

Role Description

Business Manager



Cluster	Justice
Agency	NSW Police Force
Command/Business Unit	Various
Location	Various
Classification/Grade/Band	Clerk 11-12
ANZSCO Code	139999
PCAT Code	1127292
NSWPF Role Number	
Date of Approval	29/09/2016
Agency Website	www.police.nsw.gov.au

Agency overview

The NSW Police Force (NSWPF) vision is for a *Safe and Secure New South Wales*, which is achieved by police working with the community to reduce violence, crime and fear.

It is one of the largest police forces in the western world, with more than 20,000 NSW Police Force employees, including more than 16,000 sworn officers providing a range of law and order services 24 hours a day, seven days a week to the socially, geographically and culturally diverse community of NSW.

The organisation has three function lines, based across a number of locations. Field Operations provide frontline services directly to the community. Specialist Operations provides specialist and technical services, forensic services and counter-terrorism. The third function line, Corporate Services, provides business support services such as technology and communication, education and training and corporate human resources functions.

The NSWPF *Statement of Values* and *Code of Conduct & Ethics* outlines appropriate behaviour for all NSW Police Force staff. All employees of NSWPF are expected to ensure ethics are incorporated into all aspects of their work making ethical behaviour, practices and decision making a part of daily routine. This further extends to ensuring confidentiality and information security is maintained at all times.

Work, Health and Safety legislation requires all employees to have specific responsibilities. This role is responsible for identifying, assessing, prioritising and controlling health and safety risks, and ensuring that safe systems of work are developed, documented and followed by staff and contractors through appropriate training, supervision and monitoring.

Primary purpose of the role

The Business Manager provides leadership and support to the Commander/Manager and is responsible for the administrative and financial management of the Region/Command or Business Unit.

Key accountabilities

- Monitor, review, evaluate and report on expenditure and financial performance and prepare budgetary estimates for commanders/managers to support region/command or business unit.
- Facilitate, review, analyse and benchmark accounting, finance, human resource and business administrative practices of the region/command/business units.

- Provide leadership and strategic advice on high level financial and business related issues to commanders/managers and senior management to support business planning objectives and quality assurance.
- Oversight capital work projects and management of capital expenditure for the region /command/business unit.
- Ensure appropriate frameworks, processes and standards are applied to the organisational asset management including the acquisition and disposal of assets, ensuring compliance with sound and agreed organisational, financial, legal and commercial principles.
- Prepare, manage and review the provision of communications and correspondence to ensure efficient, accurate responses within required timeframes.
- Develop and oversee the implementation and evaluation of administrative practices, systems and procedures to optimise efficiency and support quality business and human resource outcomes including compliance, auditing, quality assurance and maintenance of organisational records management systems.
- Identify emerging issues and develop evidence based options and strategies to ensure problems are solved and risks are mitigated.

Key challenges

- Manage consultations and negotiations with diverse stakeholders, given the need to balance competing interests and demands which are often changing and unpredictable.
- Providing accurate financial or administrative advice and recommendations on a range of complex issues, given the need to understand the problem and formulate responses within short-time frames, often without prior notice.
- Maintain knowledge of legislation, industrial award entitlements, policies and procedures relating to financial, human resource and business administration.

Key relationships

Who	Why
Ministerial	
Commissioner/Minister	<ul style="list-style-type: none"> • Provide advice and contribute to decision making • Identify emerging issues/risks and their implications and propose solutions
Internal	
Commander/Manager	<ul style="list-style-type: none"> • Provide advice and contribute to decision making • Identify emerging issues/risks and their implications and propose solutions • Receive advice and report on progress towards business objectives and discuss future directions
Direct Reports	<ul style="list-style-type: none"> • Inspire and motivate team, provide direction and manage performance • Guide, support, coach and mentor team members • Monitor and coordinate workload and competing priorities; • Ensure team members comply with legislation, policies and procedures • Maintain accountability.

Who	Why
Clients/Customers	<ul style="list-style-type: none"> • Provide advice on a range of financial and business issues and strategies • Optimise engagement to achieve defined outcomes • Information exchange
External	
Clients/Customers	<ul style="list-style-type: none"> • Provide advice on a range of financial and business issues and strategies • Optimise engagement to achieve defined outcomes • Information exchange

Role dimensions

Decision making

This role has autonomy to make decisions in regards to the administrative and financial for the region/command/business unit in line with NSWPF Legislative Delegations. The role also makes decisions regarding the direction and management of administrative employees under their direct reports.

