Role Description
Manager Strategic Intelligence

Cluster	Regional NSW
Agency	Department of Regional NSW
Division/Branch/Unit	Strategy, Delivery and Performance
Location	Location Negotiable
Classification/Grade/Band	Clerk Grade 11-12
Role Family *(internal use only)*	Bespoke/Projects and Programs/Lead
ANZSCO Code	132411
PCAT Code	2121392
Date of Approval	November 2021 (updated from November 2020)
Agency Website	https://www.nsw.gov.au/regional-nsw

Agency overview

The Department of Regional NSW (DRNSW) was formed in 2020 as a central agency for regional issues. The Department is responsible for building resilient regional economies and communities, strengthening primary industries, managing the use of regional land, overseeing the state's mineral and mining resources and ensuring government investment in regional NSW is fair and delivers positive outcomes for local communities and businesses.

Primary purpose of the role

Lead and coordinate quality strategic intelligence on emerging trends and issues across regional NSW, based on quantitative and qualitative analysis. The role has several collaborative functions that support the DRNSW in meeting its strategic objectives, including informing strategic decisions, providing specialist advice, developing tools and sources, driving innovation, collecting and triaging information, and optimising the discovery and use of different forms of intelligence.

Key accountabilities

- Manage a strategic intelligence team, to generate and communicate insightful industry and regional analysis to the DRNSW cluster, to support strategic and tactical decision making for current and future opportunities.
- Supervise and undertake the timely development of high-quality intelligence products
- Present clear, concise analysis on regional issues in both written and oral form.
- Manage and balance a broad range of reactive and proactive intelligence work across DRNSW.
- Manage projects and focus resources on supporting strategic objectives.
- Design and develop initiatives, tools or reports to enhance current operations.
- Build and maintain strong productive internal and external networks to establish avenues of inquiry, data and intelligence sharing and collaboration opportunities.

- Drive innovation, continuous improvement and contribute to agency change by championing the intelligence work program across DRNSW.

Key challenges

- Achieving cooperation and engagement in the value of a strategic intelligence function in an environment of conflicting interests and priorities.
- Aggregating information across multiple sources to provide a cohesive and insightful strategic intelligence reporting to support strategic decision making.
- Identifying new and innovative strategic intelligence approaches and adapting them to deliver quality strategic intelligence for DRNSW.

Key relationships

Who	Why
Internal	
Director	• Provide expert advice, to support strategic and tactical decision making.
Business Unit and Project Leaders	• Develop relationships and provide expert advice to improve capability and collaboration.
Team members	• Lead, guide and support team priorities • Work collaboratively and cooperatively to ensure team performance and development.
External	
Other NSW Government Agencies	• Establish professional networks and relationships to maintain currency, share ideas and learnings, and collaborate on the delivery of insightful strategic intelligence.
Vendors/Service Providers and Consultants	• Negotiate and approve contracts and service level agreements • Manage contracts and monitor provision of service to ensure compliance with contracts and service arrangements

Role dimensions

Decision making

The role:

- Leads the day-to-day team operations and sets the direction and priorities in consultation with the Director.
- Is fully accountable for the content, accuracy, validity and integrity of advice provided and makes decisions in relation to the quality of work performed.
- Seeks advice from the Director in relation to matters that may have whole of Department or government implications.
- Operates and makes decisions within legislative and regulatory provisions, public sector frameworks, strategic and business plans, applicable policies, delegations, budget and resource parameters.

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Reporting line

Director Intelligence, Data and Evidence

Direct reports

Up to 3 direct reports

Budget/Expenditure

Nil

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	• Be flexible, show initiative and respond quickly when situations change • Give frank and honest feedback and advice • Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately • Raise and work through challenging issues and seek alternatives • Remain composed and calm under pressure and in challenging situations	Adept
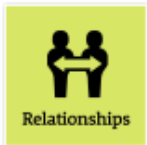
Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	• Influence others with a fair and considered approach and present persuasive counter-arguments • Work towards mutually beneficial 'win-win' outcomes • Show sensitivity and understanding in resolving acute and complex conflicts and differences • Identify key stakeholders and gain their support in advance • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise • Anticipate and minimise conflict within the organisation and with external stakeholders	Advanced
Plan and Prioritise Plan to achieve priority outcomes and respond flexibly to changing circumstances	• Understand the links between the business unit, organisation and the whole-of-government agenda • Ensure business plan goals are clear and appropriate and include contingency provisions • Monitor the progress of initiatives and make necessary adjustments • Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately • Consider the implications of a wide range of complex issues and shift business priorities when necessary • Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning	Advanced

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Business Enablers	**Project Management** Understand and apply effective planning, coordination and control methods	• 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
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 • 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	Adept
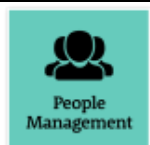
	Optimise Business Outcomes Manage people and resources effectively to achieve public value	• Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives • Allocate resources to ensure the achievement of business outcomes and contribute to wider 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.

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
Personal Attributes	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
Relationships	Work Collaboratively	Collaborate with others and value their contribution	Advanced
Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced

Results	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	Adept
Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
People Management	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate

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