

Role Description

Manager - Business Improvement



Cluster	Justice
Agency	NSW Police Force
Command/Business Unit	Shared Services, Business Improvement
Location	Police Headquarters (PHQ), Parramatta
Classification/Grade/Band	Clerk 11-12
ANZSCO Code	132411
PCAT Code	3119192
NSWPF Role Number	
Date of Approval	01/06/2018
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 five function lines, based across a number of locations. Metropolitan Field Operations and Regional NSW Field Operations provide frontline services directly to the community. Investigations & Counter Terrorism provides investigative, technical and counter terrorism expertise. Specialist Support provides an operational support function along with a range of specialised services. The fifth 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 Manager - Business Improvement leads and manages the improvement team to analyse, evaluate, develop and monitor corporate innovative solutions, reform and efficiency proposals, to ensure the delivery of designated high-quality services and programs across Corporate Services. The Manager ensures opportunities for continuous improvement and business risks are identified that meet the needs of stakeholders and are aligned with agency/program objectives.

The role includes collaborating and negotiating with stakeholders within and external to the NSWPF in order to implement cross organisational change strategies and programs and optimise organisational outcomes.

While the scope of work is defined by the operational priorities, the role engages, mentors and inspires team members in the delivery of outcomes that meet customer expectations and Shared Service's service delivery standards.

Key accountabilities

- Lead the analysis, evaluation, development and monitoring of Corporate Services improvement proposals to maximise efficiencies and achieve required organisation outcomes.
- Manage team performance and implement protocols to ensure that all staff within the unit are effectively engaged and motivated in the delivery of service and business outcomes.
- Review service/process performance and identify and pursue improvement opportunities, to ensure that solutions and services provided continue to meet the needs of stakeholders, are cost effective and sustainable, appropriately recognise and address risks, are compliant and aligned with directions/objectives.
- Develop and maintain internal and external stakeholder relationships for the continuous monitoring and ongoing identification of changes and improvements to corporate industry practices including the utilisation of technology and other operating models.
- Develop and implement strategies and tools for the continuous monitoring and ongoing identification of corporate risks, trends and opportunities and provide timely, relevant information and advice to Corporate Services senior management and others to facilitate informed decision making.
- Develop and maintain collaborative networks across NSWPF and with external stakeholders including negotiating and influencing in order to effectively represent the NSWPF's interests and optimise outcomes associated with the provision of solutions and services.
- Develop and improve Corporate Service systems and processes, to enable robust monitoring and reporting on relevant activities and progress against strategy, objectives and targets.

Key challenges

- Keeping abreast of current and emerging best practice, government policy and statutory requirements.
- Developing and maintaining constructive relationships and optimising outcomes given multiple internal and external stakeholders with potentially competing interests.
- Ensuring the most effective and efficient use of financial, human and other resources/assets in achieving corporate objectives.

Key relationships

Who	Why
Internal	
Director	<ul style="list-style-type: none"> • Receive advice and report on progress towards business objectives and discuss future directions • Provide expert advice and contribute to decision making • Identify emerging issues/risks and their implications and propose solutions • Escalate sensitive issues
Direct Reports	<ul style="list-style-type: none"> • Lead, direct, manage and support performance and development • Guide, support, coach and mentor team members • Lead discussions and decisions regarding key projects and deliverables

Who	Why
Stakeholders	<ul style="list-style-type: none"> • Provide expert advice on a range of project related issues and strategies • Optimise engagement to achieve defined outcomes • Manage expectations and resolve issues
External	
Stakeholders	<ul style="list-style-type: none"> • Engage in, consult and negotiate the development, delivery and evaluation of projects • Manage expectations and resolve issues
Vendors/Service Providers and Consultants	<ul style="list-style-type: none"> • Communicate needs, facilitate routine business transactions and resolve issues • Negotiate and approve contracts and service agreements • Manage contracts and monitor the provision of service to ensure compliance with contract and service agreements

Role dimensions

Decision making

Operates with a reasonable degree of autonomy and is accountable to the Director for ensuring that the services and solutions provided have a direct impact on organisation/corporate performance and stakeholder satisfaction. The incumbent contributes to and may lead the development of new solutions and services.

Reporting line

- Director – Senior Executive Band 2

Direct reports

- Corporate Solutions Analyst – Clerk 9-10
- Business Consultant – Clerk 7-8 x 2

Budget/Expenditure

- Nil

Essential requirements






- Obtain and maintain the requisite security clearances for this position.
- Business Management/Analyst Qualifications/Project Management or equivalent and/or extensive experience in a 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	Intermediate
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Adept
	Work Collaboratively	Advanced
	Influence and Negotiate	Adept
 Results	Deliver Results	Advanced
	Plan and Prioritise	Adept
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Intermediate
	Technology	Advanced
	Procurement and Contract Management	Intermediate
	Project Management	Adept
 People Management	Manage and Develop People	Adept
	Inspire Direction and Purpose	Intermediate
	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 considered way 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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> • Present with credibility, engage varied audiences and test levels of understanding • Translate technical and complex information concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Actively listen and encourage others to contribute inputs • Adjust style and approach to optimise outcomes • Write fluently and persuasively in a range of styles and formats
Relationships Work Collaboratively	Advanced	<ul style="list-style-type: none"> • Build a culture of respect and understanding across the organisation • Recognise outcomes which resulted from effective collaboration between teams • Build co-operation and overcome barriers to information sharing and communication and collaboration across the organisation and cross government • Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
Relationships Influence and Negotiate	Adept	<ul style="list-style-type: none"> • 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 and explain the need for compromise • Influence others with a fair and considered approach and sound arguments • Show sensitivity and understanding in resolving conflicts and differences • Manage challenging relations with internal and external stakeholders • Pre-empt and minimise conflict
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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues Work through issues, weigh up alternatives and identify the most effective solutions Take account of the wider business context when considering options to resolve issues Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements Implement systems and processes that underpin high quality research and analysis
Business Enablers Technology	Advanced	<ul style="list-style-type: none"> Show commitment to the use of existing and deployment of appropriate new technologies in the workplace Implement appropriate controls to ensure compliance with information and communications security and use policies Maintain a level of currency regarding emerging technologies and how they might be applied to support business outcomes Seek advice from appropriate technical experts to leverage information, communication and other technologies to achieve business outcomes Implement and monitor appropriate records, information and knowledge management systems protocols, and policies
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	01.06.2018