Role Description
Records Manager

Role Description Fields	Details
Cluster	Stronger Communities
Department/Agency	Crown Solicitor's Office
Division/Branch/Unit	Information Services
Role number	10000240
Classification/Grade/Band	Clerk Grade 7/8
Senior executive work level standards	Not Applicable
ANZSCO Code	224214
PCAT Code	1125392
Date of Approval	04 February 2015
Agency Website	www.cso.nsw.gov.au

Agency overview

The Crown Solicitor's Office (CSO) is the largest provider of legal services to the NSW Government and its agencies, and the sole provider of legal services in all matters which are regarded as being core to Government functions. The CSO exists to be the NSW Government's most trusted legal advisors. The core aims of the CSO are to deliver high-quality, cost-effective legal services, provide exceptional customer service to the NSW Government and its agencies and foster a culture of continuous improvement in the way we work.

The CSO, headed by the Crown Solicitor, is a Public Service Executive agency related to the Department of Communities and Justice under the Government Sector Employment Act 2013. For more information, go to www.cso.nsw.gov.au.

Primary purpose of the role

Manage and oversee the operations of the records and service centre teams to ensure the delivery of quality, efficient and timely services to the CSO and its clients.

Manage and coordinate the development and implementation of the Records Management Program to meet organisational objectives and legislative requirements.

Key accountabilities

- Review and develop the Records Management Program encompassing a framework of recordkeeping processes for records creation and capture, registration, classification, storage and handling, access and use, tracking and disposal; to ensure compliance with the State Records Act, standards and codes of best practice, and to maximise the efficiency and effectiveness of making and managing full and accurate records and support the current and future business needs of the CSO.
- Manage and supervise a team responsible for implementing the Records Management Program and the operation of the Service Centre to ensure achievement of agreed performance levels and delivery of high-quality services to both staff and clients.

- Review develop and implement the Records Policy, Staff Manual procedures and Team Manual procedures to support and guide the records team to ensure consistent application of, and compliance with, the State Records Act, standards and codes of best practice.
- Provide specialist, technical advice on records management to promulgate compliant recordkeeping in the office.
- Oversee, review and develop the CSO Functional Retention and Disposal Authority in collaboration with the Museums of History NSW to ensure the appropriate retention, preservation or destruction of CSO records.
- Review and develop Access Directions in consultation with the Museums of History NSW for records of high priority and continuing importance to ensure public access is opened or closed as determined by the risk assessment and confidentiality of the subject matter.
- Review, develop and implement the Disaster Recovery Plan for records held on CSO premises to identify and mitigate risk, develop plans to eliminate or mitigate the loss of and damage to records and ensure compliance with the Standard on Counter Disaster Strategies for Records and Recordkeeping Systems.
- Contribute to the design and development of specialised training relating to records management processes, policies and procedures for facilitation of induction training and to support the Learning & Development team in the provision of training to all staff in alignment with CSO standards.
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Key challenges

- Ensuring quality and compliant records management systems and processes while dealing with competing priorities in a high-volume work environment.
- Keeping up to date with emerging trends in records management and changes to the State Records Act, standards and codes of practice, while providing a high-level of client service to CSO management and staff at all times.
- Influencing and negotiating with senior staff on the application of records management principles, often complex, to obtain agreement and ensure compliance with CSO corporate directions and objectives.

Key relationships

Internal

Who	Why
Information Services Manager	• Receive direction, provide regular advice, recommendations for records management policies and procedures and submit periodic reporting requirements.
Executive	• Provide strategic advice on records management. Seek approval for the Records Policy and related procedures.
Senior Managers	• Consulting and negotiating on the application of records management principles.
All Staff	• Provide support and advice on recordkeeping requirements and processes.
Chief Enterprise Systems Officer	• Collaborate to resolve integration issues between the EDRMS and Practice Management System.
EDRMS Administrator	• Collaborate to ensure EDRMS and integrated software is compliant with best practice and CSO procedures in records management. Provide back up when the EDRMS Administrator is absent.

