# Role Description
# Lead, Organisation Design

NSW GOVERNMENT | Education

| | |
|---|---|
| **Cluster** | Education |
| **Agency** | Department of Education |
| **Division/Branch/Unit** | People and Culture/Corporate Recruitment and Employment/Workforce Transition |
| **Role number** | 228949 |
| **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, Organisation Design, develops frameworks and guidelines to build organisational design capability within the context of business unit organisational change initiatives. The role also partners with business units to deliver solutions that effectively align, develop and optimise people capability.

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

## Key accountabilities

- Work with business and functional leaders to analyse and assess business / function specific organisation design projects, processes and operating models to achieve optimal resource deployment.

- Develop and realign structures to deliver fit for purpose functions that enable the delivery of business unit objectives, address emerging workforce needs and support mobility.
- Provide specialist advice to management on the organisation design process, issues and implications to support understanding and successful transition to new structures.
- Provide support to managers to ensure compliance with regulatory frameworks, employment legislation, Public Service Commission directives, union consultation requirements, placement principles and communication processes.
- Develop and implement a framework and resources to enhance stakeholder understanding of organisation design, to drive faster adoption and minimal impacts.
- Manage the development and implementation of job analysis, role description and job evaluation resources to ensure consistency of roles across the Department.
- Manage and plan the work of the team to deliver business and operational results that meet service delivery expectations, and which provide positive employee experiences and continuous process improvement.
- 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

- Coordinating various organisation design activities across multiple business units undergoing change, and managing the impacts of changing business requirements in a diverse and complex environment.
- Monitoring and identifying areas of risk in organisation design activities given the need to ensure change is managed within public sector legislation, policies and guidelines.
- Managing the demands of planned work with emerging requests in an environment of tight timeframes and competing priorities of multiple internal stakeholders.

## Key relationships

| Who | Why |
| --- | --- |
| **Internal** | |
| Manager | <ul><li>Receive leadership, guidance and support.</li><li>Provide regular status updates.</li><li>Provide recommendations on emerging issues.</li><li>Escalate business critical, and contentious or sensitive matters with adverse impacts.</li><li>Receive regular performance feedback, coaching and development.</li></ul> |
| Lead, Change Management, Lead, Realignment and Lead, Business Process | <ul><li>Provide accurate and timely advice and support regarding organisation design.</li><li>Provide advice and recommendations to resolve issues.</li><li>Participate in discussions to identify interdependencies and improve processes and practices.</li><li>Work collaboratively to achieve organisational change outcomes that reflect Departmental, Directorate and team plans, initiatives, goals and priorities.</li></ul> |

| Who | Why |
|---|---|
| Executive Talent<br>Senior People and Culture Business Partners | • Build cooperative partnerships to achieve effective people strategies and programs and support organisation design initiatives.<br>• Work in collaboration to involve their expertise with key stakeholders.<br>• Liaise regarding impact of any executive level changes for non-executive levels. |
| Team members | • Consult on and develop team goals and plans.<br>• Provide direction to resolve technical or complex matters.<br>• Provide ongoing performance feedback, coaching, mentoring and development. |
| Business Unit Stakeholders | • Liaise to understand business unit needs.<br>• Collaborate to develop and deliver organisation design initiatives.<br>• Provide specialist advice, guidance, information and resources to achieve desired results and provide options to resolve issues. |
| Workforce Transition Team | • Participate in meetings and share updates and information. |
| **External** | |
| Public Service Commission and agency external stakeholders | • Provide and share information. |

## Role dimensions

### Decision making

The role acts independently in performing its core work functions and applies specialised knowledge, skills and professional judgement to achieve outcomes.

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

The role has authority to make decisions about the design and coordination of workflows and project paths, as well as the deployment of team members, tasks and allocated resources to ensure the achievement of business and unit outcomes.

### Reporting line

Manager Workforce Transition

### Direct reports

Senior Advisor, Role Design

### Budget/Expenditure

Nil

## Key knowledge and experience

- Proven experience across a range of HR functions, with a focus specific to this role on organisation design.
- Understanding of NSW public sector organisation design principles and capability frameworks.

- Experience in supporting the implementation of organisation design projects.
- 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.
- Accredited in Mercer CED Role Evaluation methodology.

