Role Description
Lead, Change Management

Cluster	Education
Agency	Department of Education
Division/Branch/Unit	People and Culture/Corporate Recruitment and Employment/Workforce Transition
Role number	228950
Classification/Grade/Band	Clerk Grade 9/10
Senior executive work level standards	Not Applicable
ANZSCO Code	223111
PCAT Code	1 2 2 42 47
Date of Approval	19 May 2021
Agency Website	http://www.education.nsw.gov.au

Agency overview

The NSW Department of Education serves the community by providing world-class education for students of all ages.

We ensure young children get the best start in life by supporting and regulating the early childhood education sector. We are the largest provider of public education in Australia with responsibility for delivering high-quality public education to two-thirds of the NSW student population. We are committed to fostering vibrant, sustainable and high-performing vocational and higher education sectors.

We are responsible for enacting NSW Government policy, driving improvement in education, and overseeing policy, funding and compliance issues relating to non-government schools. We respect and value Aboriginal and Torres Strait Islander people as First Peoples of Australia.

Primary purpose of the role

The Lead, Change Management, provides change management expertise and frameworks to support the Department's executive and managers in their implementation of employee related change. Specifically, the impacts relating to non-executive level restructure and realignment activities to meet the Department's strategic objectives.

The role develops and maintains effective working relationships with internal and external stakeholders as a subject matter expert. Works to deliver focused results that meet customer expectations, and continuous improvements in programs, processes and service delivery, and supports the Manager by ensuring best practice is implemented and maintained.

Key accountabilities

- Collaborate and consult with business unit stakeholders to identify pipeline of proposed change initiatives.
- Complete change management and employee impact analysis, assessment and evaluation for proposed change initiatives to determine team involvement.\
- Develop and implement plans to determine business readiness for the change and critical human resources or industrial implications.
- Develop and deliver change management, consultation and communication plans to support corporate business areas and impacted employees in the day to day change process.
- Establish an effective change process and framework, including guidelines and templates to support managers to lead change initiatives.
- Build self-directed intranet resources to enhance stakeholder understanding of the change process, and identify the use of technology solutions and platforms to support intrinsic and timely delivery of the transition process.
- Consult and provide coaching and support to corporate business area stakeholders to enable them to embed the required change.
- Develop an annual work plan that articulates, clarifies and documents the role's specific responsibilities, key deliverables and indicators of success over a 12 month period.

Key challenges

- Building strong networks and partnerships promptly and coordinating various activities across multiple business units undergoing change, some significant, and managing the impacts of changing business requirements in a diverse and complex environment.
- Monitoring and identifying governance and risk issues to ensure change is managed within public sector, agency and industrial legislation, policies and guidelines.
- Managing the demands of planned work with emerging change initiatives in an environment of tight timeframes and the competing priorities of multiple internal stakeholders.

Key relationships

Who	Why
Internal	
Manager	- Receive leadership, instructions, guidance and support. - Provide regular status updates. - Provide recommendations on emerging issues. - Escalate business critical, industrial, and contentious or sensitive matters with adverse impacts. - Receive regular performance feedback, coaching and development.
Lead, Organisation Design, Lead, Realignment and Lead, Business Process	- Provide accurate and timely advice and support regarding organisation change. - Provide advice and recommendations to resolve issues.

Who	Why
	• Participate in discussions to identify interdependencies and improve processes, practices, systems and organisation design. • Work collaboratively to achieve organisational change outcomes that reflect Departmental, Directorate and team plans, initiatives, goals and priorities.
Business Unit Stakeholders	• Liaise to understand proposed business unit change • Collaborate to develop and deliver organisation change initiatives • Provide advice, guidance, information and resources to achieve organisation change results and provide options to resolve issues • Provide ongoing support to ensure compliance with regulatory, legislative, consultation and placement processes and frameworks
Industrial Relations Corporate Recruitment EDConnect Organisation Change Team Executive Talent Senior People and Culture Business Partners	• Build cooperative partnerships to achieve effective people strategies and programs and support business unit change initiatives. • Work in collaboration to involve their expertise with key stakeholders. • Provide and seek accurate and timely advice and support regarding organisation change. • Liaise to notify of critical matters and keep informed. • Provide advice regarding need to engage in union and employee consultation. • Liaise regarding impact of any executive level changes for non-executive levels.
Team members	• Participate in meetings and share updates and information. • Directly supervise relevant team activities as required. • Provide support and coaching.
External	
Public Service Commission and external agency stakeholders	• Develop and maintain effective relationships. • Provide and share information.

