# Role Description

## Senior Organisational Development Advisor

| Cluster | Stronger Communities |
|---|---|
| Agency | Fire and Rescue NSW (FRNSW) |
| Directorate/Branch/Unit | People & Culture/ HR & Organisational Development / Organisational Change & Development Advisory |
| Classification/Grade/Band | Clerk Grade 9/10 |
| Kind of Employment | On-going |
| Role Number | 52018043 |
| ANZSCO Code | 223111 |
| PCAT Code | 1224692 |
| Agency Website | www.fire.nsw.gov.au |

## Agency overview

Fire and Rescue NSW (FRNSW) is one of the world's largest urban fire and rescue services and is the busiest in Australia. Our overriding purpose is to enhance community safety, quality of life, and confidence by minimising the impact of hazards and emergency incidents on the people, property, environment and on the economy of NSW. Our capabilities extend far beyond fighting fires. FRNSW firefighters are among the most highly trained in the world. Our teams provide fire prevention, they respond to hazardous materials incidents, natural disasters and medical emergencies. Our teams also undertake counter terrorism and urban search and rescue operations. We are prepared for anything – helping anyone, anywhere, anytime.

## Primary purpose of the role

The Senior Organisational Development Advisor manages, coordinates, reviews and provides advice on a range of organisational development program, initiatives and change management plans to enable the effective delivery of organisation-wide cultural reform and strategic priorities.

## Key accountabilities

- Provide sound advice and information to relevant stakeholders to inform, support and promote the development of inclusive policies, initiatives and practices
- Implement and lead the review of frameworks, standards, programs, policies and processes, that support the delivery of organisation wide cultural change and inclusive workplace practices including change and communication plans
- Implement surveys and measure, track and report on progress of culture and engagement programs/initiatives, in building a more diverse and inclusive workplace and report on findings to senior leaders and key FRNSW stakeholders regularly
- Lead and coordinate projects including the preparation of project and change management plans, schedules, status updates, reports, budgets, submissions, briefings, business cases, discussion papers, presentations and steering committee and working group papers
- Collaborate with key FRNSW stakeholders and program partners at varying levels, to effectively scope and develop and deliver appropriate targeted OD and change management projects, to deliver identified outcomes, observe governance and support risk mitigation
- Establish and foster strong stakeholder relationships through effective communication, negotiation and issues management to engage stakeholders and ensure change management deliverables
- Consult widely to establish current barriers to inclusive workplace practices by coordinating and facilitating workshops and meetings with key stakeholders' groups e.g., equity groups and Inclusive Culture Council (ICC) working collaboratively to resolve problems and mitigate risks

- Foster two-way communication across all levels and areas of the organisation regarding inclusive workplace practices including, facilitating, and supporting the Inclusive Culture Council, equity group meetings and other group and one-on-one meetings as required
- Undertake qualitative and quantitative research and analysis providing evidence-based recommendations that support culture change
- Maintain current knowledge of contemporary trends and developments including organisational development and workforce management practices, legislation, policy and funding

## Key challenges

- Delivering and reviewing policy/programs and initiatives to the required standards and timeframes, given the need to rapidly understand and integrate new frameworks and adapt in an often changing and unpredictable environment
- Balancing complex and multiple policy issues, often subject to a high level of scrutiny, impacting FRNSW business environment with a diverse audience with conflicting interests and opinions, and competing work priorities and timelines
- Consistently adapting to managing expectations in response to contentious issues and demands of the organisations business imperatives
- Maintaining awareness of the impacts of change initiatives and technology improvements to staff and how it is received

## Key relationships

| Who | Why |
| --- | --- |
| **Internal** | |
| Manager Organisational Change & Development | • Receive instructions and provide support required<br>• Provide analysis, advice and recommendations regarding allocated policy/projects and the progress of change management<br>• Inform and escalate emerging or sensitive issues |
| People & Culture Directorate and other FRNSW Staff | • Consult and collaborate to ensure effective engagement and delivery on policy and program development, planning and implementation and review of projects and change initiatives |
| Area, Zone and Duty Commanders | • Provide advice and assistance in the implementation and delivery of organisational development programs/projects/initiatives<br>• Establish and maintain working partnership to support corporate programs/projects/initiatives and to share information |
| Organisational Development Branch Teams | • Share information and expertise, and assist to mentor and coach when required<br>• Collaborate to solve identified issues<br>• Participate in team meetings and contribute ideas to improve program, policy, service delivery and work outcomes |
| Organisational Development/Change Management Networks/Communities of Practice | • Actively participate in internal and/or external organisational development opportunities, briefing sessions and workshops to keep up to date and to maintain specialist/technical knowledge |
| **External** | |
| Central Agencies and oversight bodies | • Represent the organisations position and priorities at various internal and external meetings, working parties etc<br>• Liaise with and act as a conduit in the delivery of policy/programs and reporting requirements |
| Training Providers/Vendors/Consultants | • To arrange the delivery of project outcomes as appropriate<br>• Consult and negotiate required outcomes and timeframes and develop and maintain ongoing working relationships and networks in consultation with the Manager Organisational Change and Development |

