Description

Senior Organisational Change & Development Advisor (Identified Aboriginal)

Cluster	Stronger Communities
Agency	Fire and Rescue NSW (FRNSW)
Directorate/Branch/Unit	People & Culture/ HR & Organisational Development / Organisational Change & Development
Classification/Grade/Band	Clerk Grade 9/10
Role Number	52018036
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 Change & Development Officer 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

- Develop and lead the review of frameworks, standards, processes, protocols, programs and policies and to embed more inclusive and integrated workforce diversity within FRNSW
- Partner with key stakeholders, leaders, managers and staff to implement indigenous related projects/initiatives, ensuring all activities are reflective of current organisational, operational and community needs
- Work with key partners across and outside the organisation to plan and implement events to generate interest in the role of Firefighter, developing resources and marketing strategies meaningful to various cultures
- Champion and facilitate change in the workplace culture by facilitating cross-learning, and indigenous cultural awareness, sharing and transferring community and cultural knowledge and expertise and skills to FRNSW staff; and support cultural workplace practices
- Lead and coordinate projects including the preparation of project and change management plans, schedules, status updates, reports, budgets, submissions, briefings, business cases, status updates, discussion papers, presentations and steering committee and working group papers
- Coordinate and manage identified indigenous cultural events, projects and programs, such as but not limited to, NAIDOC, Reconciliation Action Plan, Reconciliation Week
- 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
- 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
- Undertake qualitative and quantitative research and analysis providing evidence-based recommendations that support culture change and improve Indigenous employment outcomes

- Assist in the recruitment process of Indigenous employees, including participating on selection panels in particular the Indigenous Fire and Rescue Employment Strategy
- Measure, track and report on progress of programs and initiatives in building a more diverse and inclusive workplace and report on findings to senior leaders and key FRNSW stakeholders regularly
- Contribute as a member of the FRNSW Aboriginal and Torres Strait Islander Advisory Council

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
- Maintaining awareness of the impacts of change initiatives and technology improvements to staff and how it is received
- Maintain up to date knowledge on contemporary diversity trends and identify and implement best practice to ensure initiatives are reflected in the development of plans and strategies

Key relationships

Who	Why
Internal	
Director HR & Organisational Development and Manager Organisational Change & Development	• Receive instructions and provide support required • Provide expert strategic indigenous/cultural advice in managing contentious and emerging issues • Provide analysis, advice and recommendations regarding allocated policy/projects and the progress of change management • 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 • Assist in the recruitment process of Aboriginal employees, including participating on selection panels in particular the Indigenous Fire and Rescue Employment Strategy
Area, Zone and Duty Commanders	• Provide advice and assistance in the implementation and delivery of organisational development programs/projects/initiatives • Establish collaborative relationships and to gain support for the development and implementation of initiatives programs and strategies
Organisational Development Branch Teams	• Share information and expertise, and assist to mentor and coach when required • Collaborate to solve identified issues • 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
Manager Talent Acquisition	• Provide expert advice regarding programs, issues and trends in the attraction and retention
Aboriginal and Torres Strait Advisory Council (ATSIAC)	• Lead and participate in team meetings, support and share information to improve and embed inclusive workplace practices • Work collaboratively to contribute to achieving council objectives and support individual/council capability • Collaborate to solve identified issues and provide resolutions

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Who	Why
Indigenous Mentors	• Support mentors in providing guidance and assistance to Indigenous employees • Work closely with to gain their contribution, resources and support for programs/projects • Work collaboratively to ensure cultural development initiatives and policies are develop, delivered and embedded
External	
Central Agencies and External Stakeholders	• Develop strong working relationships to promote FRNSW diversity and inclusion strategies, initiatives and programs • Represent the organisations position and priorities at various internal and external meetings, working parties etc • Liaise with and act as conduit in the delivery of Indigenous programs/projects and reporting requirements
Training Providers/Vendors/Consultants	• To arrange the delivery of project outcomes as appropriate • Consult and negotiate required outcomes and timeframes and develop and maintain ongoing working relationships and networks in consultation with the Manager Organisational Change

