

Role Description

Director

Operational Improvement and Assurance



Cluster	Stronger Communities
Agency	Fire and Rescue NSW (FRNSW)
Directorate/Branch/Unit	Office of the Commissioner
Classification/Grade/Band	PSSE Band 1
Kind of Employment	Ongoing
Role Number	52017161
ANZSCO Code	111211
PCAT Code	3229192
Agency Website	www.fire.nsw.gov.au

Agency overview

Fire and Rescue NSW (FRNSW) is one of the world's largest urban fire and rescue services and is the busiest in Australia. Our overriding purpose is to enhance community safety, quality of life, and confidence by minimising the impact of hazards and emergency incidents on the people, property, environment and on the economy of NSW. Our capabilities extend far beyond fighting fires. FRNSW firefighters are among the most highly trained in the world. Our teams provide fire prevention, they respond to hazardous materials incidents, natural disasters and medical emergencies. Our teams also undertake counter terrorism and urban search and rescue operations. We are prepared for anything – helping anyone, anywhere, anytime.

Primary purpose of the role

The Operational Improvement and Assurance function within the Office of the Commissioner develops FRNSW's ability to drive innovation and learning for operational improvement and assurance; and ensures the delivery of integrated and sound legal and regulatory services.

The role works across FRNSW to ensure systems and support for the identification and remediation of issues, standards, policy and procedures for continuous operational improvement and legal and regulatory compliance and response.

In terms of the operational framework the role provides assurance that FRNSW is operationally ready through independent internal advice and reporting to the Commissioner, Executive Leadership Team (ELT), senior management and the Audit and Risk Committee. The role develops frameworks and examines processes for evaluating and audit sampling FRNSW's adherence to operational guidelines and training requirements and provides analysis on how this delivers Operational Readiness. The role examines FRNSW's approach and adherence to pre-incident planning, station, zone and area readiness systems, and community risk reduction.

Similarly, the role has responsibility for managing FRNSW's internal audit, regulatory and legal functions and ensuring these frameworks are integrated and aligned to deliver overarching assurance for the Executive and broader organisation.

Key accountabilities

- Manage and develop resources and drive the development, integration and continuous review of frameworks for optimum operational readiness, and to ensure FRNSW is meeting legislative requirements and is best positioned in the event of legal challenge.



- Work extensively across FRNSW in a pro-active and facilitative environment to establish systems and processes to ensure operational effectiveness and continuous improvement; and ensure the provision of all necessary legal and regulatory instruments, tools and advisory services for high-quality preventative consultancy and legal outcomes.
- Oversee the provision of advice and implementation of systems improvement changes to minimise risks and clarify, simplify and improve FRNSW's operational effectiveness and legal and regulatory services; fostering collaborative and mutually supportive relationships with key stakeholders, and providing coaching, training and support
- Provide improvement recommendations and requirements at unit and directorate level, and also provide thematic reporting to the Commissioner, ELT, senior managers and the Audit & Risk Committee so that improvement recommendations are monitored for implementation and opportunities for wider change is identified and acted on..
- Monitor and ensure legal issues and challenges are identified, notified and effectively managed for and on behalf of FRNSW and any subsequent adjustments for ongoing prevention and assurance are implemented; and oversee FRNSW's compliance with information access and privacy legislation
- Lead the independent audit function, inclusive of identifying priorities and scheduling the program; and Lead organisational reviews to improve efficiency and effectiveness of operational capability including business analysis and process re-engineering and define and oversee implementation of strategies and FRNSW policies to support operational effectiveness and legal and regulatory compliance.

Key challenges

- Maintaining close and cooperative relationships with Field Operations and Strategic Capability Directorates to ensure its work is well targeted and positive and engaging our people across NSW in the design, development and implementation of improvement and assurance functions in such a way as to build credibility and trust.
- Driving proactivity in terms of prevention and response to legal and regulatory challenges; and precipitating ongoing improvement and assurance through systems, instruments and tools across the organisation.
- Anticipating, responding to, and mitigating issues which are likely to impede effective implementation of operational capability and legal position
- Effectively measuring and analysing operational effectiveness through an approved audit program.
- Building internal capability in and accountability for operational effectiveness systems and processes so that they become embedded in FRNSW culture and practice.
- Exercising leadership and influence across FRNSW to achieve a collaborative, constructive, cohesive and effective approach to reform.

