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| Job Title | Strategy Manager  |
| Agency | Service NSW |
| Division | Strategy |
| Location / Grade | Sydney, Grade 11/12 |
| Kind of Employment | Ongoing  |
| ANZSCO Code | 511112 |
| Role Number | TBC |
| PCAT Code | 1123292 |
| Date of Approval | May 2018 |
| Agency Website | www.service.nsw.gov.au |

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# Agency Overview

At Service NSW we are a customer focused organisation, passionate about delivering a great customer experience, every day in every way. Our culture is defined by shared values and behaviours that support the achievement of our 2015 Vision and Mission. Our success is based on living our shared values every day when we work with our customers and with each other.

**Our vision** is to be recognised as the distinctive leader in the provision of government services.

**Our mission** is to simplify the way customers do business with government and to transform our customers’ experience through excellent service and quality at an optimal cost to serve. We’ll do this by:

* putting our customers at the heart of everything we do;
* delivering more choice;
* making it easier to connect with us through a variety of easy to access channels; and,
* innovating, improving and simplifying how we do things.

**Our values serve as a compass for our actions. These are the three core values that we live by:**

* **Passion -** A great customer experience is our highest priority.
* **Teamwork -** We work together for positive customer outcomes.
* **Accountability -** We work to create value and take ownership for the customer experience end-to-end.

# Primary purpose of the role

The Strategy Manager will provide expert strategic advice to the Director, Strategy and Planning and Chief Customer Officer and manage business planning, strategic projects and strategic initiatives across Service NSW. The role will also provide specialist professional and technical expertise and influence strategic modelling, management and executive decision making.

**Key accountabilities**

The Strategy Manager is responsible for the following:

* Support the Director, Strategy and Planning and Chief Customer Officer in the development and implementation of Service NSW strategic plans.
* Manage the development of business cases and strategic options based on research and analysis, financial models and ROI analysis for consideration by the CEO, Executive Leadership Team and Treasury.
* Provide expert high level analysis and review of proposals and forecasts to enable timely completion and lodgement of Cabinet submissions and business cases.
* Manage the development and delivery of organisation and network design strategies across Service NSW, including the preparation of timely and insightful analysis on network opportunities for senior stakeholders.
* Manage the development of organisation and network design principles with a focus on future development and modelling.
* Develop strategies to transition existing models into alternative future delivery models as required.
* Monitor the outcomes of initiatives and projects to assess efficiency, impact and inform future planning.
* Write confidential briefing notes for consideration by the CEO and Executive Leadership Team.
* Develop and manage effective relationships with key internal and external stakeholders.

# Key challenges

* Exercising sound judgement and discretion in dealing with sensitive and contentious issues and when representing Service NSW.
* Evaluating complex information, solving critical problems and assessing opportunities for Service NSW.
* The ability to adapt to changing priorities in an agile environment.
* Managing diverse, and in some cases, competing priorities and customer expectations with limited resources.
* Ensuring agreements are practical, commercially sustainable, and valuable to the parties concerned.
* Maintaining knowledge of the strategic directions of the government of the day, and the Service NSW Executive Leadership Team to ensure proposed initiatives are consistent with government and SNSW’s strategies.

# Key relationships

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| Who | Why |
| Internal |  |
| Chief Customer Officer and Director, Strategy and Planning | * Work collaboratively to develop modelling and forecasting for proposed Service NSW strategies and resourcing
* Support the development, implementation, and monitor achievement of Service NSW strategic plans
* Conduct and provide feedback on confidential research activities and feasibility studies
* Escalate issues, keep informed, advise and receive instructions
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| Directors across Service NSW including Finance, People & Culture, Service Delivery, Partner Solutions, PMO and Procurement | * Work collaboratively to identify best practice and assess business and financial opportunities
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| Strategy Analyst | * Promote a collaborative working environment and encourage to deliver results, share information and provide peer support where appropriate
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| External |  |
| Department of Finance, Services & Innovation | * Build effective relationships for regular liaison and information sharing, in particular with the Central Policy Office and throughout the Office of the Secretary
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| Department of Premier & Cabinet and Treasury | * Build effective relationships for regular liaison and information sharing
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# Role dimensions

## Decision making

The Strategy Manager operates autonomously and makes independent decisions regarding the planning and organisation of their work and/or the work of the team to achieve business objectives and performance criteria, within approved work and projects plans.

