

Role Description

Manager, Governance & Performance



Customer
Service

Cluster	Customer Service
Agency	Department of Customer Service
Division/Branch/Unit	Various
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	139999
PCAT Code	3221312
Date of Approval	February 2020

Primary purpose of the role

Lead and manage effective and efficient Digital & ICT portfolio governance, portfolio demand management and performance, including compliance and assurance reviews, reporting and associated activities to maximise value for money, minimise risk, ensure compliance, and inform and enable executive decision-making against business strategy.

Key accountabilities

- Develop strategies and measures for the continuous monitoring, evaluation and improvement of all aspects of project implementation including governance, financial analysis, risk and contingency management, benefits realisation, project impact and quality measures to achieve the success of the project/s on time and to expected standards
- Develop, implement and monitor reporting mechanisms for governance and risk practices to support compliance and highlight areas of exposure
- Manage and develop stakeholder relationships through effective communication, negotiation and issues management to ensure strategic alignment, project portfolio optimisation and the on time completion of deliverables
- Manage business performance and compliance reporting ensuring it is coordinated, analysed and consolidated to enable informed decision making and strong outcomes aligned to Strategic and Operational plans
- Manage the delivery of fit for purpose performance analysis and reporting to senior executives and business areas to enable informed decision making and continuous improvement of robust outcomes aligned to Strategic Operational plans
- Oversee collaboration with key stakeholders to improve performance measures, tools and governance processes to enhance business systems, processes and workflows
- Manage the reporting process and provide expert advice for the development of relevant measurement, data collection, corporate performance measures and outcome indicators to improve the quality and comparability of performance reporting across divisions
- Maintain awareness of relevant issues, policy obligations, insights, challenges, industry trends and practices and opportunities to in order to identify, pursue, evaluate, recommend and deliver innovative

solutions that optimise outcomes and contribute to a best practice governance function in line with organisational and government priorities

Key challenges

- Managing and influencing a diverse range of key stakeholder relationships, including Executive and other central agency officials to ensure effective communication and to achieve outcomes, strategic objectives and plans while meeting NSW government requirements
- Ensuring accuracy, completeness and quality of information reported to key stakeholders so as to ensure the effectiveness of Executive decision making while meeting central agency reporting requirements of performance for the organization
- Actively developing effective working relationships with key customers and stakeholders, and gaining support for proposed projects, given tight timeframes and potentially competing priorities

Key relationships

Who	Why
Internal	
Executives	<ul style="list-style-type: none">• Inform through reporting sensitive and emerging issues• Provide expert advice and regular reporting on the effectiveness of the digital and data portfolio and status of programs and initiatives• Support leadership team to take initiatives and ideas through to fully scoped, funded and approved projects ready for the delivery phase
Manager	<ul style="list-style-type: none">• Receive advice and report on progress towards business objectives and discuss future directions• Provide expert advice and contribute to decision making• Identify emerging issues/risks and their implications and propose solutions
Direct reports	<ul style="list-style-type: none">• Guide, support, coach, mentor and manage performance• Review work and proposals to ensure integrity and accountability of decision making• Provide own perspective and share information• Work collaboratively with, inspire and motivate
Work team	<ul style="list-style-type: none">• Inspire and motivate team, provide direction and manage performance• Guide, support, coach and mentor team members• Support team members and work collaboratively to contribute to achieving the team's business outcomes• Participate in discussions and decisions regarding resolution of issues and implementation of innovation and best practice
Customer	<ul style="list-style-type: none">• Adopt a customer focused approach to service delivery• Negotiate outcomes and timeframes• Articulate needs, work collaboratively, report on and guide the implementation of strategies and projects

Who	Why
	<ul style="list-style-type: none"> Negotiate, influence, resolve and provide solutions to issues
External	
Stakeholders	<ul style="list-style-type: none"> Develop and maintain effective working relationships and open channels of communication Engage with, consult, provide and obtain information Work collaboratively, negotiate, influence, report on and guide effective outcomes

Role dimensions

Decision making

This role has autonomy and makes decisions that are under their direct control as directed by their Executive. It refers to the Executive decisions that require significant change to program outcomes or timeframes or are likely to escalate. This role is fully accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables and outcomes. This role submits reports, business cases and other forms of written advice with minimal input from the Director.

Reporting line

Director

Direct reports

This role has various direct reports

Budget/Expenditure

As per Customer Service Delegations

Essential requirements

Appropriate qualifications and/or relevant industry experience

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

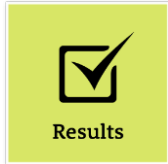
Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

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.

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 Personal Attributes	Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> • Remain composed and calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in response to strong contrary views • Accept criticism of own ideas and respond in a thoughtful and considered way • Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues 	Advanced
	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> • Take responsibility for delivering high-quality customer-focused services • Design processes and policies based on the customer's point of view and needs • Understand and measure what is important to customers • Use data and information to monitor and improve customer service delivery • Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers • Maintain relationships with key customers in area of expertise • Connect and collaborate with relevant customers within the community 	Adept
	Work Collaboratively Collaborate with others and value their contribution	<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
	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> • Negotiate from an informed and credible position • Lead and facilitate productive discussions with staff and stakeholders 	Adept

- Encourage others to talk, share and debate ideas to achieve a consensus
- Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes
- Influence others with a fair and considered approach and sound arguments
- Show sensitivity and understanding in resolving conflicts and differences
- Manage challenging relationships with internal and external stakeholders
- Anticipate and minimise conflict



Results

Think and Solve Problems

Think, analyse and consider the broader context to develop practical solutions

- Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues
- Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others
- Take account of the wider business context when considering options to resolve issues
- Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements
- Implement systems and processes that are underpinned by high-quality research and analysis
- Look for opportunities to design innovative solutions to meet user needs and service demands
- Evaluate the performance and effectiveness of services, policies and programs against clear criteria

Advanced



Business Enablers

Technology

Understand and use available technologies to maximise efficiencies and effectiveness

- Identify opportunities to use a broad range of technologies to collaborate
- Monitor compliance with cyber security and the use of technology policies
- Identify ways to maximise the value of available technology to achieve business strategies and outcomes
- Monitor compliance with the organisation's records, information and knowledge management requirements

Adept



People Management

Manage and Develop People

Engage and motivate staff, and develop capability and potential in others

- Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes
- Adjust performance development processes to meet the diverse abilities and needs of individuals and teams
- Develop work plans that consider capability, strengths and opportunities for development


Adept

	<ul style="list-style-type: none"> • Be aware of the influences of bias when managing team members • Seek feedback on own management capabilities and develop strategies to address any gaps • Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way • Monitor and report on team performance in line with established performance development frameworks 	
Optimise Business Outcomes Manage people and resources effectively to achieve public value	<ul style="list-style-type: none"> • Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives • Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning • When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences • Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context • Monitor performance against standards and take timely corrective actions • Keep others informed about progress and performance outcomes 	Adept





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

COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	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	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
	Project Management	Understand and apply effective planning, coordination and control methods	Adept
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate