Role Description
Communications and Change Manager

Cluster/Agency	Department of Education
Division/Branch/Unit	People Group/Rewarding Excellence in Teaching
Role number	244840
Location	Redfern (hybrid)
Classification/Grade/Band	Clerk Grade 11/12
Role Number	244839
ANZSCO Code	541112
PCAT Code	1227273
Date of Approval	15 December 2022
Agency Website	https://education.nsw.gov.au/

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 [Rewarding Excellence in Teaching](#) project aims to recognise highly effective classroom teaching and strengthen the practice of teacher colleagues, as well as making the profession more attractive to those who are considering pursuing teaching as a career.

The purpose of this policy is to create a clear classroom teaching career pathway that values professional collaboration and effective teaching practice and allows for further career progression while staying in the classroom.

The Communications and Change Manager supports communications and change management with internal and external stakeholders to deliver on the policy design and implementation of Rewarding Excellence in Teaching.

Key accountabilities

- Develop, implement and manage a comprehensive communication and change strategy to support policy design and implementation, with supporting plans and collateral.
- Develop and deliver communications and change activities and campaigns targeted to cohort of key stakeholders which support and complement engagement strategies and workstreams.
- Lead change management with a structured methodology / process, including identifying and managing anticipated resistance to change, evaluating the impact of planned organisational change, and identifying risks and developing risk mitigation tactics.
- Provide strategic and operational communications advice on internal and external communication issues.
- Develop and maintain strong, collaborative working relationships and effective networks of internal and external stakeholders, including subject matter experts, project teams, and school leaders and teachers, to ensure effective targeted communication strategies.
- Prepare engaging, informative, high quality and consistent messages to facilitate achievement of communications objectives, through a variety of methods.
- Employ analytics strategically to support the development of effective communications, better use of existing communication channels, and identification of changes in the sector and stakeholder attitudes and priorities.
- Prepare quality written communication which effectively communicates outcomes, recommendations, strategic direction and identify areas for improvement to the Director, Executive Director, Deputy Secretary, the Secretary and the Minister.

Key challenges

- Delivering a range of communications and support services, communicating complex concepts and supporting change to a broad range of stakeholders, given tight deadlines, limited resources and the need to manage competing priorities.
- Dealing with complex and sensitive issues in a high-volume environment in a timely manner for a range of diverse stakeholders who have different needs and perspectives.
- Maintaining an up-to-date knowledge of contemporary communication and engagement strategies and channels.
- Managing a small team to provide expert advice, coordination and support for a range of communication and change functions that enable the Directorate to effectively meet the needs of its stakeholders and the policy direction.
- Managing significant cultural change and structural reform in the context of change fatigue to the teaching profession, including school leaders and teachers.

Key relationships

Who	Why
Internal	
Deputy Secretary/Executive Directors/Directors	- Receive advice and report on progress towards business objectives and discuss future directions - Provide expert advice and contribute to decision making - Identify emerging issues/risks and their implications and propose solutions - Provide strategic advice to support the development and implementation of the Directorate's communications and change engagement strategy

Project Teams	• Guide, support, coach and mentor team members • Lead discussions and decisions regarding communications and change for key projects and deliverables • Establish and maintain effective relationships and networks to foster stakeholder relationships
Direct Reports	• Lead, direct, manage and support performance and development • Guide, support, coach and mentor • Provide leadership and support and assist in prioritising work tasks • Set overall performance expectations and provide guidance and feedback
Stakeholders	• Provide expert advice on a range of communications and change related issues and strategies • Optimise communications and change management to achieve defined outcomes • Manage expectations and resolve issues • Establish and maintain effective relationships and networks to foster stakeholder relationships
External	
Stakeholders	• Provide expert advice on a range of communications and change related issues and strategies • Optimise communications and change management to achieve defined outcomes • Manage expectations and resolve issues • Establish and maintain effective relationships and networks to foster stakeholder relationships

Role dimensions

Decision making

This role:

- has a high level of autonomy, uses initiative and is fully accountable for the delivery of high quality communications and change management strategies
- acts independently to plan, lead and organise the work of the team to deliver high quality support to the Directorate to achieve agreed objectives and performance targets
- consults with the Director to discuss and escalate issues as appropriate with regard to communications and change management on sensitive, high-risk, or business-critical matters to agree on decisions and suitable courses of action.
- is an authoritative source of advice for internal and external stakeholders and has the authority to make decisions about communications and change management, in consultation with project teams and stakeholders

Reporting line

This role reports to the Director, Stakeholder Engagement.

Direct reports

The role has one direct report, Senior Communications and Change Officer.

Budget/Expenditure

Financial delegations in accordance with the department's policy.

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Key knowledge and experience

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
- Hold a current and valid Working with Children Check.
- Qualifications in a relevant discipline or demonstrated equivalent knowledge, skills and 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	**Display Resilience and Courage** Be open and honest, prepared to express your views, and willing to accept and commit to change	• Remain composed and calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in response to strong contrary views • Accept criticism of own ideas and respond in a thoughtful and considered way • Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues	Advanced
Relationships	**Communicate Effectively** Communicate clearly, actively listen to others, and respond with understanding and respect	• Present with credibility, engage diverse audiences and test levels of understanding • Translate technical and complex information clearly and concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate	Advanced

		• Contribute to and promote information sharing across the organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to engage diverse audiences and communicate information • Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats	
	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	• 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
	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

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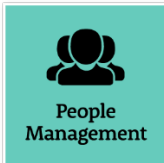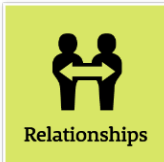|	**Deliver Results** Achieve results through the efficient use of resources and a commitment to quality outcomes	• Seek and apply the expertise of key individuals to achieve organisational outcomes • Drive a culture of achievement and acknowledge input from others • Determine how outcomes will be measured and guide others on evaluation methods • Investigate and create opportunities to enhance the achievement of organisational objectives • Make sure others understand that on-time and on-budget results are required and how overall success is defined • Control business unit output to ensure government outcomes are achieved within budgets • Progress organisational priorities and ensure that resources are acquired and used effectively	Advanced
	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	• 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 in collaboration with others • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements • Implement systems and processes that are underpinned by high-quality research and analysis • Look for opportunities to design innovative solutions to meet user needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria	Advanced
	Project Management Understand and apply effective planning, coordination and control methods	• Prepare and review project scope and business cases for projects with multiple interdependencies • Access key subject-matter experts' knowledge to inform project plans and directions • Design and implement effective stakeholder engagement and communications strategies for all project stages • Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning	Advanced

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		• Develop effective strategies to remedy variances from project plans and minimise impact • Manage transitions between project stages and ensure that changes are consistent with organisational goals • Participate in governance processes such as project steering groups	
People Management	**Optimise Business Outcomes** Manage people and resources effectively to achieve public value	• Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals • Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences • Encourage team members to take calculated risks to support innovation and improvement • Align systems and processes to encourage improved performance and outcomes	Advanced

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	Intermediate
Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept

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COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
Results	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	Adept
Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Adept
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept

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