

Role Description

Vehicle Operations Manager

Fleet Services



Cluster	Stronger Communities
Agency	NSW Police Force
Command/Business Unit	Fleet Services
Location	Minto
Classification/Grade/Band	Clerk 11/12
ANZSCO Code	149411
PCAT Code	1122192
NSWPF Role Number	
Date of Approval	06/11/2019
Agency Website	www.police.nsw.gov.au

Agency overview

The NSW Police Force (NSWPF) vision is for a *Safe and Secure New South Wales*, which is achieved by police working with the community to reduce violence, crime and fear.

It is one of the largest police forces in the western world, with more than 20,000 NSW Police Force employees, including more than 16,000 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 identifying, assessing, prioritising and controlling health and safety risks, and ensuring that safe systems of work are developed, documented and followed by staff and contractors through appropriate training, supervision and monitoring.

Primary purpose of the role

The Vehicle Operations Manager is responsible for providing strategic leadership to the Technical and Quality Assurance Team within Fleet Services to effectively manage the commissioning and decommissioning of vehicles, vehicle research and development, repairs, technical support and strategic supplier management for the delivery of a continuous and commercially sound fleet service for the NSWPF.

Key accountabilities

- Lead the Technical and Quality Assurance Team and manage the performance of the team to build, support and drive a high-performance team.
- Contribute to the implementation of strategic business objectives that meet the needs of NSWPF and that are consistent with contemporary fleet management and NSW Government Guidelines.
- Provide high level advice on all vehicle operational components, financial and risk management strategies to relevant stakeholders; and work collaboratively and closely with all business areas to ensure professional delivery of cost effective and quality products and services.
- Day to day management of all vehicle operational requirements ensuring alignment with strategic business objectives, including vehicle commissioning & decommissioning, vehicle repair and change-over programs; NSWPF equipment management, implementation of vehicle manufacturer recalls, and/or fleet safety issue solutions, preparation of timely and regular business reports against objectives, current and forecasted vehicle production, financial expenditure and any operational issues.
- Identify and assess future vehicles for NSWPF Fleet portfolio including development requirements, adapting existing police equipment, ensuring operational fit for purpose and Policy and procedure compliance; and work collaboratively and closely with all business areas to prepare recommendation submissions.
- Oversight of regular audit of vehicle and equipment inventory ensuring stock levels are maintained accurately and monitor corrective actions are efficiently implemented.
- Manage strategic and operational relationships with suppliers and service contractors, including management of contractual obligations, regular supplier performance reviews to ensure quality service is consistently delivered to NSWPF.
- Ensure implementation of appropriate frameworks, processes and standards are current and applied within the Technical and Quality Assurance Team, ensuring compliance with sound and agreed organisational, financial, legal and commercial principles.

Key challenges

- Strategic planning in the identification of new vehicle types to meet NSWPF fleet requirements within a changing Australian automotive industry whilst maximising financial controls and reducing risk of limited vehicle options.
- Maintain technical currency with regards to vehicle and equipment technologies, and be responsive to changing fleet requirement, including infrastructure required to be included in NSWPF vehicles.
- Ability to perform efficiently against complex activities with a diverse customer and stakeholder base; and maintain satisfactory service standards under various levels of pressure.

Key relationships

Who	Why
Internal*	
Director	<ul style="list-style-type: none"> • Provide expert advice and contribute to decision making • Identify emerging issues/risks and their implications and propose solutions

Who	Why
	<ul style="list-style-type: none"> • Receive advice and report on progress towards business objectives and discuss future directions
Direct Reports	<ul style="list-style-type: none"> • Inspire and motivate team, provide direction and manage performance • Mentor, Coach and Knowledge sharing • Monitor and coordinate workload and competing priorities • Ensure team members comply with legislation, policies and procedures • Maintain accountability
Customer/Clients	<ul style="list-style-type: none"> • Develop and maintain constructive working relationships • Provide a client centric approach • Resolve and provide solutions to issues and escalate where necessary • Information exchange
Other Key stakeholders	<ul style="list-style-type: none"> • Provide advice on a range of financial and business issues and strategies • Optimise engagement to achieve defined outcomes • Information exchange to ensure stakeholder commitment and involvement • Identify needs and improve service provision
External	
Customers/Clients	<ul style="list-style-type: none"> • Resolve and provide solutions to issues and escalate where necessary • Information exchange
Contractors / Suppliers	<ul style="list-style-type: none"> • Develop and maintain constructive working relationships • Manage contracts and monitor provision of service to ensure performance and compliance within contracts and service agreements • Identify emerging issues/risks and their implications, and propose solutions • Provide advice and seek information regarding delivery, production and vehicle change-over
Other Government Agencies	<ul style="list-style-type: none"> • Establish professional networks and relationships to maintain currency of issues, share ideas and learning • Optimise engagement and collaboration to achieve defined outcomes • Information exchange
Relevant Industry Groups	<ul style="list-style-type: none"> • Establish professional networks and relationships to maintain currency of issues, share ideas and learning

