

# Role Description

## Senior Business Analyst

Cluster	Planning, Industry & Environment
Agency	Local Land Services
Division/Branch/Unit	State Operations
Location	Orange
Classification/Grade/Band	LLS Grade 7
Role Family	Information, Knowledge & Analytics
ANZSCO Code	261111
PCAT Code	1226192
Date of Approval	January 2019 (updated August 2019)
Agency Website	<a href="http://www.lls.nsw.gov.au">www.lls.nsw.gov.au</a>

### Agency overview

The Planning, Industry and Environment Cluster was formed in 2019. The cluster drives greater levels of integration and efficiency across key areas such as long-term planning, precincts, housing, property, infrastructure priorities, open space, the environment, our natural resources of land, water and mining, energy, and growing our industries. There is a strong emphasis on regional NSW.

Local Land Services (LLS) is an Executive Agency related to the cluster. It provides quality, customer-focused services to landholders and the community across New South Wales. This regionally-based organisation brings together a wide range of service and advisory functions including agriculture, biosecurity, natural resource management, land management, biodiversity, emergency services, private native forestry and the Soil Conservation Services.

### Primary purpose of the role

The Senior Business Analyst leads a team to undertake the review and analysis of the organisation's business intentions, services, processes and information needs to identify changes that lead to business improvements.

### Key accountabilities

- Enhance business systems by providing accurate information about business needs and priorities
- Analyse and consolidate information to develop business cases to support achievement of business objectives
- Extract data reports and review information to identify trends, system pain points and opportunities for business improvement across the business
- Provide plain language advice on technical issues to non-technical audiences

- Work with key stakeholders to identify how changing business requirements may be delivered with existing solutions
- Coordinate process improvement test cases, liaising with DSG and client business units, evaluating and reporting on potential process improvement initiatives and instituting systems changes
- Develop and use information material such as process descriptions, checklists, templates and guides to assist staff with implementing defined processes
- Guide and support team members to provide customer focused services

## Key challenges

- Establishing relationships with stakeholders to develop trust and ensure reliable and accurate information
- Distilling business needs to identify fit for purpose options

## Key relationships

Who	Why
<b>Internal</b>	
Manager	<ul style="list-style-type: none"> <li>• Escalate issues, keep informed, advise and receive Inspire and motivate team, provide direction and manage performance</li> </ul>
Team Members	<ul style="list-style-type: none"> <li>• Mentor, lead and support the team and share information and research.</li> <li>• Ensure consistent and coordinated customer services through teamwork and collaboration</li> </ul>
Clients/Customers	<ul style="list-style-type: none"> <li>• Resolve issues and provide solutions to problems</li> <li>• Provide information regarding agency sector wide rules and standards</li> </ul>

## Role dimensions

### Decision making

This role has a high level of autonomy and is fully accountable for the delivery of customer services that meet the agreed requirements of quality, deliverables and outcomes and refers to the Director ICT any decisions that require significant deviation from project outcomes or timeframes, are likely to escalate or create substantial or contentious precedent, require a higher administrative or financial delegation, or submission to a higher level of management.

### Reporting line

Director ICT Program

### Direct reports

2-3 direct reports

### Budget/Expenditure

Nil

## 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](http://www.psc.nsw.gov.au/capabilityframework)

This role also utilises an occupation specific capability set which contains information from the Skills Framework for Information Age (SFIA). The capability set is available at [www.psc.nsw.gov.au/capabilityframework/ICT](http://www.psc.nsw.gov.au/capabilityframework/ICT)

### 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	Adept
	<b>Act with Integrity</b>	<b>Adept</b>
	Manage Self	Adept
	Value Diversity	Intermediate
 Relationships	Communicate Effectively	Adept
	<b>Commit to Customer Service</b>	<b>Intermediate</b>
	Work Collaboratively	Intermediate
	<b>Influence and Negotiate</b>	<b>Intermediate</b>
 Results	Deliver Results	Adept
	Plan and Prioritise	Intermediate
	<b>Think and Solve Problems</b>	<b>Adept</b>
	<b>Demonstrate Accountability</b>	<b>Intermediate</b>
 Business Enablers	Finance	Intermediate
	<b>Technology</b>	<b>Adept</b>
	Procurement and Contract Management	Intermediate
	<b>Project Management</b>	<b>Adept</b>
 People Management	<b>Manage and Develop People</b>	<b>Adept</b>
	Inspire Direction and Purpose	Intermediate
	Optimise Business Outcomes	Intermediate
	Manage Reform and Change	Intermediate

## Occupation / profession specific capabilities

Capability Set	Category and Sub-category	Level and Code
	<b>Strategy and Architecture- Business Strategy Planning Business Process Improvement</b>	<b>Level 5 - BPRE</b>
	<b>Business Change - Business Change Management Business Analysis</b>	<b>Level 5 - BUAN</b>
	<b>Business Change - Business Change Management Requirements definition and Management</b>	<b>Level 4 - REQM</b>

## 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
<b>Personal Attributes</b> Act with Integrity	Adept	<ul style="list-style-type: none"> <li>• Represent the organisation in an honest, ethical and professional way and encourage others to do so</li> <li>• Demonstrate professionalism to support a culture of integrity within the team/unit</li> <li>• Set an example for others to follow and identify and explain ethical issues</li> <li>• Ensure that others understand the legislation and policy framework within which they operate</li> <li>• Act to prevent and report misconduct, illegal and inappropriate behaviour</li> </ul>
<b>Relationships</b> Commit to Customer Service	Intermediate	<ul style="list-style-type: none"> <li>• Support a culture of quality customer service in the organisation</li> <li>• Demonstrate a thorough knowledge of the services provided and relay to customers</li> <li>• Identify and respond quickly to customer needs</li> <li>• Consider customer service requirements and develop solutions to meet needs</li> <li>• Resolve complex customer issues and needs</li> <li>• Co-operate across work areas to improve outcomes for customers</li> </ul>
<b>Relationships</b> Influence and Negotiate	Intermediate	<ul style="list-style-type: none"> <li>• Utilise facts, knowledge and experience to support recommendations</li> <li>• Work towards positive and mutually satisfactory outcomes</li> <li>• Identify and resolve issues in discussion with other staff and stakeholders</li> <li>• Identify others' concerns and expectations</li> <li>• Respond constructively to conflict and disagreements</li> <li>• Keep discussion focused on the key issues</li> </ul>
<b>Results</b>	Adept	<ul style="list-style-type: none"> <li>• Research and analyse information, identify interrelationships and make recommendations based on relevant evidence</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Think and Solve Problems		<ul style="list-style-type: none"> <li>Anticipate, identify and address issues and potential problems and select the most effective solutions from a range of option</li> <li>Participate in and contribute to team/unit initiatives to resolve common issues or barriers to effectiveness</li> <li>Identify and share business process improvements to enhance effectiveness</li> </ul>
<b>Results</b> Demonstrate Accountability	Intermediate	<ul style="list-style-type: none"> <li>Take responsibility and be accountable for own actions</li> <li>Understand delegations and act within authority levels</li> <li>Identify and follow safe work practices, and be vigilant about their application by self and others</li> <li>Be alert to risks that might impact the completion of an activity and escalate these when identified</li> <li>Use financial and other resources responsibly</li> </ul>
<b>Business Enablers</b> Technology	Adept	<ul style="list-style-type: none"> <li>Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks</li> <li>Identify opportunities to use a broad range of communications technologies to deliver effective messages</li> <li>Understand, act on and monitor compliance with information and communications security and use policies</li> <li>Identify ways to leverage the value of technology to achieve team/unit outcomes, using the existing technology of the business</li> <li>Support compliance with the records, information and knowledge management requirements of the organisation</li> </ul>
<b>Business Enablers</b> Project Management	Adept	<ul style="list-style-type: none"> <li>Prepare clear project proposals and define scope and goals in measurable terms</li> <li>Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li> <li>Prepare accurate estimates of costs and resources required for more complex projects</li> <li>Communicate the project strategy and its expected benefits to others</li> <li>Monitor the completion of project milestones against goals and initiate amendments where necessary</li> <li>Evaluate progress and identify improvements to inform future projects</li> </ul>
<b>People Management</b> Manage and Develop People	Adept	<ul style="list-style-type: none"> <li>Define and clearly communicate roles and responsibilities to achieve team/unit outcome</li> <li>Negotiate clear performance standards and monitor progress</li> <li>Develop team/unit plans that take into account team capability, strengths and opportunities for development</li> <li>Provide regular constructive feedback to build on strengths and achieve results</li> <li>Address and resolve team and individual performance issues,</li> </ul>

including unsatisfactory performance in a timely and effective way

- Monitor and report on performance of team in line with established performance development frameworks

### Occupation specific capability set (Skills Framework for the Information Age – SFIA)

Category, Sub-category	Level and Code	Skill and Level Description
<b>Strategy and Architecture</b> Business Strategy and Planning	Level 5 BPRE	<b>BUSINESS PROCESS IMPROVEMENT (BPRE)</b> – Analyses business processes; identifies alternative solutions, assesses feasibility, and recommends new approaches. Contributes to evaluating the factors which must be addressed in the change programme. Helps establish requirements for the implementation of changes in the business process
<b>Business Change</b> Business Change Management	Level 5 BUAN	<b>BUSINESS ANALYSIS (BUAN)</b> – Takes responsibility for investigative work to determine business requirements and specify effective business processes, through improvements in information systems, information management, practices, procedures, and organisation change. Applies and monitors the use of required modelling and analysis tools, methods and standards, giving special consideration to business perspectives. Conducts investigations at a high level for strategy studies, business requirements specifications and feasibility studies. Prepares business cases which define potential benefits, options for achieving these benefits through development of new or changed processes, and associated business risks. Identifies stakeholders and their business needs
<b>Business Change</b> Business Change Management	Level 4 REQM	<b>REQUIREMENTS DEFINITION AND MANAGEMENT (REQM)</b> – Facilitates scoping and business priority-setting for change initiatives of medium size and complexity. Contributes to selection of the most appropriate means of representing business requirements in the context of a specific change initiative, ensuring traceability back to source. Discovers and analyses requirements for fitness for purpose as well as adherence to business objectives and consistency, challenging positively as appropriate. Obtains formal agreement by stakeholders and recipients to scope and requirements and establishes a base-line on which delivery of a solution can commence. Manages requests for and the application of changes to base-lined requirements. Identifies the impact on business requirements of interim (e.g. migration) scenarios as well as the required end position