## Role dimensions

**Decision making**

- Independently manages the day-to-day workload within agreed work and project plans, takes active ownership of own work, and collaborates with others in the team and across FRNSW, so that work is delivered within required timeframes and to high standards
- Refers to the manager for decisions requiring significant change in policy/project outcomes or timeframes where the potential to escalate an issue or risk is managed
- Evaluates and makes recommendations on the development, implementation and effectiveness of programs; and takes remedial action

**Reporting line:** Manager Organisational Change & Development

**Direct reports:** Nil but supervises BAU of two (2) staff in the team

**Budget/Expenditure:** As per FRNSW Delegations Manual

## Key knowledge and experience

1. Demonstrated knowledge in the implementation and review of organisational development policy, programs and services which impact on an organisations culture and workforce practice

2. Experience and skill to lead change management projects and initiatives in a complex work environment

## Essential requirements

1. Relevant tertiary qualifications and or equivalent experience in organisational development and change management

2. Current unrestricted NSW Drivers Licence and/or demonstrated ability to travel in accordance with position requirements

## 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* 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 | • 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 |
| | **Act with Integrity** Be ethical and professional, and uphold and promote the public sector values | • Represent the organisation in an honest, ethical and professional way and encourage others to do so<br>• Act professionally and support a culture of integrity<br>• Identify and explain ethical issues and set an example for others to follow<br>• Ensure that others are aware of and understand the legislation and policy framework within which they operate<br>• Act to prevent and report misconduct and illegal and inappropriate behaviour | Adept |
| **Relationships** | **Communicate Effectively** 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<br>• 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 | Adept |
| | **Influence and Negotiate** 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 |

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| Capability group/sets | Capability name | Behavioural indicators | Level |
|---|---|---|---|
| **Results** | **Deliver Results**<br>Achieve results through the efficient use of resources and a commitment to quality outcomes | • Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes<br>• Make sure staff understand expected goals and acknowledge staff success in achieving these<br>• Identify resource needs and ensure goals are achieved within set budgets and deadlines<br>• Use business data to evaluate outcomes and inform continuous improvement<br>• Identify priorities that need to change and ensure the allocation of resources meets new business needs<br>• Ensure that the financial implications of changed priorities are explicit and budgeted for | Adept |
| | **Think and Solve Problems**<br>Think, analyse and consider the broader context to develop practical solutions | • Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence<br>• Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience<br>• Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience<br>• Seek contributions and ideas from people with diverse backgrounds and experience<br>• Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness<br>• Identify and share business process improvements to enhance effectiveness | Adept |

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| FOCUS CAPABILITIES | | | |
|---|---|---|---|
| **Capability group/sets** | **Capability name** | **Behavioural indicators** | **Level** |
| Business Enablers | **Project Management**<br>Understand and apply effective planning, coordination and control methods | • Understand all components of the project management process, including the need to consider change management to realise business benefits<br>• Prepare clear project proposals and accurate estimates of required costs and resources<br>• Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements<br>• Identify and evaluate risks associated with the project and develop mitigation strategies<br>• Identify and consult stakeholders to inform the project strategy<br>• Communicate the project's objectives and its expected benefits<br>• Monitor the completion of project milestones against goals and take necessary action<br>• Evaluate progress and identify improvements to inform future projects | Adept |
| People Management | **Manage Reform & Change**<br>Support, promote and champion change, and assist others to engage with change | • Promote change processes and communicate change initiatives across the team or unit<br>• Accommodate changing priorities and respond flexibly to uncertainty and ambiguity<br>• Support others in managing uncertainty and change | Adept |

| FOCUS CAPABILITIES - Occupation specific capability set | | | |
|---|---|---|---|
| **Capability group/sets** | **Capability name** | **Description** | **Level** |
| Human Resources | **Organisational Culture** Identify, assess and encourage workplace values and behaviours to foster an engaged, inclusive and high performing workforce | • Support managers to foster understanding of the relationships between the Employee Value Proposition, organisational culture, employee engagement, and achieving business outcomes. <br>• Advise managers on how to assess their workforce management practices and their team's culture and level of engagement against desired values, ethics and expected behaviours, to establish the basis for future action. <br>• Support managers to create and drive employee engagement initiatives, tailored to their employees' unique needs and motivations. <br>• Facilitate the conditions for employees to do good, innovative work by coaching managers to role model and shape a diverse, inclusive, flexible and collaborative team culture. <br>• Support employees and managers to understand and use proactive, confidential and supportive short-term, solution-oriented coaching and advisory services on a wide range of personal and work-related issues. <br>• Develop managers and employees in taking early steps to address and/or report instances of behaviour contrary to organisational values and expectations. <br>• Support managers in identifying potential systemic issues affecting the workplace environment and employee wellbeing and developing and implementing solutions for these issues. <br>• Support managers in taking early steps to address issues that put positive workplace culture at risk | Level 2 |

# 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 |
|---|---|---|---|
| **Personal Attributes** | Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Intermediate |
| | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Intermediate |
| **Relationships** | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Adept |
| | Work Collaboratively | Collaborate with others and value their contribution | Adept |
| **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 | Intermediate |
| **Business Enablers** | 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 apply procurement processes to ensure effective purchasing and contract performance | Intermediate |
| **People Management** | Manage and Develop People | Engage and motivate staff, and develop capability and potential in others | Intermediate |
| | 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 |