Role Description
Business Improvement Manager

Cluster	Regional NSW
Agency	Department of Regional NSW
Division/Branch/Unit	Regional Precincts Group
Location	Negotiable
Role number	TBC
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	139999
PCAT Code	1119192
Date of Approval	March 2022
Agency Website	https://www.regional.nsw.gov.au/

Agency overview

The Department of Regional NSW was formed in 2020 as a central agency for regional issues. The Department is responsible for building resilient regional economies and communities, strengthening primary industries, managing the use of regional land, overseeing the state's mineral and mining resources and ensuring government investment in regional NSW is fair and delivers positive outcomes for local communities and businesses.

Primary purpose of the role

Provide strategic and operational advice to the Regional Precincts Group (RPG), from both an independent viewpoint and/or, as a result, of coordinating and evaluating information from a number of sources within the Agency. Manage the development and management of business processes, systems and operations across RPG including the implementation, reporting and adoption of improvement strategies.

Key accountabilities

- Manage the establishment, maintenance, review, improvement and implementation of business processes across RPG, including a system for information sharing across the Group.
- Manage the development of the group's Learning and Development plan including strategy, budget and implementation.
- Develop and document a clear strategy for each Special Activation Precinct (SAP) and functional review of RPG.
- Proactively identify and mitigate RPG risks for business processes, systems and operations, including the review of current audit and risk processes and corporate reporting requirements and provide recommendations to Executive in keeping with operational requirements.
- Work closely with the RPG management to identify and develop improvement strategies. Coordinate, report and advise on RPG strategic initiatives.
- Research and provide detailed advice, information and reports on strategic and operational matters to facilitate informed decision making and business planning by the RPG Executive.

- Work collaboratively with the RGDC Executive Officer and Executive Assistant to support the effective operation of the Regional Growth NSW Development Corporation Board.
- Manage the Operations functions of RPG to delivery customer focused support to the group.

Key challenges

- Consulting, researching and collaborating with Group Leads to support and improve business outcomes.
- Maintaining an up-to-date knowledge of the Group structure and functions to develop new and innovative business processes and systems and implement improvement strategies.
- Inspiring and motivating teams to adopt process and system changes.

Key relationships

Who	Why
Internal	
Deputy Secretary and Director of Communications and Operations	• Provide high level advice on business process and systems and receive direction in the development and delivery of the Groups strategies, initiatives, policies, and programs. • Provide and receive advice and guidance on all relevant matters and escalate issues with solution options.
RPG Group Leads/ Executive Officer	• Work collaboratively to achieve business process and systems outcomes. • Identify emerging issues/risks and their implications, proposing solutions • Provide advice and contribute to decision making.
Work Team	• Work collaboratively to achieve business process and systems outcomes. • Inspire and motivate team, provide direction and manage performance • Guide support, coach and mentor team members
External	
Customers/Stakeholders	• Develop and maintain effective working relationships and open channels of communication to identify and validate potential business opportunities • Consult, provide and obtain information • Contribute to an outcome focused approach to service delivery
Industry professionals/consultants	• Seek/maintain specialist knowledge/advice and participate in discussions regarding innovation and best practice. • Participate in forums, groups to represent the agency and share information

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Role dimensions

Decision making

This role has a significant level of autonomy and authority to make decisions, set priorities and direction specific to the achievement of business outcomes, in consultation with the Director of Communications and Operations

Reporting line

Director Communications and Operations

Direct reports

This role leads:

- Senior Governance, Risk and Compliance Officer Grade 9/10
- Operations Coordinator 7/8
- Business Support and Business Coordinator 5/6
- Administrative Assistant

The role may directly or indirectly lead other ongoing and temporary roles and/or consultants and contingent labour roles depending on the RPG operating requirements.

Budget/Expenditure

The role will operate within delegated budget as confirmed in Annual Plans and reviews as well as within the confines of financial delegations set within the Department and Government

Key knowledge and experience

- Working knowledge of organisation development and change management methodologies, principles and practices with experience in process re-design.
- Industry experience in a senior business, commercial, human resource or operational role.

Essential requirements

- Tertiary qualifications in business related fields and/or equivalent knowledge, skills and experience with a demonstrated commitment to ongoing professional development.
- Current NSW Driver License and willingness to drive and work in remote locations which may include overnight stays.
- Employment screening checks, security or other clearances and health assessments.
- Evidence of the COVID-19 vaccination must be provided upon commencement of employment. This is a condition of engagement should you be successfully appointed to a position within the Department of Regional NSW (which includes Local Land Services and the Soil Conservation Service).

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

Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

Capability group/sets	Capability name	Behavioural indicators	Level
FOCUS CAPABILITIES			
Personal Attributes	**Display Resilience and Courage** Be open and honest, prepared to express your views, and willing to accept and commit to change	• Be flexible, show initiative and respond quickly when situations change • Give frank and honest feedback and advice • Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately • Raise and work through challenging issues and seek alternatives • Remain composed and calm under pressure and in challenging situations	Adept
Relationships	**Communicate Effectively** Communicate clearly, actively listen to others, and respond with understanding and respect	• Present with credibility, engage diverse audiences and test levels of understanding • Translate technical and complex information clearly and concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Contribute to and promote information sharing across the organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to engage diverse audiences and communicate information • Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats	Advanced
Results	**Deliver Results** Achieve results through the efficient use of resources and a commitment to quality outcomes	• Seek and apply the expertise of key individuals to achieve organisational outcomes • Drive a culture of achievement and acknowledge input from others • Determine how outcomes will be measured and guide others on evaluation methods • Investigate and create opportunities to enhance the achievement of organisational objectives	Advanced

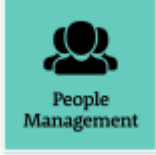|			
		• Make sure others understand that on-time and on-budget results are required and how overall success is defined • Control business unit output to ensure government outcomes are achieved within budgets • Progress organisational priorities and ensure that resources are acquired and used effectively	
	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	• Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement • Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues • Identify and evaluate organisation-wide implications when considering proposed solutions to issues • Apply lateral thinking and develop innovative solutions that have a long-lasting, organisation-wide impact • Ensure effective governance systems are in place to guarantee quality analysis, research and reform	Highly Advanced
Business Enablers	**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 and Develop People** Engage and motivate staff, and develop capability and potential in others	• 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	Advanced

- Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation
- Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives

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.

COMPLEMENTARY CAPABILITIES			
Capability group/sets	**Capability name**	**Description**	**Level**
Personal Attributes	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
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	Advanced
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept