

## Position Description

# Manager Organisational Development

<b>Directorate</b>	<b>Corporate &amp; Governance</b>
<b>Location</b>	<b>Grafton</b>
<b>Classification/Grade/Band</b>	<b>Grade 18 Band 4 level 2</b>
<b>Salary package range</b>	<b>\$136,000 - \$160,000</b>

### Council overview

With a large geographical area of 10,441 square kilometres and a population of almost 52,000 the Clarence Valley local government area is the gateway to the north coast of NSW and within easy driving distance of the south east Queensland. Encompassing beautiful beaches, stunning hinterland and the mighty Clarence River, the Clarence Valley is the ideal place for balancing work, life and relaxation. Clarence Valley Council is on an important journey in becoming a customer focused organisation that provides quality services in an efficient way. We value our employees and provide a safe and collaborative work environment in which a highly motivated employee will succeed.

### Council values

The acronym STRIVE describes the values and behaviours considered core requirements when we deal with each other and the community: Safe, Teamwork, Respect, Integrity, Value, Engagement.

### Primary purpose of the position

The Manager Organisational Development provides leadership to a section that is focused on changing practice and culture and underpinning organisational growth and development, engaging organisationally on development & delivery of Integrated Planning and Reporting and implementation of the capability framework.

## Key accountabilities

- Work collaboratively with colleagues to build strong cross organisational relationships and facilitate and lead cross organisational teams to deliver the integrated planning and reporting framework.
- Drive and support implementation of the Local Government Capability Framework across the organisation with a focus on development as a customer focused organisation.
- Oversee the effective and efficient management of the functional areas of employee relations, recruitment, learning and development, occupational health and safety, injury management and return to work including organisation workforce development and planning to cultivate an adaptive and flexible organisation.
- Oversee the governance function of the organisation to ensure compliance with legislative requirements.
- Create an environment where innovation and contemporary best practice is emphasised and applied to achieve efficiency in the way services are delivered.
- Establish a strong customer focus human resource framework that supports an organisational culture of change.

## Key challenges

- Competing work priorities of a diverse portfolio requires application of strategic thinking and long range visioning to ensure teams are resourced to deliver outcomes in a financial lean environment.
- Managing the impact of change on staff requires adequate planning for engagement. Being able to communicate the story, early and often, is important to achieving this.
- Securing commitment and support of the leadership team, for process improvement requires high level persuasion and influencing skills.

## Key internal relationships

Who	Why
Director Corporate & Governance and Executive team	<ul style="list-style-type: none"><li>• To seek support for innovative Organisational Development activities, and ensure adequate risk management is applied to protect the organisation and its employees.</li></ul>
Managers	<ul style="list-style-type: none"><li>• To collaborate on, and seek input to, corporate activities coordinated by the Section.</li></ul>
Staff	<ul style="list-style-type: none"><li>• To engage and seek feedback on corporate activities coordinated by the Section.</li></ul>
Councillors	<ul style="list-style-type: none"><li>• To support participation in induction, orientation and professional development programs.</li></ul>

## Key external relationships

Who	Why
Members of the public and community groups	<ul style="list-style-type: none"><li>• Provide timely response on the activities of the Organisational Development section.</li></ul>

## Key dimensions

### Decision making

The position is accountable for all decisions relating to the day to day operations of the section, provision of advice to staff in relation to areas of responsibility, the resourcing of projects within existing budget constraints and providing timely advice to the director and executive team.

### Reports to

Director Corporate and Governance

### Direct reports

4 direct reports including:

Governance Officer

People Culture Coordinator

Safety and Risk Coordinator

Business Improvement Officer

### Estimated number of indirect reports

10 indirect reports

### Essential requirements

Tertiary qualifications in organisational development, human resource management, organisational change management or a related discipline and demonstrated ability to lead, work constructively with and create positive influence in dealing with senior management, managers, supervisors and all employees in creating a customer focused organisation that benefits from efficient and effective service delivery.

## Capabilities for the role

The Local Government Capability Framework describes the core knowledge, skills and abilities expressed as behaviours, which set out clear expectations about performance in local government: “how we do things around here”. It builds on organisational values and creates a common sense of purpose for elected members and all levels of the workforce. The Local Government Capability Framework is available at <https://www.lgnsw.org.au/capability>.

