

Role Description

Deputy Commissioner



Cluster	Stronger Communities
Agency	NSW Police Force
Command/Business Unit	Various
Location	Sydney CBD
Classification/Grade/Band	Deputy Commissioner - Band 3
Senior Executive Work Level Standards	Work Contribution Stream: Services/Operational Delivery
ANZSCO Code	111211
PCAT Code	1119192
NSWPF Role Number	SRD 154
Date of Approval	00/00/0000
Agency Website	www.police.nsw.gov.au

Agency overview

The NSW Police Force (NSWPF) vision is for *A Safer New South Wales*, which is achieved by police working with the community to prevent, disrupt and respond to crime.

It is one of the largest police forces in the western world, with more than 20,000 NSW Police Force employees, including more than 17,000 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 four 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. Corporate Services, provides business support services such as technology and communication, education and training and corporate human resources functions.

The NSW Police Force is a proud employer of a diverse range of people. This includes, but is not limited to, people who identify as Aboriginal or Torres Strait Islander, LGBTIQ, people with disability, people who come from a variety of cultural, religious or ethnic backgrounds, and workers of all ages. The NSWPF is committed to reflecting the diverse community we serve and creating an inclusive and respectful workplace for all employees, where difference is embraced, contributions are valued, and everyone has a sense of connection and belonging. This enables the growth and development of a talented and diverse workforce across the state, in a wide range of roles, at all levels.

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 ensuring that adequate resources (human, physical and financial) are allocated to implement the health and safety programs at their level to address the health and safety risks at the workplace.

Primary purpose of the role

The Deputy Commissioner provides strategic leadership and direction to realise the vision of a safer NSW. They direct the effective and efficient deployment of police resources to prevent, disrupt and respond to crime. The Deputy Commissioner builds capability across the NSW Police Force with a particular focus on strategic, long term planning, governance and evaluation of policing outcomes and performance, and the identification and evaluation of emerging planning and decision influences, to ensure the sustainability of NSW Police Force goals and outcomes and meet community expectations.

The Deputy Commissioner is part of the Commissioner's Executive Team (CET) and operates within a complex environment with responsibility for a diverse range of policing leadership. The role deals with intense and current public issues that require an immediate response and are subject to public scrutiny. The Deputy Commissioner is required to personally manage highly sensitive situations, presenting the public face of the NSW Police Force and dealing with, and responding to, media situations.

Key accountabilities

- Develop, review and maintain the operational strategies, framework, plans, policies and guidelines to support the planning, coordination and delivery of effective and efficient policing operations.
- Advocate & champion the development and implementation of strategies, plans, technologies and processes to build the response and capability of the NSW Police Force in criminal disruption, counter terrorism, intelligence, prevention and emergency management to prevent, respond to, investigate and prosecute crime, and proactively build public safety.
- Represent NSW Police Force in liaison with key state, national and international policing and other key external stakeholders to advance domestic security capabilities in the early intervention, prevention and detection of crime and/or terrorist or other domestic security threats and/or indicators.
- Manage and direct the deployment and allocation of police resources to respond to changing crime trends, emerging safety risks, public order or violent situations, including terrorist attack, within a timely and effective manner minimising the threat to life and/or property, and promoting the safety of all police.
- Lead the implementation and review of professional standards in conduct, performance discipline and complaint management within the NSW Police Force, as well as investigating serious police corruption and misconduct to further build corruption resistance and improve practices across the Force with a focus on integrity, consistent standards and ethical approaches.
- Evaluate and respond accordingly to highly sensitive and contentious operational or service delivery issues to ensure that financial, reputational, and business risks are minimized.
- Drive effective budgeting, corporate and business planning, and program evaluation frameworks to optimise the return on government's financial, human, intellectual and physical investments in the delivery of the NSW Police Force programs and services.
- Provide timely, strategic, expert and authoritative advice to the Minister, Commissioner and other Commissioner Executive Team members to enable fully informed evidence-based policing, strategic policy recommendations and decisions.

Key challenges

- Maintaining an effective balance between professional, operational and personal accountabilities given that the role involves all-consuming 24/7 responsibilities.
- Achieving a culture of innovation and continuous improvement across a diverse portfolio of activities and services while maintaining strong governance frameworks and procedural controls.
- Driving and strengthening focus on vision, goals and key outcomes across multiple programs and services and a diverse 24/7 workforce.

