CODE	TBA
TAFE Website	<a href="http://www.tafensw.edu.au">www.tafensw.edu.au</a>		

### 1. ORGANISATIONAL ENVIRONMENT

TAFE NSW's purpose is to skill the workforce of the future. It is Australia's leading provider of vocational education and training with over 500,000 annual enrolments and a proud history for setting the benchmark for quality service. As the NSW public provider, it supports the NSW Government's priority to grow skills for the economy and jobs of tomorrow. Critically, TAFE NSW plays a vital role in providing vocational education in rural and regional NSW, and job training pathways for the most vulnerable in the community.

TAFE NSW offers the best of campus-based delivery as well as flexible, online and work-based learning. The TAFE NSW values of Customer First, Collaboration, Integrity and Excellence guide our team in strengthening communities, delivering world-class training for our students and producing job ready graduates for employers. The operating environment for TAFE NSW is dynamic as we leverage our scale, expertise, passion and reputation to meet the rapidly changing VET landscape. TAFE NSW is committed to its students and customers and the role it plays in changing lives and opening up opportunities through learning.

As part of the transition to One TAFE, the organisation is moving away from thirteen discrete Registered Training Organisations to one. In addition to ensuring consistent and standardised processes and procedures for one RTO, the One RTO program, once fully implemented, will create efficiencies due to lower regulatory costs and reduced overall resources and systems to manage RTO compliance.

### 2. POSITION PURPOSE

The Change Manager is responsible for the design, development and implementation of change management to successfully adopt and embed changes (system, process, people and culture) and address impacts relating to implementing the change. This role is also responsible for developing and implementing initiatives to address issues affecting project continuity including team member transition, knowledge retention and stakeholder relationships, ensuring project capability and momentum are maintained.

[TAFENSW.EDU.AU](http://TAFENSW.EDU.AU)

### 3. KEY ACCOUNTABILITIES

1. Work closely with the Program Manager, relevant project stream leads and subject matter experts to design initiatives that will increase business readiness, take-up and sustained adoption of changes to achieve planned program objectives and associated benefits.
2. Provide advice, guidance and practical support to the Program on the effective application of the TAFE NSW Change Management Framework, associated methodologies and tools to ensure sound governance and consistency in change management processes.
3. Develop and implement comprehensive stakeholder engagement strategies to maximise opportunities for consultation and collaboration on change related activities, early identification of implementation barriers and solutions, optimising successful deployment of the change.
4. Conduct change impact analyses, including leading change impact discussions and documenting outcomes, to assess the scale of change involved, identify issues and develop solutions in consultation with stakeholders.
5. Prepare and regularly review change plans used to drive change activity across key domains including communications, change leadership, engagement, training and coaching in order to maximise business adoption of change and capability to address impacts.
6. Assist in the planning, design, development and delivery of program related communications and roll out activities through provision of specialist change related input, conduct of briefings, workshops and production of resource material to actively support project implementation and outcomes.
7. Develop and implement initiatives to address issues affecting project momentum and team capability through the total project lifecycle, including strategies relating to project team handover, knowledge retention, stakeholder engagement and communications continuity.
8. Provide advice and input that informs the design and delivery of capability programs, related documentation and resources in order to deliver change strategies that measurably achieve the intended outcomes.
9. Coordinate change activities across the program, provide regular reporting on progress and outcomes against relevant plans, identifying areas of risk and recommending options for mitigation.
10. By example, lead the development of a safe, healthy and inclusive work environment, including implementation and review of appropriate strategies and measures.
11. Place the customer at the centre of all decision making.
12. Manage and develop a high performance team, aligned to the core values of integrity, collaboration, excellence and a customer first attitude, through effective leadership, support and feedback.

### 4. KEY CHALLENGES

- Developing business readiness, implementation and support strategies in close conjunction with business stakeholders to reduce business disruption, increase business take-up and protect the customer experience.
- Driving consistency and transparency throughout change management processes and documents to ensure alignment across the program and broader TAFE NSW modernisation projects portfolio.
- Working within complex stakeholder landscapes and responding in a flexible and agile way to changing timelines and requirements.
- Predicting issues and assessing impacts to project team capability to deliver on objectives over the longer term and developing practical strategies to address.

## 5. KEY RELATIONSHIPS

WHO	WHY
<b>Internal</b>	
Workstream Change Lead	<ul style="list-style-type: none"> <li>• Receive guidance, support and direction.</li> <li>• Alert where change situations may indicate a need for risk management / resolution interventions and recommend solutions.</li> <li>• Implement approved risk management initiatives to ensure the on time delivery of activities.</li> </ul>
Program Manager	<ul style="list-style-type: none"> <li>• Provide advice, support and guidance in the implementation of the change management process.</li> <li>• Support maintenance of project team capability, continuity and ability to minimise disruptive impacts over time.</li> <li>• Provide information and reporting as required.</li> <li>• To engage, provide information, gain input, and develop understanding and support for the change management activities of the program.</li> <li>• Maintain accurate stakeholder lists for change activities.</li> <li>• Collaborate on change management strategies and activities to support project deployment.</li> <li>• Liaise and consult on impacts to project team capability and continuity and development of strategies to address.</li> </ul>
Communications Manager	<ul style="list-style-type: none"> <li>• To engage, provide information, gain input, and develop understanding and support for the communications activities of the program.</li> <li>• Facilitate cascading communications to key stakeholder groups.</li> <li>• Participate in communications planning including providing input into targeted communications plans leveraging innovative channels to support employee engagement.</li> <li>• Participate in the delivery of communications to stakeholders and maintain accurate stakeholder lists for communications activities.</li> <li>• Support the program communication effort with the design, development, delivery and management of communications.</li> </ul>
Subject Matter Experts / Key Stakeholders	<ul style="list-style-type: none"> <li>• Collate relevant information to inform change implementation and transition plans for organisational functions impacted by change.</li> <li>• Identify, engage and develop strong relationships with key stakeholders.</li> <li>• Liaise on business engagement, collaboration and ownership.</li> </ul>