Below is the full list of capabilities and the level required for this position. The capabilities in bold are the focus capabilities for this position. Refer to the next section for further information about the focus capabilities.

## Local Government Capability Framework

Capability Group	Capability Name	Level
 Personal attributes	<b>Manage Self</b>	<b>Advanced</b>
	Display Resilience and Adaptability	Advanced
	Act with Integrity	Advanced
	<b>Demonstrate Accountability</b>	<b>Highly Advanced</b>
 Relationships	<b>Communicate and Engage</b>	<b>Highly Advanced</b>
	Community and Customer Focus	Adept
	Work Collaboratively	Highly Advanced
	Influence and Negotiate	Advanced
 Results	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Create and Innovate	Advanced
	<b>Deliver Results</b>	<b>Advanced</b>
 Resources	Finance	Adept
	Assets and Tools	Adept
	<b>Technology and Information</b>	<b>Advanced</b>
	Procurement and Contracts	Adept
 Workforce Leadership	Manage and Develop People	Highly Advanced
	Inspire Direction and Purpose	Advanced
	Optimise Workforce Contribution	Advanced
	<b>Lead and Manage Change</b>	<b>Highly Advanced</b>

## Focus capabilities

The focus capabilities for the position are those judged to be most important at the time of recruiting to the position. That is, the ones that must be met at least at satisfactory level for a candidate to be suitable for appointment.

Local Government Capability Framework		
Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Manage Self	Advanced	<ul style="list-style-type: none"> <li>• Demonstrates motivation to serve the community and organisation</li> <li>• Initiates team activity on organisation/unit projects, issues and opportunities</li> <li>• Seeks and accepts challenging assignments and other development opportunities</li> <li>• Seeks feedback broadly and asks others for help with own development areas</li> <li>• Translates negative feedback into an opportunity to improve</li> </ul>
<b>Personal Attributes</b> Demonstrate Accountability	Highly Advanced	<ul style="list-style-type: none"> <li>• Acts in the public interest at all times</li> <li>• Is prepared to act and take ownership for difficult decisions</li> <li>• Supports and stands by people in the organisation who have made an honest mistake</li> <li>• Creates a climate in which people feel supported to take responsibility for outcomes</li> <li>• Establishes effective governance systems to ensure safe work practices and to mitigate and manage organisational risks</li> </ul>
<b>Relationships</b> Communicate and Engage	Highly Advanced	<ul style="list-style-type: none"> <li>• Puts forward compelling arguments</li> <li>• Explains complex concepts appropriately for diverse audiences</li> <li>• Anticipates and addresses key areas of interest for diverse audiences and adapts style under pressure</li> <li>• Invites, actively listens and responds respectfully to questions, comments and suggestions</li> </ul>
<b>Results</b> Deliver Results	Advanced	<ul style="list-style-type: none"> <li>• Sets high standards and challenging goals for self and others</li> <li>• Delegates responsibility appropriately and provides support</li> <li>• Defines what success looks like in measurable terms</li> <li>• Uses own professional knowledge and the expertise of others to drive results</li> <li>• Implements and oversees quality assurance practices</li> </ul>

## Local Government Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Resources</b> Technology and Information	Advanced	<ul style="list-style-type: none"> <li>• Implements appropriate controls to ensure compliance with information and communications security and use policies</li> <li>• Implements and monitors appropriate records, information and knowledge management systems</li> <li>• Seeks advice from technical experts on leveraging technology to achieve organisational outcomes</li> <li>• Stays up to date with emerging technologies and considers how they might be applied in the organisation</li> </ul>
<b>Workforce Leadership</b> Lead and Manage Change	Highly Advanced	<ul style="list-style-type: none"> <li>• Communicates a compelling case for change and articulates vision, objectives and benefits for different audiences</li> <li>• Analyses the change context to develop the right change approach for the organisation, community and region</li> <li>• Ensures regular communication throughout the change effort to build awareness, understanding, support and commitment</li> <li>• Ensures organisational structures, systems, processes and leadership are aligned to support and embed changes</li> <li>• Anticipates, plans for and addresses cultural barriers to change</li> </ul>