The role is an expert source of advice for the Director, Strategy and Planning and Chief Customer Officer on strategy and planning to achieve effective and efficient distribution.

The Strategy Manager is individually accountable for the reports, analysis, briefings and other forms of written advice prepared for senior stakeholders, often on complex issues.

## Reporting line

This role reports to the Director, Strategy and Planning.

## Direct reports

Nil

**Working Arrangements**

Flexible working arrangements are available for this role including part year, part time, and school hour arrangements. Return to work candidates are welcomed.

# Essential requirements

* Relevant tertiary qualifications, and/or strategy and change management qualifications.
* Previous experience examining channel distribution and establishing a channel strategy for a retail footprint is highly desirable.
* Demonstrated achievement and experience in strategy planning, budget management, forecasting, planning and reporting
* Exception interpersonal and stakeholder management skills and an ability to build effective relationships.
* Sound business acumen and strong analytical and project management skills.
* Experience managing financial modelling for individual projects and programs.
* Experience developing business cases, briefing papers and information packs related to program financials and specific programs for presentation to Executive Leadership Team and Treasury.
* In-depth understanding of business and financial metrics, and the ability to understand the implications of strategic business plans and initiatives on financial outcomes.
* High level understanding of the machinery of government, parliamentary processes, agency functions and central agency responsibilities.
* Relevant experience in strategy, planning or programs in large, complex organisations (experience within a Government context will be highly regarded).

# Capabilities for the role

The NSW Public Sector Capability Framework (www.psc.nsw.gov.au/capabilityframework) applies to all NSW public sector employees. 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.

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| NSW Public Sector Capability Framework |
| Capability Group | Capability Name | Level |
|  | Display Resilience and Courage | Adept |
| Act with Integrity | Advanced |
| Manage Self | Advanced |
| Value Diversity | Intermediate |
|  | Communicate Effectively | Advanced |
| Commit to Customer Service | Adept |
| Work Collaboratively | Advanced |
| Influence and Negotiate | Adept |
|  | Deliver Results | Advanced |
| Plan and Prioritise | Adept |
| Think and Solve Problems | Adept |
| Demonstrate Accountability | Adept |
|  | Finance | Advanced |
| Technology | Adept |
| Procurement and Contract Management | Adept |
| Project Management | Advanced |

## 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.

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| NSW Public Sector Capability Framework |
| Group and Capability | Level | Behavioural Indicators |
| Personal AttributesAct with integrity | Advanced | * Model the highest standards of ethical behaviour and reinforce 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 and standards and reinforce their use
* Act on reported breaches of rules, policies and guidelines
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| Personal AttributesManage Self | Advanced | * 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
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| RelationshipsCommunicateEffectively | Advanced | * 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
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| RelationshipsWork Collaboratively | Advanced | * 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 collaboration across the organisation and cross government
* Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
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| ResultsDeliver Results | Advanced | * 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
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| ResultsThink And Solve Problems | Adept | * Research and analyse information, identify interrelationships and make recommendations based on relevant evidence
* Anticipate, identify and address issues and potential problems and select the most effective solutions from a range of options
* Participate in and contribute to team/unit initiatives to resolve common issues or barriers to effectiveness
* Identify and share business process improvements to enhance effectiveness
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| Business EnablerFinance | Advanced | * 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 direct provision or purchase of services
* Understand and promote the role of sound financial management and its impact on organisational effectiveness
* Involve specialist financial advice in review and evaluation of systems and processes used to identify opportunities for improvement
* Respond to financial and risk management audit outcomes, addressing areas of non-compliance
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