Reporting line

This role may report to the following:

- Commander - Assistant Commissioner
- Manager – SO1

Direct reports

The following roles may, depending on command/business unit have the following direct reports:

- Manager – Quality Assurance – Clerk 7-8
- Executive Officer – Clerk 7-8
- HR Manager – Clerk 7-8
- Asset Manager – Clerk 7-8
- Finance Manager – Clerk 7-8
- Administrative Officer – Clerk 5-6
- Roster Officer – Clerk 5
- Executive Assistant – Clerk 3-4
- Administration Support Officer – Clerk 1-2
- Business Services Manager – Clerk 9-10

Budget/Expenditure

This role has financial delegations in regards to the administrative management of the Region/ Command /Business Unit budget.

Essential requirements






- Obtain and maintain the requisite security clearances for this position.
- Tertiary qualifications or equivalent industry experience in the management or business related field.

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

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

NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Advanced
	Act with Integrity	Adept
	Manage Self	Adept
	Value Diversity	Adept
 Relationships	Communicate Effectively	Adept
	Commit to Customer Service	Adept
	Work Collaboratively	Intermediate
	Influence and Negotiate	Advanced
 Results	Deliver Results	Advanced
	Plan and Prioritise	Adept
	Think and Solve Problems	Intermediate
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Advanced
	Technology	Adept
	Procurement and Contract Management	Advanced
	Project Management	Intermediate
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Adept

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Advanced	<ul style="list-style-type: none"> Stay calm and act constructively in highly pressured and unpredictable environments Give frank, honest advice in the face of strong, contrary views Accept criticism of own ideas and respond in a thoughtful and

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<p>considered way</p> <ul style="list-style-type: none"> • Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues
Relationships Communicate Effectively	Adept	<ul style="list-style-type: none"> • Tailor communication to the audience • Clearly explain complex concepts and arguments to individuals and groups • Monitor own and others' non-verbal cues and adapt where necessary • Create opportunities for others to be heard • Actively listen to others and clarify own understanding • Write fluently in a range of styles and formats
Relationships Influence and Negotiate	Advanced	<ul style="list-style-type: none"> • Influence others with a fair and considered approach and present persuasive counter-arguments • Work towards mutually beneficial win/win outcomes • Show sensitivity and understanding in resolving acute and complex conflicts • Identify key stakeholders and gain their support in advance • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise • Pre-empt and minimise conflict within the organisation and with external stakeholders
Results Deliver Results	Advanced	<ul style="list-style-type: none"> • Drive a culture of achievement and acknowledge input of others • Investigate and create opportunities to enhance the achievement of organisational objectives • Make sure others understand that on-time and on-budget results are required and how overall success is defined • Control output of business unit to ensure government outcomes are achieved within budget • Progress organisational priorities and ensure effective acquisition and use of resources • Seek and apply the expertise of key individuals to achieve organisational outcomes
Results Demonstrate Accountability	Adept	<ul style="list-style-type: none"> • Assess work outcomes and identify and share learnings to inform future actions • Ensure that actions of self and others are focused on achieving organisational outcomes • Exercise delegations responsibly • Understand and apply high standards of financial probity with public monies and other resources • Identify and implement safe work practices, taking a systematic risk management approach to ensure health and safety of self and others

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Conduct and report on quality control audits • Identify risks to successful achievement of goals, and take appropriate steps to mitigate those risks
Business Enablers Finance	Advanced	<ul style="list-style-type: none"> • Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management • Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound • Assess relative cost benefits of direct provision or purchase of services • Understand and promote the role of sound financial management and its impact on organisational effectiveness • Involve specialist financial advice in review and evaluation of systems and processes used to identify opportunities for improvement • Respond to financial and risk management audit outcomes, addressing areas of non-compliance
Business Enablers Procurement and Contract Management	Advanced	<ul style="list-style-type: none"> • Ensure that government and organisational policy in relation to procurement and contract management is implemented • Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions • Take responsibility for procurement and contract management activities and decisions by applying the guidelines and procedures • Promote the principles of risk management as applied to procurement projects, to identify and mitigate risk • Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes • Represent the organisation in the resolution of complex/sensitive disputes with providers, suppliers and contractors
People Management Manage and Develop People	Advanced	<ul style="list-style-type: none"> • Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Provide timely, constructive and objective feedback to staff • Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
People Management Optimise Business Outcomes	Adept	<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 achievement of business outcomes and contribute to wider workforce planning Ensure that team members base their decisions on a sound understanding of business principles applied in a public sector context Monitor performance against standards and take timely corrective actions Keep others informed about progress and performance outcomes

Version Control

Version	Summary of Changes	Date
V1.0	Position Description translated into Role Description template	29.09.2016

Roles attached

Position Number	Region	Position Number	Region	Position Number	Region	Position Number	Region
50663749	BTS	50001996	NWM	50001733	THWP		
50001992	Central Met	50001994	Northern	50002000	Western		
50002349	CTST	50002251	OCIC				
50002491	FABS	50379732	SWM				
50002305	FSG	50001998	Southern				