Key relationships

Who	Why
Ministerial	
Minister/Office of Minister	<ul style="list-style-type: none"> Consult directly with the relevant Minister, providing accurate information, interpretation of planning and decision influences and timely responses to sensitive or contentious issues Notify the portfolio Minister (s) of any issues of political or operational significance on a timely basis. Collaborate and maintain open relationships to expedite responses and information transfer
Internal*	
Commissioner of Police and other members of the Commissioner's Executive Team	<ul style="list-style-type: none"> Negotiate budgets and resources consistent with strategic plans and goals Alert to operational or service issues which may escalate, or which may have State-wide impact Communicate information related to performance against budget and potential variations which may have impact on budgeting or budget performance Achieve endorsement of strategic and corporate plans and goals Ensure that the Commissioner and the Executive team have access to timely, expert and strategic legal advice and counsel to facilitate effective and strategic decision making.
Other Senior Executive	<ul style="list-style-type: none"> Provide strategic advice and influence decision making processes Implementation of governance frameworks
Direct Reports	<ul style="list-style-type: none"> Inspire and motivate, provide leadership and support Set overall performance expectations and oversight the implementation of effective performance management frameworks and processes
External	
Community/Industry Stakeholders	<ul style="list-style-type: none"> Manage relationships to ensure that programs and services are high quality and targeted to meet evolving needs
Other NSW Government Agencies	<ul style="list-style-type: none"> Share information, identify areas for collaboration and take advantage of synergies
Broader Government Stakeholders	<ul style="list-style-type: none"> Maintain sound working relationships and establish strategic partnerships with key government stakeholders to identify requirements and objectives and to increase confidence in the value of their investment in the NSW Police Force.

Role dimensions

Decision making

The Deputy Commissioner operates with a high level of autonomy and is directly accountable for the accuracy, validity and quality of strategic advice provided to the NSW Police Commissioner and other Executive team members from across the respective Command responsibilities. The role is expected to address policing and command related issues and stimulate the development of organisational and command strategies to resolve problems affecting the delivery of policing services to the wider community.

Reporting line

- Commissioner of the NSW Police Force.

Direct reports

May include:-

- Assistant Commissioners
- Executive Directors across the relevant command responsibilities. This ranges from between 4-8 direct reports.
- Direct support staff (including but not limited to Staff Officer, Executive Officer, Personal Assistant and project related staff as required).

Indirect reports

- The organisational establishment as allocated to the respective Deputy Commissioner Division. NSW Police Force has approximately 17,500 sworn and 4,000 unsworn employees across the full organisational establishment.

Budget/Expenditure

- The budget/expenditure allocated to the Division and associated Commands from within the NSW Police Force's total budget of \$4.2 billion and further \$549 million for capital investment comprising \$287.7 million capital expenditure and \$261.3 million of lease acquisitions.

Key knowledge and experience

- Superior management skills and experience with public and/or private sector organisations, including demonstrated capacity to lead and manage multi-disciplinary commands across strategy, policy, projects and compliance areas in an environment of change.
- High-level skills in managing complex, challenging stakeholders and ability to analyse / review and ultimately design and recommend solutions across the NSW Police Force.

Essential requirements

- Associate Degree in Policing Practice or other equivalent course/experience.
- Tertiary qualifications in a relevant technical and/or managerial field, preferably at the post graduate level or equivalent experience.
- Advanced skills in negotiation, stakeholder management and outcome generation.
- Willingness and ability to obtain a security clearance to a level of Negative Vetting 2 (NV2.)
- Comprehensive knowledge and understanding of corporate and government strategies and priorities affecting NSWPF, with corporate level business planning skills and a proven capacity to undertake strategic planning.
- Capacity to ensure proactive crime reduction initiatives based on efficient, effective and intelligence-based policing are implemented, with sound knowledge of current sensitive social issues affecting policing across the State.
- Superior communication and presentation skills to deal with a range of internal and external contacts, including media and to represent NSWPF on external committees.

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 police-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**, **complementary capabilities** and **police-specific capabilities (if relevant)**.

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 an explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

Complementary capabilities

Complementary capabilities are also identified from the Capability Framework. They are important to identifying performance required for the role and development opportunities.

The complimentary capabilities for this role are shown on the following pages with an explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.






Police-Specific Capabilities

Police-Specific Capabilities exist for General Duties, Intelligence, Traffic and Highway Patrol and Criminal Investigation duty types. They show a progressive increase in complexity and do not necessarily correspond to ranks. Whilst the capability levels are not aligned to ranks, they are essentially limited to capabilities likely required up to Superintendent rank.

These can be found on the [HR Intranet > Careers and deployment > Workforce planning > Role Description Library > Police role descriptions Information and Resources](#).

Capabilities Summary

The capabilities in **bold** and **Yes** are the *focus capabilities* for this role.

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

Police Specific Capabilities



Not applicable

NSW Public Sector Capability Framework – FOCUS CAPABILITIES

Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Highly Advanced	<ul style="list-style-type: none"> • Create a culture that encourages and supports openness, persistence and genuine debate around critical issues • Provide clear exposition and argument for agreed positions while remaining open to valid suggestions for change • Raise critical issues and make tough decisions • Respond to significant, complex and novel challenges with a high level of resilience and persistence • Consistently use a range of strategies to remain composed and calm and act as a stabilising influence even in the most challenging situations
Personal Attributes Act with Integrity	Highly Advanced	<ul style="list-style-type: none"> • Champion and model the highest standards of ethical and professional behaviour • Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations • Set, communicate and evaluate ethical practices, standards and systems and reinforce their use • Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports • Act promptly and visibly to prevent and respond to unethical behaviour
Relationships Communicate Effectively	Highly Advanced	<ul style="list-style-type: none"> • Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences • Speak in a highly articulate and influential manner • State the facts and explain their implications for the organisation and key stakeholders • Promote the organisation’s position with authority and credibility across government, other jurisdictions and external organisations • Anticipate and address key areas of interest for the audience and adapt style under pressure
Relationships Commit to Customer Service	Highly Advanced	<ul style="list-style-type: none"> • Create a culture that embraces high-quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes • Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice • Ensure that responsiveness to customer needs is central to the organisation’s strategic planning processes • Set overall performance standards for service delivery across the organisation and monitor compliance
Relationships Influence and Negotiate	Highly Advanced	<ul style="list-style-type: none"> • Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy • Use sound arguments, strong evidence and expert opinion to influence outcomes



NSW Public Sector Capability Framework – FOCUS CAPABILITIES

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Determine and communicate the organisation’s position and bargaining strategy • Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional • Achieve effective solutions when dealing with ambiguous or conflicting positions • Anticipate and avoid conflict across organisations and with senior internal and external stakeholders • Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution
Results Deliver Results	Highly Advanced	<ul style="list-style-type: none"> • Use own professional knowledge and the expertise of others to drive forward organisational and government objectives • Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation • Identify, recognise and celebrate success • Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes • Identify and remove potential barriers or hurdles to achieving outcomes • Initiate and communicate high-level priorities for the organisation to achieve government outcomes
Results Demonstrate Accountability	Highly Advanced	<ul style="list-style-type: none"> • Direct the development of effective systems for establishing and measuring accountabilities and evaluate ongoing effectiveness • Promote a culture of accountability with clear links to government goals • Set standards and exercise due diligence to ensure work health and safety risks are addressed • Inspire a culture that respects the obligation to manage public monies and other resources responsibly and with the highest standards of probity • Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation • Direct the development of short-and long-term risk management frameworks to ensure government aims and objectives are achieved
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 various purchasing options • Promote the role of sound financial management and its impact on organisational effectiveness • Obtain specialist financial advice when reviewing and evaluating finance systems and processes

NSW Public Sector Capability Framework – FOCUS CAPABILITIES

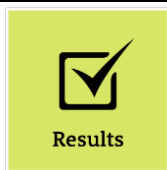
Group and Capability	Level	Behavioural Indicators
People Management Manage and Develop People	Highly Advanced	<ul style="list-style-type: none"> • Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner • Ensure performance development frameworks are in place to manage staff performance, drive the development of organisational capability and undertake succession planning • Drive executive capability development and ensure effective succession management practices • Implement effective approaches to identify and develop talent across the organisation • Model and encourage a culture of continuous learning and leadership that values high levels of constructive feedback and exposure to new experiences • Drive a culture of high performance and ensure performance issues are addressed as a priority

COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 <p>Personal Attributes</p>	<p>Manage Self</p> <p>Show drive and motivation, an ability to self-reflect and a commitment to learning</p>	<ul style="list-style-type: none"> Promote and model the value of self-improvement and be proactive in seeking opportunities for growth and new learning Actively seek, reflect on and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviour Manage challenging, ambiguous and complex issues calmly and logically Model initiative and decisiveness 	Highly Advanced
	<p>Value Diversity and Inclusion</p> <p>Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives</p>	<ul style="list-style-type: none"> Create and drive a culture where all staff practice inclusion and value the diversity of people, experiences and backgrounds Take advantage of a diverse and inclusive workplace to foster innovation, drive change across the organisation and deliver business outcomes Drive the design of equitable workplace systems, policies and practices that enable individuals to contribute to their fullest ability Inspire others to become inclusive leaders by modelling inclusive behaviours in everyday actions 	Highly Advanced
 <p>Relationships</p>	<p>Work Collaboratively</p> <p>Collaborate with others and value their contribution</p>	<ul style="list-style-type: none"> Recognise outcomes achieved through effective collaboration between teams Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions Network extensively across government and organisations to increase collaboration Encourage others to use appropriate collaboration approaches and tools, including digital technologies 	Advanced

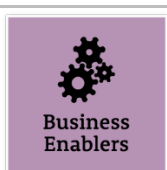
COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
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	<p>Plan and Prioritise Plan to achieve priority outcomes and respond flexibly to changing circumstances</p>	<ul style="list-style-type: none"> Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate these objectives to staff Influence the organisation’s current and potential future role within government and the community, and plan appropriately Ensure effective governance frameworks and guidance enable high-quality strategic corporate, business and operational planning Consider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-government outcomes Drive initiatives in an environment of ongoing, widespread change with consideration given to policy directions set by the government 	Highly Advanced
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	<p>Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions</p>	<ul style="list-style-type: none"> 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
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	<p>Technology Understand and use available technologies to maximise efficiencies and effectiveness</p>	<ul style="list-style-type: none"> Champion the use of innovative technologies in the workplace Actively manage risk to ensure compliance with cyber security and acceptable use of technology policies Keep up to date with emerging technologies and technology trends to understand how their application can support business outcomes Seek advice from appropriate subject-matter experts on using technologies to achieve business strategies and outcomes Actively manage risk of breaches to appropriate records, information and knowledge management systems, protocols and policies 	Advanced
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COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<p>Procurement and Contract Management</p> <p>Understand and apply procurement processes to ensure effective purchasing and contract performance</p>	<ul style="list-style-type: none"> • Ensure that employees and contractors apply government and organisational procurement and contract management policies • Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions • Promote effective risk management in procurement • Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes • Represent the organisation in resolving complex or sensitive disputes with providers, suppliers and contractors 	Advanced
	<p>Project Management</p> <p>Understand and apply effective planning, coordination and control methods</p>	<ul style="list-style-type: none"> • Prepare and review project scope and business cases for projects with multiple interdependencies • Access key subject-matter experts' knowledge to inform project plans and directions • Design and implement effective stakeholder engagement and communications strategies for all project stages • Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans and minimise impact • Manage transitions between project stages and ensure that changes are consistent with organisational goals • Participate in governance processes such as project steering groups 	Advanced

COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Inspire Direction and Purpose Communicate goals, priorities and vision, and recognise achievements	<ul style="list-style-type: none"> Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes Create opportunities for recognising and celebrating high performance at the individual and team level Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges 	Advanced
	Optimise Business Outcomes Manage people and resources effectively to achieve public value	<ul style="list-style-type: none"> Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences Encourage team members to take calculated risks to support innovation and improvement Align systems and processes to encourage improved performance and outcomes 	Advanced
	Manage Reform and Change Support, promote and champion change, and assist others to engage with change	<ul style="list-style-type: none"> Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty Assist others to address emerging challenges and risks and generate support for change initiatives Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them Implement structured change management processes to identify and develop responses to cultural barriers 	Advanced

Version Control

Version	Summary of Changes	Date
V1.0	New Role Description created	12.01.2021

Roles attached

Position Number	Region	Position Number	Region	Position Number	Region	Position Number	Region
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