

# Role Description



Agency	NSW Ombudsman
Role Title	Principal Investigator
Division/Branch/Unit	Investigations and Major Projects Unit
Location	Sydney CBD
Classification/Grade/Band	Clerk Grade 11/12
Senior Executive Work Level Standards:	NA
Kind of Employment	Ongoing or temporary
ANZSCO Code	224900
PCAT Code	3991119192
Date of Approval	
Agency Website	<a href="http://www.ombo.nsw.gov.au">www.ombo.nsw.gov.au</a>

## Agency Overview

The NSW Ombudsman is an independent integrity agency that holds NSW government agencies and certain non-government organisations accountable to the people of NSW. Through complaint handling, review, monitoring, investigation, advice, training and community education, we seek to improve the administration and delivery of public and community services in NSW.

## Primary purpose of the role

The Principal Investigator leads teams in the conduct of investigations or major projects in accordance with the statutory functions and strategic priorities of the Ombudsman. This work includes investigations arising from individual complaints, investigations into systemic issues initiated of our own motion, inquiries into systemic issues in community services, and systems reviews. Investigations and major projects led by the Principal Investigator are significant matters that raise issues of wider public interest and systemic concerns.

The Principal Investigator leads a number of investigations or major projects - generally around three - at any one time, and may carry a caseload of finalised matters with open recommendations. The Principal Investigator directs the work of the team established to conduct a specific investigation or project.

## Key accountabilities

- Lead teams to plan and deliver timely and high-quality investigations or major projects against agreed milestones and operational KPIs.

- Direct investigation and project strategies and mentor staff in the conduct of investigations or major projects. Ensure relevant statutory powers are executed appropriately and lawfully and in accordance with Ombudsman policies and procedures.
- Lead staff in the preparation of high-quality reports and related correspondence and the development of relevant and evidence-based findings and recommendations.
- Monitor agency responses to, and implementation of, recommendations arising from investigations or major projects.
- Proactively communicate and negotiate with stakeholders throughout an investigation or major project, and manage contentious stakeholder communication.
- Provide strategic advice to the Executive and senior managers about investigations and major projects and emerging systems issues.

Work closely with the Manager, Investigations to build investigative capability and guide staff on appropriate investigation and project management strategies. Perform quality assurance of the work undertaken by team members including providing constructive feedback and technical expertise. Contribute specialist knowledge towards the development of resources to support consistent practices and standards across investigations and major projects.

- Through the Manager, Investigations, contribute to staff performance review and professional development initiatives.
- Collaborate closely with the Manager, Investigations, principal investigators and managers of operational units, and contribute to building a cohesive, collaborative culture within the Investigations and Major Projects Unit and other contributing units.
- Participate and contribute as a member of the Extended Leadership Team, building and nurturing relationships with other Units of the Ombudsman's office.
- As required, assist with reviews of complaint decisions and undertake other related duties as directed by relevant senior officers.

## Key challenges

- The Principal Investigator is expected to take the initiative on matters within the role's area of responsibility having regard to accountability standards, business and other strategic planning, project plans, performance measures and critical risks. The Principal Investigator must exercise delegated powers lawfully and make sound judgements about the allocation of cases across the investigation team and provide guidance on setting and monitoring investigations strategy and actions.
- The Principal Investigator will, at any one time, manage a caseload of active investigations and major projects (including systemic reviews, audits, complaint handling reviews and other projects relevant to the Ombudsman's jurisdiction). The Principal Investigator is required to ensure that all matters are managed in a timely and efficient manner and to the highest possible standard.
- The Principal Investigator leads Teams that may be drawn from the Investigations and Major Projects Unit, or other specialist operational units. Those staff will have a direct line manager. The Principal Investigator will need to maintain a close and collaborative relationship with the Manager, Investigations and operational unit managers, to ensure clearly delegated lines of accountability for staff and managers.
- The Manager must keep abreast of the key issues impacting the work of the Ombudsman across a broad jurisdiction, as well as maintaining a good understanding of current priorities and areas of focus.
- Establishing and maintaining professional working relationships across key agencies is crucial to facilitating systemic cultural change and sector improvements and as such will be a key focus of the role.

