

# Role Description

## Manager Capability



Cluster	Stronger Communities
Department/Agency	NSW State Emergency Service
Division/Branch/Unit	Capability and Training
Location	State Headquarters
Classification/Grade/Band	Clerk Grade 9/10
Type of Employment	Temporary
ANZSCO Code	132411
Role Number	52019774
PCAT Code	3331192
Date of Approval	August 2023
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 creating safer communities.

Our Vision: A trusted volunteer-based emergency service, working together to deliver excellence in community preparedness and emergency response.

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 influencer of other emergency service agencies and works closely with these partners to modernise and grow volunteering to save lives and protect communities.

While major responsibilities are for flood, storm operations and tsunamis, the NSW SES 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), other forms of specialist rescue that may be required due to local threats, Urban Search and Rescue and Community First Response.

### Primary Purpose of the role

The role leads or supports the identification, development, implementation, exercising, managing, and monitoring of projects related to new and enhanced capabilities to ensure the NSW SES meets community needs and legislative obligations.

The role is accountable for contributing to organisational policy, training development, operational improvement and lessons management processes.

## Key accountabilities

- Manage the initial scoping, development and implementation of identified and approved organisational projects to deliver against initiatives and maintain a pipeline of approved projects.
- Take a lead role in developing and enhancing Incident Management as 'capability' in conjunction with key internal stakeholders.
- Support the development of operational policy, procedure, guidelines and processes, to ensure relevance and fit for purpose so NSW SES can proficiently fulfil legislated obligations and meet organisational goals.
- Establish and maintain stakeholder relationships through effective communication, negotiation and management of issues to engage stakeholders and ensure project deliverables are met.
- Undertake research, analyse and assess a range of complex information and formulate recommendations to support evidence-based project planning and decision making.
- Provide advice and information to stakeholders including program sponsors on emerging portfolio/project issues to support project development and delivery in line with established plans, budgets, timeframes, policy objectives and other project and priorities.
- Lead, manage and plan to ensure effective and compliant utilisation of assets and resources (includes encouraging and supporting mobility, responsibility for budget/financial performance, and compliance with governance, work health & safety and other requirements).
- Provide advice and recommendations to management regarding capability and training needs and priorities.
- Provide advice and recommendations to key stakeholders regarding capability and training needs, priorities, development of policy, doctrine, training and exercising strategies.

## Key challenges

- Developing continuous improvement across systems and procedures while simultaneously enhancing operational capability and operational readiness assurance.
- Identifying and prioritising capability improvement options within the frame of finite resources and budget to deliver highest value outcomes for the NSW SES and meet strategic objectives, while working with identified stakeholders to manage cultural barriers to change.
- Maintaining and enhancing a robust, flexible and widely accepted operational capability framework that aligns with the services strategic plan and capability model to support current and emerging capability streams, within a dynamic and diverse organisational structure that addresses capability gaps and requirements.

## Key relationships

Who	Why
<b>Internal</b>	
Director/Senior Manager	<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 priorities and guidance on sensitive matters.</li> <li>• Liaise on progress and coordinate potential conflicts of interest/impacts with Directorate priorities.</li> <li>• Manage and escalate issues as appropriate.</li> </ul>
Directorate/Team Members	<ul style="list-style-type: none"> <li>• Build and maintain effective working relationships to ensure collaboration and performance outcomes are achieved.</li> <li>• Ensure outcomes are delivered in line with business and operational requirements.</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>
Other Directorates	<ul style="list-style-type: none"> <li>• Build and maintain effective working relationships to ensure collaboration and performance outcomes are achieved.</li> <li>• Ensure outcomes are delivered in line with business and operational requirements.</li> </ul>
NSW SES Staff and Members	<ul style="list-style-type: none"> <li>• Engage this group to understand needs and provide specialist advice, information and recommendations on policy, process and legislation.</li> </ul>
<b>External</b>	
Other Government Agencies	<ul style="list-style-type: none"> <li>• Consultation, negotiations, and information sharing on SSKO program and related initiatives particularly across emergency services within the NSW Stronger Communities Cluster and more broadly across other jurisdictions.</li> </ul>
Other Industry	<ul style="list-style-type: none"> <li>• Represent NSW 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 Manager Capability will routinely make decisions based on research, best practice and government requirements that define or substantially impact SES capability. Where matters will have significant implications across the organisation, may recommend courses of action to executive and/or management level members, 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. Makes own decisions concerning routine team/branch organisational planning and performance management issues, and related matters, within the relevant policy and organisational frameworks.

## Reporting line

The role reports directly to the Senior Manager Capability

## Direct reports

This role has 2 direct reports:

Project Officer

Program Support Officer

## Budget/Expenditure

Not applicable

## Essential requirements

- Demonstrated skills and experience in project management.
- Demonstrated high level of verbal and written communication skills, with an established structured approach to planning
- Experience and understanding of incident management frameworks and/or emergency service operational experience desirable.