## 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.
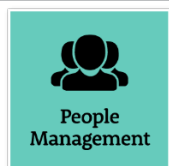
The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

| FOCUS CAPABILITIES | | | |
|---|---|---|---|
| **Capability group/sets** | **Capability name** | **Behavioural indicators** | **Level** |
| **Personal Attributes** | **Display Resilience and Courage** <br> 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 <br> • Give frank and honest feedback and advice <br> • Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately <br> • Raise and work through challenging issues and seek alternatives <br> • Remain composed and calm under pressure and in challenging situations | Adept |
| **Relationships** | **Communicate Effectively** <br> Communicate clearly, actively listen to others, and respond with understanding and respect | • Tailor communication to diverse audiences <br> • Clearly explain complex concepts and arguments to individuals and groups <br> • Create opportunities for others to be heard, listen attentively and encourage them to express their views <br> • Share information across teams and units to enable informed decision making | Adept |

I work FOR NSW

| | | • Write fluently in plain English and in a range of styles and formats<br>• Use contemporary communication channels to share information, engage and interact with diverse audiences | |
| --- | --- | --- | --- |
| | **Work Collaboratively**<br>Collaborate with others and value their contribution | • Build a supportive and cooperative team environment<br>• Share information and learning across teams<br>• Acknowledge outcomes that were achieved by effective collaboration<br>• Engage other teams and units to share information and jointly solve issues and problems<br>• Support others in challenging situations<br>• Use collaboration tools, including digital technologies, to work with others | Intermediate |
| | **Influence and Negotiate**<br>Gain consensus and commitment from others, and resolve issues and conflicts | • Use facts, knowledge and experience to support recommendations<br>• Work towards positive and mutually satisfactory outcomes<br>• Identify and resolve issues in discussion with other staff and stakeholders<br>• Identify others' concerns and expectations<br>• Respond constructively to conflict and disagreements and be open to compromise<br>• Keep discussions focused on the key issues | Intermediate |
| Results | **Think and Solve Problems**<br>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<br>• Research and analyse information to make recommendations based on relevant evidence<br>• Identify issues that may hinder the completion of tasks and find appropriate solutions<br>• Be willing to seek input from others and share own ideas to achieve best outcomes<br>• Generate ideas and identify ways to improve systems and processes to meet user needs | Intermediate |
| Business Enablers | **Technology**<br>Understand and use available technologies to maximise efficiencies and effectiveness | • Identify opportunities to use a broad range of technologies to collaborate<br>• Monitor compliance with cyber security and the use of technology policies<br>• Identify ways to maximise the value of available technology to achieve business strategies and outcomes<br>• Monitor compliance with the organisation's records, information and knowledge management requirements | Adept |
| | **Project Management** | | Intermediate |

I work FOR NSW

| | Understand and apply effective planning, coordination and control methods | • Perform basic research and analysis to inform and support the achievement of project deliverables<br>• Contribute to developing project documentation and resource estimates<br>• Contribute to reviews of progress, outcomes and future improvements<br>• Identify and escalate possible variances from project plans | |
|---|---|---|---|
| **People Management** | **Manage and Develop People**<br>Engage and motivate staff, and develop capability and potential in others | • Collaborate to set clear performance standards and deadlines in line with established performance development frameworks<br>• Look for ways to develop team capability and recognise and develop individual potential<br>• Be constructive and build on strengths by giving timely and actionable feedback<br>• Identify and act on opportunities to provide coaching and mentoring<br>• Recognise performance issues that need to be addressed and work towards resolving issues<br>• Effectively support and manage team members who are working flexibly and in various locations<br>• Create a safe environment where team members' diverse backgrounds and cultures are considered and respected<br>• Consider feedback on own management style and reflect on potential areas to improve | Intermediate |

## Occupation specific capability set
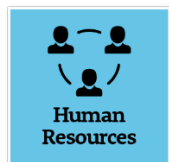
| | | | |
|---|---|---|---|
| **Human Resources** | **Organisational design**<br>Define the organisational structures and workforce plans required to support the business in delivering results | • Develop managers in understanding their business needs and assessing current and future resource and capability projections to determine the strengths, gaps and needs in the workforce.<br>• Support managers in translating their required business outcomes into a set of criteria that will guide organisational design, including the mix of capabilities and workforce types.<br>• Advise managers on flexible structure and role configurations tailored to planned expenditure fluctuations and variable capability needs over the budget forecast period.<br>• Support managers by recommending structure and role design options that align with capability requirements, while also incorporating accessibility and flexibility; and provide clear career pathways, referencing sector practices, benchmarks and frameworks.<br>• Advise managers on capability gaps and recommended interventions for workforce and succession planning. | Level 2 |

- Support managers to identify and quantify impacts of proposed changes in roles and structure on business operations.
- Advise and coach managers on effective planning and management of transitional processes to implement and sustain organisational change activities.

## 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 | Adept |
| 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 | 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 |
| | 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 |
|---|---|---|---|
| **Human Resources** | | | |