Role dimensions

Decision making

The role acts independently with regards to developing a change management approach and achieving deliverables on time and within resource constraints.

The role uses initiative in performing its core work functions.

The role applies functional knowledge, skills and professional judgement to achieve outcomes and has the authority to make day to day decisions about planned work.

In matters that are sensitive, high-risk, business critical or with industrial implications, the role consults with the manager to agree on a suitable course of action.

Reporting line

Manager, Workforce Transition.

Direct reports

Nil.

Budget/Expenditure

Nil

Key knowledge and experience

- Proven experience across a range of HR functions, with a focus specific to this role on organisational change management.
- Experience in supporting the implementation of concurrent organisational change initiatives.
- Understanding of NSW public sector change management and workforce transition guidelines and procedures.
- 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 or experience in a relevant discipline.

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	**Display Resilience and Courage** Be open and honest, prepared to express your views, and willing to accept and commit to change	• 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
Relationships	**Communicate Effectively** Communicate clearly, actively listen to others, and respond with understanding and respect	• Tailor communication to diverse audiences • Clearly explain complex concepts and arguments to individuals and groups • Create opportunities for others to be heard, listen attentively and encourage them to express their views • Share information across teams and units to enable informed decision making • Write fluently in plain English and in a range of styles and formats • Use contemporary communication channels to share information, engage and interact with diverse audiences	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
	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	• Use facts, knowledge and experience to support recommendations • Work towards positive and mutually satisfactory outcomes • Identify and resolve issues in discussion with other staff and stakeholders • Identify others' concerns and expectations • Respond constructively to conflict and disagreements and be open to compromise	Intermediate

I work FOR NSW

		• Keep discussions focused on the key issues	
Results	**Think and Solve Problems** Think, analyse and consider the broader context to develop practical solutions	• Identify the facts and type of data needed to understand a problem or explore an opportunity • Research and analyse information to make recommendations based on relevant evidence • Identify issues that may hinder the completion of tasks and find appropriate solutions • Be willing to seek input from others and share own ideas to achieve best outcomes • Generate ideas and identify ways to improve systems and processes to meet user needs	Intermediate
Business Enablers	**Technology** Understand and use available technologies to maximise efficiencies and effectiveness	• Identify opportunities to use a broad range of technologies to collaborate • Monitor compliance with cyber security and the use of technology policies • Identify ways to maximise the value of available technology to achieve business strategies and outcomes • Monitor compliance with the organisation's records, information and knowledge management requirements	Adept
	Project Management Understand and apply effective planning, coordination and control methods	• Perform basic research and analysis to inform and support the achievement of project deliverables • Contribute to developing project documentation and resource estimates • Contribute to reviews of progress, outcomes and future improvements • Identify and escalate possible variances from project plans	Intermediate
People Management	**Inspire Direction and Purpose** Communicate goals, priorities and vision, and recognise achievements	• Assist the team or unit to understand organisational directions and explain the reasons behind decisions • Ensure that team and unit objectives lead to the achievement of business outcomes that align with organisational policies • Ensure team members understand how their activities create value for the organisation, customers and stakeholders • Encourage team members to strive for ongoing performance improvement • Recognise and acknowledge high individual and team performance	Intermediate

Occupation specific capability set

Human Resources	**Organisational design** Define the organisational structures and workforce plans required to support the business in delivering results	• Collect and understand workforce data and research to inform development of workforce plans. • Collect and analyse data related to organisational structure patterns to identify trends and assess current organisational design	Level 1

effectiveness for enabling business objectives, accessibility, mobility and rewarding career paths.

- Assist in advising on structures and role descriptions, understanding the business context and goals, and the value in consistency across the organisation and sector.
- Provide information to managers and staff on processes to transition to new structures.

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
Personal Attributes	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Intermediate
Results	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	Adept
	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
	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
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Intermediate
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate
Occupation specific capability set			

I work FOR NSW

	Workforce strategy	Contribute to defining business objectives, create evidence based workforce strategies to achieve outcomes and guide the organisation through the required change	Level 1