- Because of their skills and experience, the Principal Investigator provides support and guidance on the range of work undertaken by the Ombudsman, including risk management and contemporary investigative techniques. The challenge for the Principal Investigator is to effectively convey her/his knowledge and experience of high level, sensitive investigations, to other Ombudsman staff and agency representatives who may have variable knowledge and skills in this area.
- Managing complex and sensitive issues and providing informed advice and solutions often within short timeframes will require the Principal Investigator to balance competing interests, including those, which require weighing up the short and long-term goals of the office. From time to time, the occupant of the role may be required to make difficult decisions.

## Key relationships

Who	Why
<b>Internal</b>	
Statutory officer, other senior staff of the division including supervisor	<ul style="list-style-type: none"> <li>• Report on team management and performance, and to discuss serious and/or sensitive matters.</li> <li>• Provide advice about the progress of work undertaken and other matters of interest to the office to inform decision-making and manage risks.</li> <li>• Contribute to the ongoing business planning and intelligence gathering in respect of the work of the division and the office more broadly.</li> </ul>
Teams led	<ul style="list-style-type: none"> <li>• Leads and provides support and direction encouraging a whole of office culture.</li> <li>• Provide clear direction and strategic advice to deliver investigations and major projects, through one-on-one discussions, team meetings and training or debrief sessions to enable team members to work to their potential and to enhance team performance.</li> </ul>
Staff supervised	<ul style="list-style-type: none"> <li>• Inspire and motivate, provide leadership, guidance and support.</li> <li>• Set overall performance expectations and oversight the implementation of effective performance management frameworks and processes.</li> </ul>
Staff throughout the office	<ul style="list-style-type: none"> <li>• Develop and maintain effective working relationships with all staff.</li> <li>• Encourage and promote a positive workplace culture.</li> </ul>
<b>External</b>	
Key agencies	<ul style="list-style-type: none"> <li>• An effective relationship with key agencies is a critical component of the role and will be integral to its success. Priority areas include facilitating systemic cultural change and sector improvement. If appropriate, meet with agencies and other parties to facilitate the gathering of information to assist the work of the division and/or to determine relevant Ombudsman action.</li> <li>• The role may undertake sector development activities or participate in outreach programs and/or audits.</li> </ul>

## **Role dimensions**

### **Decision making**

The work of the Principal Investigator is guided by legislation, office procedures, delegations and directives from the Ombudsman and division management.

The Principal Investigator acts with day-to-day independence in planning and managing investigations and major projects into the conduct of a range of public authorities and community services. Specifically, the Principal Investigator determines priority areas for the work of the role within the parameters set by the Deputy Ombudsman, the corporate plan, business plans and other policy documents.

The Principal Investigator exercises a high level of judgement in advising the statutory officers on relevant matters, including matters that may impact on the Ombudsman's jurisdiction.

The Principal Investigator, exercises a high level of judgement in dealing with specific matters. Given the delegated authority assigned to this role, the occupant must have a capacity to accept responsibility and be accountable for any risk taken or decision made.

### **Reporting line**

This role reports to the Chief Deputy Ombudsman.

### **Direct reports**

The role leads the work of a number of small team of approximately 2 - 3 people, formed to deliver specific investigations or major projects.

### **Budget/Expenditure**

As a senior officer within the Branch, the role occupant may be designated cost centre manager. In this regard, the role occupant will make financial decisions on behalf of the Branch paying due regard to financial and other considerations. The role occupant will review expenditure reports, identify discrepancies and maintain the Branch's commitments. Specialist advice and support should be sought where required.

## **Essential Requirements**

Employment at the NSW Ombudsman is subject to the satisfactory completion of security and related vetting including, in part, a criminal records check; signed understanding and acceptance of a range of policies; two statutory declarations relating to conflicts of interest, arrests, charges, convictions and a health declaration.

The occupant of this role must demonstrate:

- experience in investigation or systems review relating to administrative conduct
- experience leading teams in a high-performance culture
- strong conceptual and analytical ability including the ability to interpret complex issues, critically assess evidence, and develop recommendations to address identified issues
- excellent written communication skills and demonstrated experience in preparing reports, including public reports, from investigatory processes
- strong oral communication skills, with demonstrated capability to undertake interviews, lead negotiations and present persuasively.

Relevant tertiary qualifications in law, government administration or other relevant discipline would be highly desirable.

## Additional Information and requirements

Depending on the specific need of the Ombudsman, the occupant of this role may be required to have a current WWCC clearance issued from the Office of the Children's Guardian. As there is always the potential for exposure to distressing material, the office has in place strategies to support staff. It may be a requirement that the occupant of the role participates in the office's wellness programs.

