Role Description
Senior Advisor Change

Role Description Fields	Details
Department/Agency	Department of Customer Service
Division/Branch/Unit	Various
Classification/Grade/Band	Clerk Grade 9/10 and Service NSW Grade 9/10
ANZSCO Code	224712
OSCA Code	442299
PCAT Code	1224611
Role Family/Function/Type	Business Operations & Support
Date of Approval	November 2019 (Updated template in Aug 2026)
Agency website	www.customerservice.nsw.gov.au

Primary purpose of the role

Design and deliver the business's change policies, processes, programs and reporting to enable change management programs to meet organisational needs and business outcomes.

Key accountabilities

- Manage the implementation and delivery of change programs and projects within the business applying sound project management principals and best practice methodologies to achieve the required outcomes.
- Provide expert advice on the end-to-end change strategy, communication, impact, change readiness, training needs and deployment plans to support informed decision making and improve future outcomes
- Manage projects and oversee the consistent application of the organisation's change framework and standards across all programs of work, to ensure consistent engagement, change management and the development of change capability.
- Maintain an appreciation and understanding of the business, its challenges, and objectives and develop strong client and team relationships to ensure initiatives are integrated effectively into the business units plans and meet customer requirements
- Provide expert advice and information on emerging project issues and present recommendations to inform decision making and mitigate the impacts of change to our people and our business.
- Create change management plans and communications plans, including the training and orientation of employees through a structured change management implementation strategy addressing change impacts to minimise risk and support a smooth and successful transition to future state.
- Develop and maintain stakeholder and customer relationships though effective communication, consultation, negotiation and issue management to ensure deliverables are met and outcomes achieved
- Monitor and review programs and their implementation and progress, preparing reports and submissions to inform Business/Change Readiness and decision making.

Key challenges

- Developing programs across a broad range of change initiatives to focus on areas which will be able to meet the continually changing needs of the organisation in an environment of constant change and where practice is constantly improving.

- Assisting with identification of learning and capability needs and delivering services which promote the organisation's ability to meet its long-term goals that comply with service wide requirements in a complex political and industrial environment.
- Developing programs and providing advice which is strongly aligned with business needs and continually improving the capability of the organisation's workforce while maintaining relationships with customers who have potentially competing priorities.

Key relationships

Internal

Who	Why
Manager	• Receive guidance and direction • Escalate issues, keep informed, provide feedback • Advise on program/project status • Identify risks, opportunities and emerging and contentious issues to facilitate informed decision making
Managers across the business	• Provide expert customer focused strategic advice • Report on and guide change capability activities, strategies and projects • Maintain strong business knowledge and relationships to better inform change management developments
Work team	• Guide, support, coach and mentor team members • Work collaboratively to achieve business outcomes • Provide advice, reports, data, analysis • Participate in meetings, present information on program/project status

External

Who	Why
External suppliers/subject matter experts	• Identify and maintain relationships with subject matter experts and networks to remain current with subject area best practices and principles • Manage the work of service providers
Other jurisdictions/Government agencies	• Benchmarking and keeping up to date with change management, workforce development and capability strategies • Sharing information and collaborating on key issues

Role dimensions

Decision making

This role has autonomy and makes decisions that are under their direct control as directed by their manager. It refers to a managers' decisions that require significant change to program outcomes or timeframes or are likely to escalate or require submission to a higher level of management. This role is fully accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables and outcomes. This role submits reports, business cases and other forms of written advice with minimal input from the manager.

Reporting line

Manager

Direct reports

Nil

Budget/Expenditure

As per the Customer Service Delegations

Essential requirements

Formal qualifications in change management and/or relevant industry 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	**Manage Self** Be persistent, self-reflect and commit to learning	• Keep up to date with contemporary knowledge and practices • Seek and take advantage of opportunities to learn and apply new skills • Commit to achieving challenging goals • Seek and respond positively to constructive feedback and advice • Examine and reflect on your performance	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
	**Communicate Effectively** Communicate clearly, pay attention to others and respond with understanding and respect	• Present with credibility, engage diverse audiences and test whether they understand you • Translate technical and complex information clearly and concisely for different audiences • Create opportunities for others to contribute to discussion and debate • Set an example by promoting information sharing across your organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to share information and communicate with diverse audiences • Leverage insights from people with lived experience to shape communication and engagement strategies • Write clearly, concisely and persuasively in a range of styles and formats	Advanced
	**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 customers' experience and engage people with lived experience to inform service improvements • Create opportunities to learn about and measure what is important to customers by engaging with a wide range of customer experience • Use customer data, feedback and insights to improve service delivery • Find opportunities to collaborate with internal and external stakeholders to improve outcomes for customers • Maintain relationships with key customers in your area of expertise • Connect and collaborate with relevant customers from the community	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
	**Influence and Negotiate** Gain consensus and commitment from others, and resolve issues and conflicts	• Negotiate from an informed and credible position • Lead and facilitate productive discussions with staff and stakeholders • Encourage others to share and debate ideas to help reach a consensus • Recognise diverse perspectives and the need for compromise when negotiating mutually agreed outcomes • Influence others with a fair and thoughtful approach and sound arguments • Be sensitive and show understanding when resolving conflicts and differences • Manage challenging relationships with internal and external stakeholders • Anticipate and minimise conflict	Adept
	**Deliver Results** Achieve results by using resources efficiently and committing to quality outcomes	• Use your own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Ensure staff understand expected goals and acknowledge staff success in achieving these • Identify the resources people need and ensure goals are achieved within budget and on time • Use business data to evaluate outcomes and inform continuous improvement • Identify priorities that need to change and ensure the way resources are allocated meets new business needs • Ensure you budget for and clearly state the financial impacts of new priorities	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
	**Think and Solve Problems** Think, analyse and consider the broader context to develop practical solutions	• Make recommendations based on evidence by researching and critically analysing information and identifying interrelationships • Anticipate, identify and deal with issues and potential problems that may impact organisational goals and the customer experience • Think creatively to come up with new ideas to resolve issues and improve customer experience • Seek input and ideas from people with different backgrounds and experiences • Participate in and contribute to team or business unit initiatives to resolve common issues or barriers to effectiveness • Identify and share business process improvements to enhance effectiveness • Analyse data and information to identify insights and communicate findings in a clear and meaningful way	Adept
	**Project Management** Understand and use effective ways to plan, coordinate and control projects	• Understand all components of the project management process, including the need for change management to achieve business benefits • Prepare clear project proposals and accurate estimates of required costs and resources • Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements • Identify and evaluate risks associated with the project and develop mitigation strategies • Identify and consult with stakeholders, including people with lived experience to inform the project strategy • Communicate the project's objectives and its expected benefits • Monitor the completion of project milestones against goals and take steps to address any problems • Evaluate progress and identify improvements to inform future projects	Adept

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.

Capability group/sets	Capability name	Description	Level
	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Intermediate
	Value Diversity and Inclusion	Be inclusive and respect diverse backgrounds, experiences and perspectives	Intermediate
	Work Collaboratively	Collaborate with others and value their contribution	Adept
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Intermediate
	Demonstrate Accountability	Be proactive and responsible for your actions, and follow legislation, policy and guidelines	Intermediate
	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
	Procurement and Contract Management	Understand and use procurement processes to ensure effective purchasing and contract performance	Intermediate