

Role Description

Senior Advisor, Change



Customer
Service

Cluster	Customer Service
Agency	Department of Customer Services
Division/Branch/Unit	Various
Classification/Grade/Band	Clerk Grade 9/10
ANZSCO Code	224712
PCAT Code	1224611
Date of Approval	November 2019

Primary purpose of the role

Design and deliver the business's change policies, processes, programs and reporting to enable change management programs to meet organisational needs and business outcomes.

Key accountabilities

- Manage the implementation and delivery of change programs and projects within the business applying sound project management principals and best practice methodologies to achieve the required outcomes
- Provide expert advice on the end-to-end change strategy, communication, impact, change readiness, training needs and deployment plans to support informed decision making and improve future outcomes
- Manage projects and oversee the consistent application of the organisation's change framework and standards across all programs of work, to ensure consistent engagement, change management and the development of change capability
- Maintain an appreciation and understanding of the business, its challenges, and objectives and develop strong client and team relationships to ensure initiatives are integrated effectively into the business units plans and meet customer requirements
- Provide expert advice and information on emerging project issues and present recommendations to inform decision making and mitigate the impacts of change to our people and our business
- Create change management plans and communications plans, including the training and orientation of employees through a structured change management implementation strategy addressing change impacts to minimise risk and support a smooth and successful transition to future state
- Develop and maintain stakeholder and customer relationships through effective communication, consultation, negotiation and issue management to ensure deliverables are met and outcomes achieved
- Monitor and review programs and their implementation and progress, preparing reports and submissions to inform Business/Change Readiness and decision making

Key challenges

- Developing programs across a broad range of change initiatives to focus on areas which will be able to meet the continually changing needs of the organisation in an environment of constant change and where practice is constantly improving
- Assisting with identification of learning and capability needs and delivering services which promote the organisation's ability to meet its long term goals that comply with service wide requirements in a complex political and industrial environment
- Developing programs and providing advice which is strongly aligned with business needs and continually improving the capability of the Organisation's workforce while maintaining relationships with customers who have potentially competing priorities

Key relationships

Who	Why
Internal	
Manager	<ul style="list-style-type: none"> • Receive guidance and direction • Escalate issues, keep informed, provide feedback • Advise on program/project status • Identify risks, opportunities and emerging and contentious issues to facilitate informed decision making
Managers across the business	<ul style="list-style-type: none"> • Provide expert customer focused strategic advice • Report on and guide change capability activities, strategies and projects • Maintain strong business knowledge and relationships to better inform change management developments
Work team	<ul style="list-style-type: none"> • Guide, support, coach and mentor team members. and work collaboratively to achieve business outcomes • Provide advice, reports, data, analysis • Participate in meetings, present information on program/project status
External	
External suppliers/subject matter experts	<ul style="list-style-type: none"> • Identify and maintain relationships with subject matter experts and networks to remain current with subject area best practices and principles • Manage the work of service providers
Other jurisdictions/Government agencies	<ul style="list-style-type: none"> • Benchmarking and keeping up to date with change management, workforce development and capability strategies • Sharing information and collaborating on key issues

Role dimensions

Decision making

This role has autonomy and makes decisions that are under their direct control. It refers to a Managers' decisions that require significant change to program outcomes or timeframes or are likely to escalate or require submission to a higher level of management. This role is fully accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables and outcomes. This role submits reports, business cases and other forms of written advice with minimal input from the manager.

Reporting line

Manager

Direct reports

This role may have direct reports

Budget/Expenditure

As per the Customer Service delegations

Essential requirements

Formal qualifications in change management and/or relevant industry 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
 Personal Attributes	Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	<ul style="list-style-type: none"> • 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	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	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	<ul style="list-style-type: none"> • 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 	Adept


		<ul style="list-style-type: none"> • 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 	
	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> • 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
	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> • 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
	Project Management Understand and apply effective project planning, coordination and control methods	<ul style="list-style-type: none"> • 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 	Adept

		<ul style="list-style-type: none"> 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
	Manage Reform and Change Support, promote and champion change, and assist others to engage with change	<ul style="list-style-type: none"> 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 who are 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.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

COMPLEMENTARY CAPABILITIES			
Capability group/sets	Capability name	Description	Level
	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
	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

COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
 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	Intermediate
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Intermediate
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
	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
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Intermediate