

# Role Description

## Senior Manager Training Delivery



Cluster	Stronger Communities
Department/Agency	NSW State Emergency Service
Division/Branch/Unit	Operational Capability and Training
Location	State Headquarters / Zone
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	132311
Role Number	52015378
PCAT Code	3228211
Date of Approval	August 2020
Agency Website	<a href="http://www.ses.nsw.gov.au">www.ses.nsw.gov.au</a>

### Agency overview

Our Mission: NSW SES saving lives and protecting communities.

Our Vision: Be the best volunteer emergency service agency in Australia.

The NSW State Emergency Service (NSW SES) is an emergency and rescue service made up almost entirely of volunteers and supported by a small staff contingent. NSW SES is a key partner of other NSW emergency services and works closely with these agencies to modernise and grow volunteer numbers to help save lives and protect communities.

Whilst the major responsibilities of the NSW SES are for flood, storm and tsunamis, the agency also provides the majority of general rescue effort in the rural parts of the state. This includes road accident rescue, vertical rescue, bush search and rescue, evidence searches (both metropolitan and rural), urban search and rescue, community first response, and other forms of specialist rescue that may be required due to local threats.

### Primary purpose of the role

Lead a team of staff in the implementation, ongoing management and evaluation of the NSW SES state-wide Training and Exercise Plan, including undertake organisational training needs analysis that supports the identification, development, engagement and allocation of training and assessment resources to ensure capability and capacity is continually strengthened in support of the organisation's operational objectives.

### Key accountabilities

- Lead and manage a team of staff and volunteer trainers, assessors and subject-matter-experts, to facilitate and deliver quality flexible training and exercise activities and outcomes for NSW SES.
- Manage the inception, development and coordination of organisational training needs analysis across Zones to inform current and future skills requirements.
- Develop, implement and manage strategies to strengthen and further support trainer/assessor teams.

- Lead a geographically dispersed specialist training team to deliver the NSW SES state-wide training plan, including logistical support and monitoring of training program performance to inform allocation of resources and identify continual improvements.
- Oversee the coordination of organisational exercises, including internal and joint-agency exercises and lead funding support acquisition and implementation of reviews and evaluation of performance.
- Manage the collation and analysis of NSW SES trainer and assessor data, to inform organisational understanding of resource capability and availability.
- Lead proactive audit and identification of organisational volunteer skill sets, including qualification currency, to enable the development of an agile, qualified, mobile resource team of trainers/assessors and operational volunteers.
- Partner with the NSW SES, Senior Management Team leading collaboration across the Zones, to contribute to a seamless, standardised, consistent end-to-end delivery of training.
- Support the development of and lead implementation and management of a flexible blended learning framework, including effective online learning options to best meet the needs of a time-constrained volunteer workforce.
- Plan and manage the effective and compliant utilisation of training assets and resources, including encouraging and supporting mobility, responsibility for budget/financial performance, and compliance with governance, work health & safety and other requirements.

## Key challenges

- Leading the delivery of standardised training/assessment and exercise programs across the State given the constraints of a geographically dispersed workforce (staff and volunteers) and variances in training and exercise needs across Units and volunteer groups.
- Sourcing and sustaining any additional funding that enables stable, progressive delivery of training/exercise programs and services in a competitive environment.
- Managing a centralised training function that delivers seamless, end-to-end training and assessment programs and services across a geographically dispersed and diverse state-wide agency.
- Managing consistent effective communication, engagement and collaboration with other Directorates, Zones, Units, external agencies/industry, and delivery partners/vendors.

## Key relationships

Who	Why
<b>Internal</b>	
Director	<ul style="list-style-type: none"> <li>• Provide updates, advice, information and recommendations on programs, projects and priorities.</li> <li>• Liaise to obtain strategic direction and guidance on sensitive matters.</li> <li>• Manage and escalate issues as appropriate.</li> </ul>
Direct Reports	<ul style="list-style-type: none"> <li>• Maintain effective working relationships to ensure collaboration and performance outcomes are achieved</li> <li>• Manage, mentor and coach and determine day-to-day work priorities</li> <li>• Communicate strategic priorities and direction from senior management</li> </ul>
Directorate	<ul style="list-style-type: none"> <li>• Maintain effective working relationships to ensure collaboration and performance outcomes are achieved.</li> </ul>

Who	Why
	<ul style="list-style-type: none"> <li>• Manage, mentor and coach and determine day-to-day work priorities.</li> <li>• Communicate strategic priorities and direction from senior management.</li> </ul>
Zone Commanders and relevant Zone personnel.	<ul style="list-style-type: none"> <li>• Establish and maintain strong relationships and effective communication to ensure common objectives are identified and achieved in all aspects of training capability across the Zones</li> </ul>
NSW SES Staff & Members	<ul style="list-style-type: none"> <li>• Establish strong relationships, lines of communication and common objectives with members to ensure common goals and achievements in training and building capability .</li> <li>• Represent the Directorate at Zone events and exercises, collaborating with key stakeholders while building knowledge and understanding of operational functions and capability requirements to enable an effective and efficient interface between training and operational and business plans.</li> <li>• Engage this group to understand needs and provide specialist advice, information and recommendations on policy, process and legislation.</li> </ul>
External	
Other Government Agencies	<ul style="list-style-type: none"> <li>• Consultation, negotiations and information sharing on programs and initiatives particularly across emergency services within the NSW Justice Cluster and more broadly across other jurisdictions.</li> <li>• Collaborate with other emergency service agencies to design and deliver joint agency exercises</li> </ul>
Other Industry	<ul style="list-style-type: none"> <li>• Represent the SES on a range of industry related national committees, building partnerships to maintain up-to-date knowledge and extending networks to promote, foster and build relationships and share practices with peer organisations.</li> </ul>

## Role dimensions

### Decision making

The role routinely makes decisions based on research, best practice and government requirements that define or substantially impact Operational Capability and Training services. The role makes its own decisions concerning routine team/branch planning and performance management issues, and related matters, within the relevant policy and organisational frameworks. Where matters will have significant implications across the organisation, the role may recommend courses of action to the executive and/or management level, or may advise of implications in various options being considered. The role seeks advice about matters outside the scope of normal activities or that might attract significant criticism or concern.

### Reporting line

The role reports directly to the Director Operational Capability and Training.

### Direct reports

The role has 7 direct reports:

Manager Capability & Resource Planning  
 Coordinator Exercise Planning & Design  
 Zone Training Advisor x 5

## Budget/Expenditure

Combined staff salaries: \$1,082,915

## Essential requirements

- Relevant tertiary qualifications and/or demonstrable knowledge and experience.
- Demonstrated experience in leading successful teams in a training and/or exercise function
- Thorough knowledge of AIIMS principles and processes, and/or willingness to obtain competence within 12 months.





*You may be required to participate in activities to support the agency during operational or emergency responses at NSW SES locations in the state, where the requirements are within the scope of your skills, knowledge and capabilities. You may also be required to participate in an on-call roster.*

## 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](http://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
	<b>Manage Self</b>	<b>Adept</b>
	<b>Value Diversity</b>	<b>Advanced</b>
 Relationships	<b>Communicate Effectively</b>	<b>Advanced</b>
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	<b>Influence and Negotiate</b>	<b>Advanced</b>
 Results	<b>Deliver Results</b>	<b>Advanced</b>
	<b>Plan and Prioritise</b>	<b>Advanced</b>
	Think and Solve Problems	Adept
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Adept
	Technology	Intermediate
	Procurement and Contract Management	Intermediate
	<b>Project Management</b>	<b>Adept</b>

## NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
	<b>Manage and Develop People</b>	<b>Advanced</b>
	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
<b>Personal Attributes</b> Manage Self	Adept	<ul style="list-style-type: none"> <li>Keep up to date with relevant contemporary knowledge and practices</li> <li>Look for and take advantage of opportunities to learn new skills and develop strengths</li> <li>Show commitment to achieving challenging goals</li> <li>Examine and reflect on own performance</li> <li>Seek and respond positively to constructive feedback and guidance</li> <li>Demonstrate and maintain a high level of personal motivation</li> </ul>
<b>Personal Attributes</b> Value Diversity & Inclusion	Advanced	<ul style="list-style-type: none"> <li>Encourage and include diverse perspectives in the development of policies and strategies</li> <li>Take advantage of diverse views and perspectives to develop new approaches to delivering outcomes</li> <li>Build and monitor a workplace culture that enables diversity and fair and inclusive practices</li> <li>Implement practices and systems to ensure that individuals can participate to their fullest ability</li> <li>Recognise the value of individual differences to support broader organisational strategies</li> <li>Address non-inclusive behaviours, practices and attitudes within the organisation</li> <li>Champion the business benefits generated by workforce diversity and inclusive practices</li> </ul>
<b>Relationships</b> Communicate Effectively	Advanced	<ul style="list-style-type: none"> <li>Present with credibility, engage diverse audiences and test levels of understanding</li> <li>Translate technical and complex information clearly and concisely for diverse audiences</li> <li>Create opportunities for others to contribute to discussion and debate</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> <li>Contribute to and promote information sharing across the organisation</li> <li>Manage complex communications that involve understanding and responding to multiple and divergent viewpoints</li> <li>Explore creative ways to engage diverse audiences and communicate information</li> <li>Adjust style and approach to optimise outcomes</li> <li>Write fluently and persuasively in plain English and in a range of styles and formats</li> </ul>
<b>Relationships</b> Influence and Negotiate	Advanced	<ul style="list-style-type: none"> <li>Influence others with a fair and considered approach and present persuasive counterarguments</li> <li>Work towards mutually beneficial 'win-win' outcomes</li> <li>Show sensitivity and understanding in resolving acute and complex conflicts and differences</li> <li>Identify key stakeholders and gain their support in advance</li> <li>Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise</li> <li>Anticipate and minimise conflict within the organisation and with external stakeholders</li> </ul>
<b>Results</b> Deliver Results	Advanced	<ul style="list-style-type: none"> <li>Seek and apply the expertise of key individuals to achieve organisational outcomes</li> <li>Drive a culture of achievement and acknowledge input from others</li> <li>Determine how outcomes will be measured and guide others on evaluation methods</li> <li>Investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>Control business unit output to ensure government outcomes are achieved within budgets</li> <li>Progress organisational priorities and ensure that resources are acquired and used effectively</li> </ul>
<b>Results</b> Plan and Prioritise	Advanced	<ul style="list-style-type: none"> <li>Understand the links between the business unit, organisation and the whole-of-government agenda</li> <li>Ensure business plan goals are clear and appropriate and include contingency provisions</li> <li>Monitor the progress of initiatives and make necessary adjustments</li> <li>Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately</li> <li>Consider the implications of a wide range of complex issues and shift business priorities when necessary</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Business Enablers</b> Project Management	Adept	<ul style="list-style-type: none"> <li>Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning</li> <li>Understand all components of the project management process, including the need to consider change management to realise business benefits</li> <li>Prepare clear project proposals and accurate estimates of required costs and resources</li> <li>Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li> <li>Identify and evaluate risks associated with the project and develop mitigation strategies</li> <li>Identify and consult stakeholders to inform the project strategy</li> <li>Communicate the project's objectives and its expected benefits</li> <li>Monitor the completion of project milestones against goals and take necessary action</li> <li>Evaluate progress and identify improvements to inform future projects</li> </ul>
<b>People Management</b> Manage and Develop People	Advanced	<ul style="list-style-type: none"> <li>Refine roles and responsibilities over time to achieve better business outcomes</li> <li>Recognise talent, develop team capability and undertake succession planning</li> <li>Coach and mentor staff and encourage professional development and continuous learning</li> <li>Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation</li> <li>Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>