The occupant of the role may be required to participate in programs which will require travel throughout NSW and staying overnight at regional locations and therefore a current and valid Australian motor vehicle license would be highly desirable.





Formal qualifications (such as the Certificate IV Government (Investigations)) are highly desirable.


## Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at <https://www.psc.nsw.gov.au/workforce-management/capability-framework>.

### 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	<b>Display Resilience and Courage</b>	<b>Adept</b>
	Act with Integrity	Adept
	<b>Manage Self</b>	<b>Advanced</b>
	Value Diversity	Adept
 Relationships	<b>Communicate Effectively</b>	<b>Advanced</b>
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	Influence and Negotiate	Advanced
 Results	<b>Deliver Results</b>	<b>Adept</b>
	Plan and Prioritise	Adept
	<b>Think and Solve Problems</b>	<b>Advanced</b>
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Intermediate
	Technology	Intermediate
	Procurement and Contract Management	Intermediate
	<b>Project Management</b>	<b>Adept</b>

NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
	<b>Manage and Develop People</b>	<b>Adept</b>
	Inspire Direction and Purpose	Intermediate
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Intermediate

### 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	Adept	<ul style="list-style-type: none"> <li>Be flexible, show initiative and respond quickly when situations change</li> <li>Give frank and honest feedback/advice</li> <li>Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively</li> <li>Raise and work through challenging issues and seek alternatives</li> </ul> <p>Remain composed and calm under pressure and in challenging situations</p>
Personal Attributes Manage Self	Advanced	<ul style="list-style-type: none"> <li>Act as a professional role model for colleagues, set high personal goals and take pride in their achievement</li> <li>Actively seek, reflect and act on feedback on own performance</li> <li>Translate negative feedback into an opportunity to improve</li> <li>Take the initiative and act in a decisive way</li> <li>Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> <li>• Present with credibility, engage varied audiences and test levels of understanding</li> <li>• Translate technical and complex information concisely for diverse audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Contribute to and promote information sharing across the organisation</li> <li>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints</li> <li>• Explore creative ways to engage diverse audiences and communicate information</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively in a range of styles and formats</li> </ul>
Results Deliver Results	Adept	<ul style="list-style-type: none"> <li>• Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes</li> <li>• Make sure staff understand expected goals and acknowledge staff success in achieving these</li> <li>• Identify resource needs and ensure goals are achieved within budget and deadlines</li> <li>• Use business data to evaluate outcomes and inform continuous improvement</li> <li>• Identify priorities that need to change and ensure the allocation of resources meets new business needs</li> <li>• Ensure that the financial implications of changed priorities are explicit and budgeted for</li> </ul>
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> <li>• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>• Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others</li> <li>• Take account of the wider business context when considering options to resolve issues</li> <li>• Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements</li> <li>• Implement systems and processes that underpin high quality research and analysis</li> <li>• Look for opportunities to design innovative solutions to</li> </ul>

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
		<p>meet user needs and service demands</p> <ul style="list-style-type: none"> <li>Evaluate the performance and effectiveness of services, policies and programs against clear criteria</li> </ul>
<p>Business Enablers</p> <p>Project Management</p>	Adept	<ul style="list-style-type: none"> <li>Understand all components of the project management process, including the need to consider change management to realise business benefits</li> <li>Prepare clear project proposals and accurate estimates of required costs and resources</li> <li>Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li> <li>Identify and evaluate risks associated with the project and develop mitigation strategies</li> <li>Identify and consult stakeholders to inform the project strategy</li> <li>Communicate the project's objectives and its expected benefits to others</li> <li>Monitor the completion of project milestones against goals and take necessary action</li> <li>Evaluate progress and identify improvements to inform future projects</li> </ul>
<p>People Management</p> <p>Manage and Develop People</p>	Adept	<ul style="list-style-type: none"> <li>Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes</li> <li>Adjust performance development processes to meet the diverse abilities and needs of individuals and teams</li> <li>Develop work plans that consider capability, strengths and opportunities for development</li> <li>Be aware of the influences of bias when managing team members</li> <li>Seek feedback on own management capabilities and develop strategies to address any gaps</li> <li>Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way</li> <li>Monitor and report on performance of team in line with established performance development frameworks</li> </ul>