

Role Description

Director, Operations



Cluster	Customer Service
Agency	Department of Customer Service
Division/Branch/Section	Customer Delivery and Transformation/Births Deaths & Marriages
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery
ANZSCO Code	111211
PCAT Code	3331112
Date of Approval	September 2019

Primary purpose of the role

The Director, Operations directs high quality services to achieve business performance outcomes, optimum levels of service delivery, standards and compliance requirements with a focus on enhancing client experience consistent with the organisation's vision, values and objectives. The role undertakes benchmarking, sets performance targets, workforce planning and implements a range of strategies that contribute to the development of organisational capabilities, people and performance management and creates a positive workplace culture.

Key accountabilities

- Lead and direct service delivery, determining operational priorities and setting service delivery goals, standards and performance measures to ensure expectations are clear and that service delivery strategies are aligned with organisational objectives
- Manage financial, human, and physical resources in an operationally effective and efficient manner to facilitate service delivery excellence and optimise outcomes for clients
- Develop operational frameworks and initiatives that meet the Registry's and Governments objectives within resourcing, timeline and budget parameters to facilitate service delivery excellence and optimise outcomes for customers
- Contribute to strategic and business planning processes within the organisation to ensure that plans are informed by high quality service strategy advice and a focus on client needs
- Provide high quality business intelligence, authoritative advice and sound operational recommendations to the Registrar, and build performance analysis and reporting capability for Registry
- Identify and report high priority issues, risks, trends, areas for business improvement and implements measures to close performance gaps

Key challenges

- Determining optimal models of service delivery and implementing service reforms and improvements in the context of diverse internal and external stakeholder expectations

- Managing critical incidents and collaborating with diverse stakeholder groups to resolve the issues swiftly with minimum impact to normal operations

Key relationships

Who	Why
Internal	
Manager	<ul style="list-style-type: none"> • Escalate issues, keep informed, seek guidance and receive instruction • Provide authoritative, strategic and expert advice and recommendations on complex and sensitive issues, operations matters which influence planning and decision making • Agree and measure key performance indicators • Actively support in the provision of authoritative and strategic advice and expertise to the Department and key external stakeholders
Executives	<ul style="list-style-type: none"> • Advise on Operations matters and ensure that stakeholder satisfaction with services informs decisions at all executive levels • Engage in service design and evaluation, to continually improve operations and service delivery models and solutions • Build relationships and provide expert and authoritative advice to influence decisions and support initiatives
Direct Reports	<ul style="list-style-type: none"> • Lead, guide, support, coach, mentor and inspire • Set performance expectations and manage team performance and development • Lead discussions and decisions regarding key projects and deliverables
External	
Other Directors, Operations	<ul style="list-style-type: none"> • Establish effective networks within the organisation and other NSW agencies and jurisdictions, and with similar roles to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues
Other NSW Government Agencies	<ul style="list-style-type: none"> • Consult, exchange information, influence, negotiate and build mutually beneficial relationships
Community/Industry/Client Stakeholders	<ul style="list-style-type: none"> • Manage expectations, keep informed and resolve issues • Facilitate relationships to ensure that programs and services meet current and evolving needs and expected service delivery standards

Role dimensions

Decision making

This role operates with a reasonable degree of autonomy and is directly accountable for the quality of all operational activities, deliverables and outcomes. Services and solutions provided have a direct impact on Registry's performance, customer and stakeholder satisfaction. The incumbent contributes to and may lead the development of new solutions and services. They implement strategic directions and are accountable for decisions and actions associated with their area of responsibility

Reporting line

NSW Registrar of Births, Deaths and Marriages

Direct reports

This role has 4 direct reports

Budget/Expenditure

As per the Customer Service Delegations

Essential requirements

Tertiary qualification in related field or equivalent experience






Secret Security Clearance

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	Advanced
	Manage Self	Advanced
	Value Diversity	Adept
 Relationships	Communicate Effectively	Adept
	Commit to Customer Service	Highly Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Adept
 Results	Deliver Results	Highly Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Adept
 People Management	Manage and Develop People	Highly Advanced
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Advanced
	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 Act with Integrity	Advanced	<ul style="list-style-type: none"> Model the highest standards of ethical behaviour and reinforce them in others Represent the organisation in an honest, ethical and professional way and set an example for others to follow Ensure that others have a working understanding of the legislation and policy framework within which they operate Promote a culture of integrity and professionalism within the organisation and in dealings external to government Monitor ethical practices, standards and systems and reinforce their use Act on reported breaches of rules, policies and guidelines
Personal Attributes Manage Self	Advanced	<ul style="list-style-type: none"> Act as a professional role model for colleagues, set high personal goals and take pride in their achievement Actively seek, reflect and act on feedback on own performance Translate negative feedback into an opportunity to improve Maintain a high level of personal motivation Take the initiative and act in a decisive way
Relationships Commit to Customer Service	Highly Advanced	<ul style="list-style-type: none"> Create a culture which 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 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, communication and collaboration across the organisation and cross-government Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
Results Deliver Results	Highly Advanced	<ul style="list-style-type: none"> 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 connection between their effort and organisational outcomes

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes Initiate and communicate high level priorities for the organisation to achieve government outcomes Use own professional knowledge and expertise of others to drive organisational and government objectives forward
Results Demonstrate Accountability	Advanced	<ul style="list-style-type: none"> Design and develop systems to establish and measure accountabilities Ensure accountabilities are exercised in line with government and business goals Exercise due diligence to ensure work health and safety risks are addressed Oversee quality assurance practices Model the highest standards of financial probity, demonstrating respect for public monies and other resources Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks Incorporate sound risk management principles and strategies into business planning
Business Enablers Finance	Adept	<ul style="list-style-type: none"> Understand core financial terminology, policies and processes, and display a knowledge of relevant recurrent and capital financial measures Understand impacts of funding allocations on business planning and budgets, including value for money, choice between direct provision and purchase of services, and financial implications of decisions Understand and apply financial audit, reporting and compliance obligations Identify discrepancies or variances in financial and budget reports, and take corrective action where appropriate Seek specialist advice and support where required Make decisions and prepare business cases paying due regard to financial considerations
People Management Optimise Business Outcomes	Advanced	<ul style="list-style-type: none"> Develop workforce plans that effectively distribute organisational resources to achieve business goals Plan for strategic use of human resources that links to wider organisational aims and goals Encourage others to strive for ongoing performance improvement Align systems and processes to encourage improved performance and outcomes

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
People Management Manage and Develop People	Highly Advanced	<ul style="list-style-type: none">• Ensure performance development frameworks are in place to manage staff performance, drive 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, which values high levels of constructive feedback, and exposure to new experiences• Instil a sense of urgency around addressing and resolving team and individual performance issues and ensure that this is cascaded throughout the organisation