*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
	<b>Display Resilience and Courage</b>	<b>Intermediate</b>
	Act with Integrity	Adept
	Manage Self	Adept
	Value Diversity	Adept

 <b>Relationships</b>	<b>Communicate Effectively</b>	<b>Adept</b>
	Commit to Customer Service	Intermediate
	Work Collaboratively	Intermediate
	<b>Influence and Negotiate</b>	<b>Adept</b>
 <b>Results</b>	<b>Deliver Results</b>	<b>Advanced</b>
	<b>Plan and Prioritise</b>	<b>Adept</b>
	Think and Solve Problems	Intermediate
	Demonstrate Accountability	Intermediate
 <b>Business Enablers</b>	<b>Finance</b>	<b>Intermediate</b>
	Technology	Adept
	Procurement and Contract Management	Intermediate
	<b>Project Management</b>	<b>Advanced</b>
 <b>People Management</b>	<b>Manage and Develop People</b>	<b>Adept</b>
	Inspire Direction and Purpose	Intermediate
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Intermediate

## 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>		
Display Resilience and Courage	Intermediate	<ul style="list-style-type: none"> <li>Be flexible and adaptable and respond quickly when situations change.</li> <li>Offer own opinion and raise challenging issues.</li> <li>Listen when ideas are challenged and respond appropriately.</li> <li>Work through challenges.</li> <li>Remain calm and focused in challenging situations.</li> </ul>
<b>Relationships</b>		
Communicate Effectively	Adept	<ul style="list-style-type: none"> <li>Tailor communication to diverse audiences.</li> <li>Clearly explain complex concepts and arguments to individuals and groups.</li> <li>Create opportunities for others to be heard, listen attentively and encourage them to express their views.</li> <li>Share information across teams and units to enable informed decision making.</li> <li>Write fluently in plain English and in a range of styles and formats.</li> <li>Use contemporary communication channels to share information, engage and interact with diverse audiences.</li> </ul>

<b>Relationships</b>			
Influence and Negotiate	Adept		<ul style="list-style-type: none"> <li>• Negotiate from an informed and credible position.</li> <li>• Lead and facilitate productive discussions with staff and stakeholders.</li> <li>• Encourage others to talk, share and debate ideas to achieve a consensus.</li> <li>• Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes.</li> <li>• Influence others with a fair and considered approach and sound arguments.</li> <li>• Show sensitivity and understanding in resolving conflicts and differences.</li> <li>• Manage challenging relationships with internal and external stakeholders.</li> <li>• Anticipate and minimise conflict.</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>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Results</b>		
Plan and Prioritise	Adept	<ul style="list-style-type: none"> <li>• Consider the future aims and goals of the team, unit and organisation when prioritising own and others' work.</li> <li>• Initiate, prioritise, consult on and develop team and unit goals, strategies and plans.</li> <li>• Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses.</li> <li>• Ensure current work plans and activities support and are consistent with organisational change initiatives.</li> <li>• Evaluate outcomes and adjust future plans accordingly.</li> </ul>

<b>Business Enablers Finance</b> Understand and apply financial processes to achieve value for money and minimise financial risk.	Intermediate	<ul style="list-style-type: none"> <li>• Understand basic financial terminology, policies and processes, including the difference between recurrent and capital spending.</li> <li>• Consider financial implications and value for money in making recommendations and decisions.</li> <li>• Understand how financial decisions impact the overall financial position.</li> <li>• Understand and act on financial audit, reporting and compliance obligations.</li> <li>• Display an awareness of financial risk, reputational risk and exposure, and propose solutions to address these.</li> </ul>
<b>Project Management</b> Understand and apply effective project planning, coordination and control methods.	Advanced	<ul style="list-style-type: none"> <li>• Prepare and review project scope and business cases for projects with multiple interdependencies.</li> <li>• Access key subject-matter experts' knowledge to inform project plans and directions.</li> <li>• Design and implement effective stakeholder engagement and communications strategies for all project stages.</li> <li>• Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning.</li> <li>• Develop effective strategies to remedy variances from project plans and minimise impact.</li> <li>• Manage transitions between project stages and ensure that changes are consistent with organisational goals.</li> <li>• Participate in governance processes such as project steering groups.</li> </ul>
<b>People Management</b> Manage and Develop People	Adept	<ul style="list-style-type: none"> <li>• Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes.</li> <li>• Adjust performance development processes to meet the diverse abilities and needs of individuals and teams.</li> <li>• Develop work plans that consider capability, strengths and opportunities for development.</li> <li>• Be aware of the influences of bias when managing team members.</li> <li>• Seek feedback on own management capabilities and develop strategies to address any gaps.</li> <li>• Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way.</li> <li>• Monitor and report on team performance in line with established performance development frameworks.</li> </ul>