

Role Description

Change Lead



Cluster	NSW Parliament
Agency	Department of Parliamentary Services
Division/Branch/Unit	Digital Transformation
Classification/Grade/Band	Clerk Grade 9/10
Location	Sydney, CBD
Role Number	TBC
ANZSCO Code	TBC
PCAT Code	TBC
Date of Approval	January 2026
Agency Website	http://www.parliament.nsw.gov.au

Agency Overview

Administratively, the Parliament comprises three main Departments: the Department of Parliamentary Services (DPS), Department of the Legislative Council (LC), and the Department of the Legislative Assembly (LA). The Chief Executive is the head of the Department of Parliamentary Services, and the Clerk of the Legislative Council and Clerk of the Legislative Assembly are the Heads of their respective House Departments. The House Departments are responsible for providing procedural advice to the Council and the Assembly, and their respective members, on parliamentary proceedings in each House and Committees; undertaking protocol functions, providing corporate and executive support, House specific administrative/research services and generating content/engagement strategies relating to the activities of the House and its committees.

DPS is responsible for providing corporate and other common services across the Parliament as a whole. It comprises the following Divisions: Parliament Services and Corporate Services, and Project Strategy & Delivery Division..

The Parliament Services Division comprises administrative and support services specific to the institution of Parliament. This includes the Hansard, Library and Research Branch, the Communications, Engagement and Education branch and the Parliamentary Catering Unit.

The Corporate Services Division comprises of the corporate functions that provides services to all staff and Members across Parliament House. This includes the Financial Services & Governance Branch, People, Property & Security Branch, and the Information Technology Branch.

The Project Strategy & Delivery Division is responsible for the strategic planning, execution, and delivery of Parliament's digital and built environment projects, comprising the Digital Transformation and Capital Works Strategy & Delivery branches.

The Parliament's ultimate governance body includes the Presiding Officers and the Chief Executive, DPS and the Clerks of the Legislative Council and Legislative Assembly, supported by a contemporary governance framework.

Primary purpose of the role

The Change Lead, leads the change management function within the Digital Transformation Branch. This role provides strategic oversight, embeds people readiness into delivery governance, and supports the development of internal change management capability through coaching, and shared delivery tools.

This Change Least acts as the steward of Digital Transformation's Change processes/lifecycle, overseeing change management processes for Digital Transformation ensuring change management is built into day-to-day transformation work and that capability is maintained beyond individual projects or positions.

Key Accountabilities

- Lead and coordinate change management support across priority projects, ensuring alignment with strategic objectives, while serving as the central escalation point for change-related issues and risks.
- Embed change management artefacts and checkpoints into delivery governance, such as readiness gates.
- Develop and maintain a single, consistent view of change management across the Digital Transformation Branch to drive cohesive practices
- Build and uplift change capability across the branch by mentoring change practitioners, SMEs, and stakeholder-facing staff, while providing ad hoc guidance and feedback on change management plans to ensure consistency, identify risks, and support effective delivery
- Represent the Change function in strategic discussions, governance forums, and cross-organisational planning.
- Provide thought leadership, materials, and communications to support Senior Program Managers in stakeholder engagement
- Drive the adoption, continuous improvement, and uplift of change management toolkits, templates, and methodologies.
- Advise on and review change management plans, offering guidance to ensure consistency, identify risks, and support successful transitions.
- Identify future change implications to support prioritisation, sequencing, and resource allocation decisions early in the roadmap process.

Key challenges

- Embedding formal change management structures and processes in an organisation with low change management maturity.
- Building trust with delivery teams and executives, acting as the escalation point for change-related risks, and identify future change implications to inform prioritisation and resource planning.
- Establishing change management as a distinct area of expertise, not just communications and training.
- Balancing the level of support necessary to develop the change management capabilities of branch staff without unnecessarily affecting project delivery.