Role dimensions

Decision making

This role has autonomy to make decisions regarding administrative, vehicle operations and financial decisions, contractual matters, and development and recommendations of strategies that align with government and NSWPF strategic objectives and priorities in liaison with the Director. The role also provides guidance and direction to direct reports and the establishment of performance outcomes and measures for key goals, and define monitoring, reporting and communication requirements.

Reporting line

- Director – SES (Band 1)

Direct reports

The role may have the following direct reports:

- Technical Team Leader – Senior Technical Officer 1
- Quality Assurance Team Leader – Technical Officer Engineer 2

Budget/Expenditure

- The role has financial delegations in regards to the administrative management of the Business Unit and ensures performance targets are met within its agreed budget.

Essential requirements




- Obtain and maintain the requisite security clearances for this position.
- Proven management experience of a large and specialist fleet portfolio, including day to day vehicle operations, financial, risk and team management.
- Relevant knowledge and industry experience in the Australian motor vehicle fleet industry
- Tertiary qualifications in business, commerce or economics and/or extensive experience in the motor vehicle fleet management and leasing environment
- Current NSW driver's licence



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	Adept
	Act with Integrity	Adept
	Manage Self	Adept
	Value Diversity	Adept
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Adept
	Influence and Negotiate	Advanced
 Results	Deliver Results	Advanced
	Plan and Prioritise	Adept
	Think and Solve Problems	Adept
	Demonstrate Accountability	Adept

NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
	Finance	Advanced
	Technology	Intermediate
	Procurement and Contract Management	Advanced
	Project Management	Intermediate
	Manage and Develop People	Adept
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	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	Adept	<ul style="list-style-type: none"> Represent the organisation in an honest, ethical and professional way and encourage others to do so Demonstrate professionalism to support a culture of integrity within the team/unit Set an example for others to follow and identify and explain ethical issues Ensure that others understand the legislation and policy framework within which they operate Act to prevent and report misconduct, illegal and inappropriate behaviour
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> 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
Relationships Commit to Customer Service	Advanced	<ul style="list-style-type: none"> Promote a culture of quality customer service in the organisation Initiate and develop partnerships with customers to define and evaluate service performance outcomes Promote and manage alliances within the organisation and across the public, private and community sectors Liaise with senior stakeholders on key issues and provide expert and influential advice

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Relationships Influence and Negotiate	Advanced	<ul style="list-style-type: none"> Identify and incorporate the interests and needs of customers in business process design Ensure that the organisation's systems, processes, policies and programs respond to customer needs 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 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 Pre-empt and minimise conflict within the organisation and with external stakeholders
Results Deliver Results	Advanced	<ul style="list-style-type: none"> 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
Results Plan and Prioritise	Adept	<ul style="list-style-type: none"> Take into account future aims and goals of the team/unit and organisation when prioritising own and others' work Initiate, prioritise, consult on and develop team/unit goals, strategies and plans Anticipate and assess the impact of changes, such as government policy/economic conditions, on team/unit objectives and initiate appropriate responses Ensure current work plans and activities support and are consistent with organisational change initiatives Evaluate achievements and adjust future plans accordingly
Business Enablers Procurement and Contract Management	Advanced	<ul style="list-style-type: none"> Ensure that government and organisational policy in relation to procurement and contract management is implemented Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions Take responsibility for procurement and contract management activities and decisions by applying the guidelines and procedures Promote the principles of risk management as applied to procurement projects, to identify and mitigate risk

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes Represent the organisation in the resolution of complex/sensitive disputes with providers, suppliers and contractors
People Management Manage and Develop People	Adept	<ul style="list-style-type: none"> Define and clearly communicate roles and responsibilities to achieve team/unit outcome Negotiate clear performance standards and monitor progress Develop team/unit plans that take into account team capability, strengths and opportunities for development Provide regular constructive feedback to build on strengths and achieve results Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way Monitor and report on performance of team in line with established performance development frameworks
People Management Optimise Business Outcomes	Adept	<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 achievement of business outcomes and contribute to wider workforce planning Ensure that team members base their decisions on a sound understanding of business principles applied in a public sector context Monitor performance against standards and take timely corrective actions Keep others informed about progress and performance outcomes

Version Control

Version	Summary of Changes	Date
V1.0	Position Description translated into Role Description template	25.10.2019

Roles attached

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