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
- Effectively facilitate change in the presence of resistance and unconscious bias in a complex and multi-facetted work environment

Reporting line: Manager Organisational Change & Development

Direct reports: Nil

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. Well developed knowledge and understanding of Indigenous cultures and customs together with the ability to communicate effectively with a wide range of Indigenous agencies, communities and individuals, to identify and address improvements in inclusive workplace practices

Essential requirements

1. Must be of Aboriginal descent

2. Relevant tertiary qualifications and or equivalent experience in organisational development and project/change management

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3. 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.

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
Personal Attributes	**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 • Act professionally and support a culture of integrity • Identify and explain ethical issues and set an example for others to follow • Ensure that others are aware of and understand the legislation and policy framework within which they operate • Act to prevent and report misconduct and illegal and inappropriate behaviour	Adept
	Value Diversity and Inclusion Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	• Encourage and include diverse perspectives in the development of policies and strategies • Take advantage of diverse views and perspectives to develop new approaches to delivering outcomes • Build and monitor a workplace culture that enables diversity and fair and inclusive practices • Implement practices and systems to ensure that individuals can participate to their fullest ability • Recognise the value of individual differences to support broader organisational strategies • Address non-inclusive behaviours, practices and attitudes within the organisation • Champion the business benefits generated by workforce diversity and inclusive practices	Advanced
Relationships	**Communicate Effectively** Communicate clearly, actively listen to others, and respond with understanding and respect	• Tailor communication to diverse audiences • Clearly explain complex concepts and arguments to individuals and groups • Create opportunities for others to be heard, listen attentively and encourage them to express their views • Share information across teams and units to enable informed decision making • Write fluently in plain English and in a range of styles and formats • Use contemporary communication channels to share information, engage and interact with diverse audiences	Adept

FOCUS CAPABILITIES			
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 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
Results	**Plan and Prioritise** Plan to achieve priority outcomes and respond flexibly to changing circumstances	• Consider the future aims and goals of the team, unit and organisation when prioritising own and others' work • Initiate, prioritise, consult on and develop team and unit goals, strategies and plans • Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses • Ensure current work plans and activities support and are consistent with organisational change initiatives • Evaluate outcomes and adjust future plans accordingly	Adept
	Think and Solve Problems 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 • Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience • Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience • Seek contributions and ideas from people with diverse backgrounds and experience • Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness • 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	**Technology** Understand and use available technologies to maximise efficiencies and effectiveness	• Identify opportunities to use a broad range of technologies to collaborate • Monitor compliance with cyber security and the use of technology policies • Identify ways to maximise the value of available technology to achieve business strategies and outcomes • Monitor compliance with the organisation's records, information and knowledge management requirements	Adept
	Project Management 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 • 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 stakeholders to inform the project strategy • Communicate the project's objectives and its expected benefits • Monitor the completion of project milestones against goals and take necessary action • Evaluate progress and identify improvements to inform future projects	Adept
People Management	**Manage Reform & Change** Support, promote and champion change, and assist others to engage with change	• Support teams in developing new ways of working and generating innovative ideas to approach challenges • Actively promote change processes to staff and participate in communicating change initiatives across the organisation • Provide guidance, coaching and direction to others who are managing uncertainty and change • Engage staff in change processes and provide clear guidance, coaching and support • Identify cultural barriers to change and implement strategies to address these	Adept

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. • 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. • Support managers to create and drive employee engagement initiatives, tailored to their employees' unique needs and motivations. • 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. • 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. • Develop managers and employees in taking early steps to address and/or report instances of behaviour contrary to organisational values and expectations. • Support managers in identifying potential systemic issues affecting the workplace environment and employee wellbeing and developing and implementing solutions for these issues. • Support managers in taking early steps to address issues that put positive workplace culture at risk.	Level 2

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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	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
	Work Collaboratively	Collaborate with others and value their contribution	Adept
Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	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
	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