Key relationships

Who	Why
Internal	
Relevant Reporting Line Manager	<ul style="list-style-type: none">• Escalate issues and provide updates• Provide advice and contribute to decision making

Who	Why
	<ul style="list-style-type: none"> Identify emerging issues/risks and their implications, and propose solutions Receive guidance and provide regular updates on key projects issues and priorities.
DT Sr. Program Managers	<ul style="list-style-type: none"> Understand program needs, anticipate change impacts, and coordinate change-related activities.
Work Team/Direct Reports	<ul style="list-style-type: none"> Participate in meetings, share information and provide input on issues Lead, direct, manage and support performance and development Contribute to the development of a positive branch culture based on collaboration and responsiveness to changing demands.
Presiding Officers / House Department Clerks and Executives /Customers	<ul style="list-style-type: none"> Respond to queries, identify needs, communicate services and redirect, escalate or resolve issues Engage with relevant stakeholders to open channels of communication, provide expert advice on digital transformation change management
External	
Contractors/Consultants	<ul style="list-style-type: none"> Respond to queries, identify needs, communicate services and redirect, escalate or resolve issues Develop and maintain effective working relationships and open channels of communication to provide and obtain information, and ensure effective management and implementation of expectations and standards

Role Dimensions

Decision Making

The role operates with autonomy to make decisions around time management and priority of timeframes within an agreed work plan with the Manager.

Reporting Line

Senior Program Manager for Strategic Planning

Direct Reports

Three currently:

- Change Manager
- Change Analyst
- Project Change Coordinator

Budget/Expenditure

None

Key knowledge and experience

- Certification (e.g. CMI, Prosci, APMG) preferred

Essential requirements

- Tertiary qualifications in change management, organisational development, digital transformation or relevant equivalent experience.
- Significant experience leading complex change initiatives within multi-stakeholder, fast-paced environments
- Experience integrating change considerations into project, program, and strategic planning processes.

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
	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> • Model the highest standards of ethical and professional behaviour and reinforce their use • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Promote a culture of integrity and professionalism within the organisation and in dealings external to government • Monitor ethical practices, standards and systems and reinforce their use • Act promptly on reported breaches of legislation, policies and guidelines 	Advanced
	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> • 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

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
		<ul style="list-style-type: none"> 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 	
	Work Collaboratively Collaborate with others and value their contribution	<ul style="list-style-type: none"> Recognise outcomes achieved through effective collaboration between teams Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions Network extensively across government and organisations to increase collaboration Encourage others to use appropriate collaboration approaches and tools, including digital technologies 	Advanced
	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> Negotiate from an informed and credible position Lead and facilitate productive discussions with staff and stakeholders Encourage others to talk, share and debate ideas to achieve a consensus Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes Influence others with a fair and considered approach and sound arguments Show sensitivity and understanding in resolving conflicts and differences Manage challenging relationships with internal and external stakeholders Anticipate and minimise conflict 	Adept
	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> 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 	Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
		<ul style="list-style-type: none"> • 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 	
	<p>Technology Understand and use available technologies to maximise efficiencies and effectiveness</p>	<ul style="list-style-type: none"> • Champion the use of innovative technologies in the workplace • Actively manage risk to ensure compliance with cyber security and acceptable use of technology policies • Keep up to date with emerging technologies and technology trends to understand how their application can support business outcomes • Seek advice from appropriate subject-matter experts on using technologies to achieve business strategies and outcomes • Actively manage risk of breaches to appropriate records, information and knowledge management systems, protocols and policies 	Advanced
	<p>Project Management Understand and apply effective planning, coordination and control methods</p>	<ul style="list-style-type: none"> • Ensure there are systems and effective governance processes in place for project management • Make decisions on accepting projects based on business cases • Use the historical, political and broader context to inform project directions and mitigate risk • Obtain key stakeholders' commitment to major project strategies, including cross-organisational initiatives, and ensure ongoing communication • Ensure that project risks are managed effectively, and appropriate strategies are in place to respond to variances • Drive the changes required to realise the business benefits of the project • Ensure that project management decisions consider interdependencies between projects 	Advanced
	<p>Optimise Business Outcomes Manage people and resources effectively to achieve public value</p>	<ul style="list-style-type: none"> • Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives • Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning • When planning resources, implement processes that encourage the attraction and retention of 	Adept

FOCUS CAPABILITIES

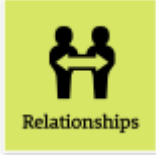


Capability group/sets	Capability name	Behavioural indicators	Level
		<p>people of diverse cultures, backgrounds and experiences</p> <ul style="list-style-type: none"> • Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context • Monitor performance against standards and take timely corrective actions • Keep others informed about progress and performance outcomes 	

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	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	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	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Advanced
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Foundational
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Foundational
	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	Adept

COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
 People Management	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Advanced