## 6. POSITION DIMENSIONS

**Reporting Line:** Head of Enterprise Change

**Direct Reports:** Determined by program

**Indirect Reports:** Nil

**Financial delegation:** Nil

**Budget/Expenditure:** Determined by program

**Decision Making:**

- Makes decisions on complex and sensitive issues through the detailed analysis of alternative courses of action and their implications on achieving organisational objectives and strategies.
- Matters requiring a higher level of approval are referred to the Head of Enterprise Change.

## 7. ESSENTIAL REQUIREMENTS

1. Degree qualification in related field or equivalent significant experience relevant to the role.
2. Demonstrated experience in the leading, managing, coordinating and supporting organisational change delivery in a large private or public sector organisation.
3. Significant experience developing and implementing change management plans to support successful project deployment.
4. Ability to address and meet focus capabilities as stated in the Position Description.




## 8. CAPABILITIES


### NSW Public Sector Capability Framework

Below is the full list of capabilities and the level required for this role as per the [NSW Public Sector Capability Framework](#). The capabilities in **bold** are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

Capability levels are as follows and reflect a progressive increase in complexity and skill:

Foundational > Intermediate > Adept > Advanced > Highly Advanced

CAPABILITY GROUP	NAME	LEVEL
	Display Resilience & Courage	Adept
	Act with Integrity	Adept
	<b>Manage Self</b>	<b>Advanced</b>
	Value Diversity	Intermediate
	<b>Communicate Effectively</b>	<b>Advanced</b>
	Commit to Customer Service	Adept
	<b>Work Collaboratively</b>	<b>Advanced</b>
	Influence and Negotiate	Adept
	<b>Deliver Results</b>	<b>Advanced</b>
	Plan And Prioritise	Adept
	<b>Think and Solve Problems</b>	<b>Advanced</b>
	Demonstrate Accountability	Adept

	Finance	Intermediate
	Technology	Adept
	Procurement and Contract Management	Adept
	<b>Project Management</b>	<b>Advanced</b>

## FOCUS CAPABILITIES

The focus capabilities for the Change Manager are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the position's key accountabilities.

### NSW Public Sector Focus Capabilities

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Manage Self	Advanced	<ul style="list-style-type: none"> <li>Act as a professional role model for colleagues, set high personal goals and take pride in their achievement.</li> <li>Actively seek, reflect and act on feedback on own performance.</li> <li>Translate negative feedback into an opportunity to improve.</li> <li>Maintain a high level of personal motivation.</li> <li>Take the initiative and act in a decisive way.</li> </ul>
<b>Relationships</b> Communicate Effectively	Advanced	<ul style="list-style-type: none"> <li>Present with credibility, engage varied audiences and test levels of understanding.</li> <li>Translate technical and complex information concisely for diverse audiences.</li> <li>Create opportunities for others to contribute to discussion and debate.</li> <li>Actively listen and encourage others to contribute inputs.</li> <li>Adjust style and approach to optimise outcomes.</li> <li>Write fluently and persuasively in a range of styles and formats.</li> </ul>
<b>Relationships</b> Work Collaboratively	Advanced	<ul style="list-style-type: none"> <li>Build a culture of respect and understanding across the organisation.</li> <li>Recognise outcomes which resulted from effective collaboration between teams.</li> <li>Build co-operation and overcome barriers to information sharing and communication and collaboration across the organisation and cross government.</li> <li>Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions.</li> </ul>
<b>Results</b> Deliver Results	Advanced	<ul style="list-style-type: none"> <li>Take responsibility for delivering on intended outcomes.</li> <li>Make sure team/unit staff understand expected goals and acknowledge success.</li> <li>Identify resource needs and ensure goals are achieved within budget and deadlines.</li> <li>Identify changed priorities and ensure allocation of resources meets new business needs.</li> <li>Ensure financial implications of changed priorities are explicit and budgeted for.</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Results</b> Think and Solve Problems	Advanced	<ul style="list-style-type: none"> <li>• Use own expertise and seek others' expertise to achieve work outcomes.</li> </ul>
		<ul style="list-style-type: none"> <li>• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues.</li> <li>• Work through issues, weigh up alternatives and identify the most effective solutions.</li> <li>• Take account of the wider business context when considering options to resolve issues.</li> <li>• Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements.</li> <li>• Implement systems and processes that underpin high quality research and analysis.</li> </ul>
<b>Business Enablers</b> Project Management	Advanced	<ul style="list-style-type: none"> <li>• Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts.</li> <li>• Access key subject-matter experts' knowledge to inform project plans and directions.</li> <li>• Implement effective stakeholder engagement and communications strategy for all stages of projects.</li> <li>• Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning.</li> <li>• Develop effective strategies to remedy variances from project plans, and minimise impacts.</li> <li>• Manage transitions between project stages and ensure that changes are consistent with organisational goals.</li> </ul>