

# Role Description

## Change Advisor



Cluster	Stronger Communities
Agency	NSW State Emergency Service
Division/Branch/Unit	Corporate Services
Location	State Headquarters
Classification/Grade/Band	Clerk Grade 7/8
ANZSCO Code	224712
Role Number	52015581, 52013533, 52016793
PCAT Code	1239146
Date of Approval	October 2019
Agency Website	<a href="http://www.ses.nsw.gov.au">www.ses.nsw.gov.au</a>

### Agency overview

Our Mission: NSW SES saving lives and creating safer communities.

Our Vision: A trusted volunteer-based emergency service, working together to deliver excellence in community preparedness and emergency response.

The NSW State Emergency Service (NSW SES) is an emergency and rescue service made up almost entirely of volunteers and supported by a small staff contingent. NSW SES is a key influencer of other emergency service agencies and works closely with these partners to modernise and grow volunteering to save lives and protect communities

While major responsibilities are for flood, storm operations and tsunamis, the NSW SES also provides the majority of general rescue effort in the rural parts of the state. This includes road accident rescue, vertical rescue, bush search and rescue, evidence searches (both metropolitan and rural), other forms of specialist rescue that may be required due to local threats, Urban Search and Rescue and Community First Response.

### Primary purpose of the role

The Change Advisor manages the development, implementation and continual improvement of the NSW SES change framework, including strategies and plans, to maximise member (staff and volunteer) adoption and minimise resistance to new initiatives and transformations. The role provides guidance, support and coaching for change agents within the Service and offers advice to Strategic Leadership Team in understanding change readiness within the NSW SES.

### Key Accountabilities

- Develop and maintain the ongoing forward schedule of changes to assist the business in planning for change, to manage any project or change-related interdependencies, and to facilitate the communication of changes within the change management process to keep the organisation informed

- Facilitate the implementation of strategic changes across the organisation whilst maintaining an awareness of all continuous improvement and change initiatives within the organisation to ensure organisational objectives are achieved
- Provide advice on change management and communication issues and processes to stakeholders to facilitate efficient and effective communication-based work practices
- Collaborate with Knowledge and Lessons management to conduct post-implementation reviews to confirm outcomes and results, identify lessons learned and develop comprehensive action plans to ensure the change/service introduction/release has been effective and the outcome to the business has been achieved
- Develop and maintain positive relationships with key stakeholders, communicate effectively with a broad range of roles within the NSW SES, and undertake regular discussions and feedback to understand the change readiness of members and the NSW SES
- Represent the NSW SES on external committees and liaise with other emergency service organisations to promote NSW SES; and coordinate an Internal Communication/Change Management Advisory Group incorporating a diverse team of members (volunteers and staff)

## **Key challenges**

- Maintaining current knowledge of Change and Communication best practices and their application within NSW SES
- Maintaining an understanding of the importance of volunteers to NSW SES' delivery of its services, and the unique importance and requirements of volunteers in a geographically diverse hub-and-spoke structure
- Communicating effectively with a broad range of stakeholders with diverse needs and viewpoints and encouraging their input into project outcomes

## Key relationships

Who	Why
<b>Internal</b>	
Manager Change Management Office	<ul style="list-style-type: none"><li>• Report on and provide advice on operational capability initiatives and project</li><li>• Receive guidance and direction regarding direction and priorities</li><li>• Receive feedback regarding performance and respond in a thoughtful and considered way</li></ul>
Work team	<ul style="list-style-type: none"><li>• Maintain effective working relationships to ensure collaboration and communication to facilitate a consolidated approach</li></ul>
Members (Staff and Volunteers)	<ul style="list-style-type: none"><li>• Maintain effective working relationships to ensure collaboration and communication on the operational capability framework, including current and future capability requirements</li></ul>
<b>External</b>	
Other emergency service agencies	<ul style="list-style-type: none"><li>• Represent the NSW SES and build productive relationships to facilitate an integrative approach to operational capability and best practice capability assurance frameworks across NSW</li></ul>

## Role dimensions

### Decision making

The Change Advisor exercises independence and autonomy in day to day matters, including engagement with Staff and Volunteers in determining how to achieve agreed objectives and produces reports, evaluations and recommendations as required, correspondence and briefs and determines the content of advice and information. The role refers the following matters to the supervisor: decisions that will significantly impact on agreed objectives; major capability issues, risks or conflicts; issues requiring a higher delegated authority (i.e. travel/expenditure approval)

### Reporting line

The role reports directly to the Manager Change Management Office.