People & Culture- Learning & Development	• Provide advice on and identify training needs relating to records management policies and procedures to support learning and development programs. Deliver an induction training session.
Records Management Staff	• Provide advice, guidance, training and coaching to Records staff

External

Who	Why
NSW State Records Museums of History NSW	• Maintain contact to ensure compliance with the State Records Act, standards and best practice is records management. Attend quarterly Records Managers Forum meetings.
Government Records Repository	• Supervise records storage and retrieval services.
Service Providers	• Maintain relationships with various providers to ensure quality and efficiency of service. eg. Confidential destruction, Australia Post, DX (Toll), couriers, equipment service and maintenance companies.

Role dimensions

Decision making

- Determines workflows and priorities for the team, which includes scheduling and allocating resources, to deliver efficient outcomes.
- Provides advice and makes recommendations to the Information Services Manager.
- Makes decisions on resource allocation (expenditure and staffing) within the appropriate level of financial and human resources delegation assigned to the role.

Reporting line

The role reports to the Information Services Manager

Direct reports

Records Archivist, Clerk 5/6
Service Centre Coordinator, Clerk 5/6
Records Officer, Clerk 1/2

Budget/Expenditure

Nil

Key knowledge and experience

- Experience in managing and supervising a small team in a high volume records management environment.
- Diploma in Business (Records & Information Management) or a minimum of 5 years equivalent experience.

Essential requirements

- Obtain and maintain a Negative Vetting 1 Security Clearance.

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	**Manage Self** Show drive and motivation, an ability to self-reflect and a commitment to learning	• Keep up to date with relevant contemporary knowledge and practices • Look for and take advantage of opportunities to learn new skills and develop strengths • Show commitment to achieving challenging goals • Examine and reflect on own performance • Seek and respond positively to constructive feedback and guidance • Demonstrate and maintain a high level of personal motivation	Adept
Relationships	**Communicate Effectively** Communicate clearly, actively listen to others, and respond with understanding and respect	• Tailor communication to diverse audiences • Clearly explain complex concepts and arguments to individuals and groups • Create opportunities for others to be heard, listen attentively and encourage them to express their views • Share information across teams and units to enable informed decision making • Write fluently in plain English and in a range of styles and formats • Use contemporary communication channels to share information, engage and interact with diverse audiences	Adept
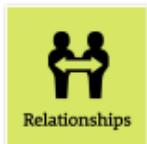
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Relationships	**Influence and Negotiate** Gain consensus and commitment from others, and resolve issues and conflicts	• Use facts, knowledge and experience to support recommendations • Work towards positive and mutually satisfactory outcomes • Identify and resolve issues in discussion with other staff and stakeholders • Identify others' concerns and expectations • Respond constructively to conflict and disagreements and be open to compromise • Keep discussions focused on the key issues	Intermediate
Results	**Deliver Results** Achieve results through the efficient use of resources and a commitment to quality outcomes	• Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Make sure staff understand expected goals and acknowledge staff success in achieving these • Identify resource needs and ensure goals are achieved within set budgets and deadlines • Use business data to evaluate outcomes and inform continuous improvement • Identify priorities that need to change and ensure the allocation of resources meets new business needs • Ensure that the financial implications of changed priorities are explicit and budgeted for	Adept
Business Enablers	**Technology** Understand and use available technologies to maximise efficiencies and effectiveness	• Identify opportunities to use a broad range of technologies to collaborate • Monitor compliance with cyber security and the use of technology policies • Identify ways to maximise the value of available technology to achieve business strategies and outcomes • Monitor compliance with the organisation's records, information and knowledge management requirements	Adept

NSW GOVERNMENT
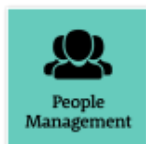
	Manage and Develop People Engage and motivate staff, and develop capability and potential in others	• Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes • Adjust performance development processes to meet the diverse abilities and needs of individuals 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

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	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Intermediate
Personal Attributes	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
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	Intermediate
Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Intermediate

	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Intermediate
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Intermediate
	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
	Project Management	Understand and apply effective planning, coordination and control methods	Intermediate
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Intermediate
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate