Role Description
Organisational Development Manager

Cluster	Treasury
Agency	NSW Treasury
Division/Branch/Unit	Corporate Services/Human Resources
Location	Sydney CBD
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	223311
PCAT Code	2113392
Date of Approval	September 2019
Agency Website	https://www.treasury.nsw.gov.au

Why NSW Treasury

As the NSW Government's principal financial and economic adviser, Treasury's role is to enable the Government to deliver its promise to the people of New South Wales that the State will always be a great place to live and work!

As part of our vision to become a World Class Treasury, we believe Treasury has a primary role in supporting and investing in our key partners (service delivery clusters). Our responsibility includes lifting financial management capability and culture across the sector and support the NSW Government's commitment to achieving significant and sustainable financial management improvement.

Look at the NSW Treasury website for further information about our structure and functions:
https://www.treasury.nsw.gov.au/about-treasury/about-nsw-treasury

Primary purpose of the role

Manage the design, development and delivery of diverse contemporary organisational learning and development strategies, policies, projects and initiatives for NSW Treasury to support its world class culture and drive employee engagement through a workforce capability. This role will be accountable for a portfolio of Organisational Development programs across Treasury. This will include the design and implementation of Treasury's Talent, Leadership and Management succession programs. Identifying individual, team and organisation-wide strategic and operational development needs, and design and implementation best practice solutions.

Key accountabilities

- Lead the design and implementation of multiple learning and organisation development initiatives, policies, strategies and projects in consultation with senior leaders, to build capability across NSW Treasury on a disciplined and consistent basis that reflects best practice.

- Lead the design and implementation of specified learning and development strategies and initiatives in consultation with key internal and internal stakeholders to achieve the Government's equity and diversity policy objectives and ensure that these objectives are considered in all planning, performance and development activities.
- Design appropriate Talent processes, tools and programs sufficient to build Treasury Leadership and Management bench strength and to establish a pipeline of "ready" and aware future leaders and managers within a systemic succession plan.
- Provide timely, expert advice and guidance to directors and managers on complex learning and development trends, best practice and issues to support informed decision making in respect to the development of learning and development strategies and programs that support both organisational and individual capability building. Respond promptly to enquiries from key internal Treasury and wider Government stakeholders and liaise with other Ministerial offices to ensure timely and accurate responses and referrals.
- Lead cross agency project teams to deliver diverse organisational learning and development initiatives and projects by applying project management tools and techniques; and managing resources appropriately.
- Research and evaluate new and innovative strategies and programs current best practice in organisational learning and development, identifying and recommend the application of new approaches and techniques.
- Manage NSW Treasury's Graduate Program including engaging and consulting with leading tertiary institutions and professional associations to ensure the optimal attraction and retention of high quality finance professionals.
- Plan and design the learning curriculum and associated programs including leadership and management development programs and activities that are based on business and service delivery strategies.
- Consult extensively with directors and managers across NSW Treasury to identify and define specific learning and development requirements and collaborate on the design and development of tailored learning programs that meet both organisational and individual learning and professional development requirements.

Key challenges

- Facilitating the optimal engagement and contribution of diverse stakeholders from government, the public sector, non-government and tertiary education sectors, given the diverse interests and demands of stakeholders.
- Developing flexible, blended learning solutions to meet individual and organisational learning and development needs and enable staff a greater flexibility in accessing learning opportunities.
- Maintaining current knowledge of contemporary trends and best practice in learning and development including new approaches to adult learning; identifying and recommending the application of new approaches and practices where appropriate.
- Working with the Talent & OD Director, Chief People Office and HR Business Partners to bring Organisation Development expertise as a value add for the business.

Key relationships

Who	Why
Internal	
Director Human Resources	• Receive broad guidance and professional support, provide expert advice and exchange information
Organisation Development Advisor	• Provide guidance, professional support and development and exchange information
HR Branch staff	• Collaborate on cross branch/agency projects, exchange information
Directors, Managers and staff across NSW Treasury	• Consult, collaborate, influence and advocate best practice in organisation/learning development, provide expert advice and receive feedback
External	
Public Service Commission	• Consult, collaborate and seek advice on key policy issues and exchange information

Role dimensions

Decision making

The Organisational Development Manager operates with a high level of autonomy and is expected to determine key operational objectives in consultation with the Director Talent & Organisational Development, allocates work and reviews performance and exercises delegated authority. The position is individually accountable for the quality, integrity and validity of the content of advice provided in relation to contemporary learning and development practices.

The position makes operational decisions regarding the planning and organisation of work to achieve agreed business objectives and performance criteria, within approved work and project plans; and makes decisions relating to performance management and development of reporting staff and is accountable for effective management of any operational and project budgets.

The position is also an authoritative source of advice for internal and external clients on public sector organisational learning and development, and is individually accountable for the quality, integrity and validity of advice given.

Reporting line

The Organisation Development Manager reports to the Director Talent & Organisational Development

Direct reports

Nil at this stage

Budget/Expenditure

Nil.

Essential requirements

- Extensive experience in the design, development, delivery and evaluation of diverse Talent Management, learning and development strategies and programs.
- Demonstrated superior conceptual, analytical thinking and research skills and experience in complex data analysis.
- Demonstrated high level skills and extensive experience in project and/or program management and evaluation.
- Highly developed organisational skills, the capacity to successfully manage competing priorities and meet deadlines.
- Excellent verbal and written communication, interpersonal, consultation, negotiation, leadership, computer, presentation and stakeholder management skills
- Tertiary qualifications in an appropriate discipline or demonstrated relevant, equivalent professional experience.

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees.
The Capability Framework is available at https://www.psc.nsw.gov.au/workforce-management/capability-framework/nsw-public-sector-capability-framework

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.

I work FOR NSW

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

Focus capabilities

The focus capabilities for the role 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 role's key accountabilities.

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Personal Attributes Manage Self	Adept	• 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 a high level of personal motivation
Relationships Work Collaboratively	Advanced	• Build a culture of respect and understanding across the organisation • Recognise outcomes which resulted from effective collaboration between teams • Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government • Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
Results Deliver Results	Adept	• Take responsibility for delivering on intended outcomes • Make sure team/unit staff understand expected goals and acknowledge success • Identify resource needs and ensure goals are achieved within budget and deadlines • Identify changed priorities and ensure allocation of resources meets new business needs • Ensure financial implications of changed priorities are explicit and budgeted for • Use own expertise and seek others' expertise to achieve work outcomes
Results Think and Solve Problems	Advanced	• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements • Implement systems and processes that underpin high quality research and analysis
Business Enablers Project Management	Adept	• Prepare clear project proposals and define scope and goals in measurable terms

Group and Capability	Level	Behavioural Indicators
		• Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements • Prepare accurate estimates of costs and resources required for more complex projects • Communicate the project strategy and its expected benefits to others • Monitor the completion of project milestones against goals and initiate amendments where necessary • Evaluate progress and identify improvements to inform future projects