### Direct reports

Nil

## Budget/Expenditure

Nil

## Essential requirements

- Relevant tertiary qualifications and/or equivalent experience
- Thorough knowledge of AIIMS principles and processes, and/or willingness to obtain competence within 12 months





*You may be required to participate in activities to support the agency during operational or emergency responses at NSW SES locations in the state, where the requirements are within the scope of your skills, knowledge and capabilities. You may also be required to participate in an on-call roster.*

## Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at [www.psc.nsw.gov.au/capabilityframework](http://www.psc.nsw.gov.au/capabilityframework)

### Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
 <b>Personal Attributes</b>	Display Resilience and Courage	Intermediate
	Act with Integrity	Intermediate
	<b>Manage Self</b>	<b>Adept</b>
	Value Diversity and Inclusion	Intermediate
 <b>Relationships</b>	<b>Communicate Effectively</b>	<b>Adept</b>
	Commit to Customer Service	Intermediate
	<b>Work Collaboratively</b>	<b>Adept</b>
	Influence and Negotiate	Intermediate
 <b>Results</b>	Deliver Results	Intermediate
	<b>Plan and Prioritise</b>	<b>Adept</b>
	<b>Think and Solve Problems</b>	<b>Adept</b>
	Demonstrate Accountability	Intermediate
 <b>Business Enablers</b>	Finance	Foundational
	Technology	Intermediate
	Procurement and Contract Management	Foundational
	<b>Project Management</b>	<b>Adept</b>

## Focus capabilities

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

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Manage Self	Adept	<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>
<b>Relationships</b> Communicate Effectively	Adept	<ul style="list-style-type: none"><li>• Tailor communication to diverse audiences</li><li>• Clearly explain complex concepts and arguments to individuals and groups</li><li>• Create opportunities for others to be heard, listen attentively and encourage them to express their views</li><li>• Share information across teams and units to enable informed decision making</li><li>• Write fluently in plain English and in a range of styles and formats</li><li>• Use contemporary communication channels to share information, engage and interact with diverse audiences</li></ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Relationships</b> Work Collaboratively	Adept	<ul style="list-style-type: none"> <li>• Encourage a culture that recognises the value of collaboration</li> <li>• Build cooperation and overcome barriers to information sharing and communication across teams and units</li> <li>• Share lessons learned across teams and units</li> <li>• Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work</li> <li>• Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services</li> </ul>
<b>Results</b> Plan and Prioritise	Adept	<ul style="list-style-type: none"> <li>• Consider the future aims and goals of the team, unit and organisation when prioritising own and others' work</li> <li>• Initiate, prioritise, consult on and develop team and unit goals, strategies and plans</li> <li>• Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses</li> <li>• Ensure current work plans and activities support and are consistent with organisational change initiatives</li> <li>• Evaluate outcomes and adjust future plans accordingly</li> </ul>
<b>Results</b> Think and Solve Problems	Adept	<ul style="list-style-type: none"> <li>• Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence</li> <li>• Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience</li> <li>• Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience</li> <li>• Seek contributions and ideas from people with diverse backgrounds and experience</li> <li>• Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness</li> <li>• Identify and share business process improvements to enhance effectiveness</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Business Enablers</b> Project Management	Adept	<ul style="list-style-type: none"><li>• Understand all components of the project management process, including the need to consider change management to realise business benefits</li><li>• Prepare clear project proposals and accurate estimates of required costs and resources</li><li>• Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li><li>• Identify and evaluate risks associated with the project and develop mitigation strategies</li><li>• Identify and consult stakeholders to inform the project strategy</li><li>• Communicate the project's objectives and its expected benefits</li><li>• Monitor the completion of project milestones against goals and take necessary action</li><li>• Evaluate progress and identify improvements to inform future projects</li></ul>