Key relationships

Who	Why
Internal	
Commissioner, Executive Director Office of the Commissioner	<ul style="list-style-type: none"> • Provide briefings to the Commissioner/Executive Director on all relevant matters, progress updates and emerging issues, trends and or risks and treatments as required
Executive Leadership Team/Senior Managers	<ul style="list-style-type: none"> • Provide expert advice and influence decisions, support planning activities and initiatives aligned with FRNSW's operational capability objectives and legal and regulatory obligations • Build relationships and exchange information, consult, guide, collaborate, influence, negotiate and engage • Communicate interdependencies and share best practice methodologies and tools • Report on progress towards business objectives and discuss future directions

Who	Why
Firefighters and trades/administrative staff	<ul style="list-style-type: none"> Establish credibility and trust through proactive engagement with staff across the organisation Build relationships and exchange information, consult, guide, collaborate, influence, negotiate and engage to ensure an understanding and trust of the Operational Improvement and Assurance functions and legal and regulatory obligations by Firefighters and trades/administrative staff
Internal Committees	<ul style="list-style-type: none"> Provide specialist and technical advice and reports to support internal committees
Staff within Unit	<ul style="list-style-type: none"> Inspire and motivate team, provide leadership, direction, information and instruction Set performance expectations and manage performance and development
External	
Government Agencies and other professional entities	<ul style="list-style-type: none"> Negotiate and represent FRNSW in various forums, establish professional networks and relationships to maintain currency, share ideas and learnings and collaborate on common responses to project issues
Vendors/Service Providers and Consultants	<ul style="list-style-type: none"> Determine and approve within delegation the use of external resources including legal counsel . Manage contracts and monitor provision of services to ensure compliance with contracts and service arrangements

Role dimensions

Decision making

- The role is accountable for the formulation of high-level strategic advice on operational capability for FRNSW and the organisation's legal and regulatory framework; making recommendations to the Executive Leadership Team and ensuring the business is partnered for best outcomes
- The role makes decisions regarding the review, design and implementation of operational capability systems, processes, policy and audit program for FRNSW and any legal and regulatory standards, instruments and tools necessary to mitigate risk to the organisation with respect to compliance

Reporting line: Executive Director Office of the Commissioner

Direct reports: Four (4)

Budget/Expenditure: As per FRNSW Delegations Manual

Key knowledge and Experience

- Extensive experience in establishing and implementing performance, reporting and governance frameworks
- Extensive experience working with executive and stakeholders to influence, lead and negotiate outcomes to facilitate service improvement
- Sound knowledge of the current challenges and the risk environment that exists for emergency management agencies such as FRNSW

Essential Requirements

- Tertiary qualifications in a relevant discipline and / or relevant experience.

Capabilities for the role

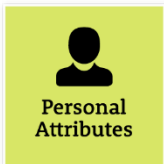

The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for 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 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	Act with integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> Model the highest standards of ethical and professional behaviour and reinforce their use Represent the organisation in an honest, ethical and professional way and set an example for others to follow 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 promptly on reported breaches of legislation, policies and guidelines 	Advanced
	Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	<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 Take the initiative and act in a decisive way Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation 	Advanced
 Relationships	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience Ensure systems are in place to capture customer service insights to improve services 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 Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches Ensure that the organisation's systems, processes, policies and programs respond to customer needs 	Advanced
	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> 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 	Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural Indicators	Level
		<ul style="list-style-type: none"> 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 	
	Plan and Prioritise Plan to achieve priority outcomes and respond flexibly to changing circumstances	<ul style="list-style-type: none"> 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
	Demonstrate Accountability Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	<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 	Advanced
	Project Management Understand and apply effective project planning, coordination and control methods	<ul style="list-style-type: none"> 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 	Advanced






FOCUS CAPABILITIES			
Capability group/sets	Capability name	Behavioural Indicators	Level
		<ul style="list-style-type: none"> 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 	
	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
	Manage Reform and Change Support, promote and champion change, and assist others to engage with change	<ul style="list-style-type: none"> Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty Assist others to address emerging challenges and risks and generate support for change initiatives Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them Implement structured change management processes to identify and develop responses to cultural barriers 	Advanced

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	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Work Collaboratively	Collaborate with others and value their contribution	Advanced
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Advanced
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Advanced
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
 People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Adept
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept