# Role Description

# Manager, Organisation and Business Support

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| **Role Description Fields** | **Details** |
| **Department/Agency** | **Premier's Department** |
| **Division/Branch/Unit** | **Aboriginal Affairs NSW / Strategic Support** |
| **Role number** | **133380** |
| **Classification/Grade/Band** | **Clerk Grade 11/12** |
| **Senior executive work level standards** | **Not Applicable** |
| **ANZSCO Code** | **139914** |
| **PCAT Code** | **3119192** |
| **Date of Approval** | **17 November 2023** |
| **Agency Website** | **https://www.nsw.gov.au/premiers-department** |

## Agency overview

The Premier’s Department is connecting to deliver from the heart of government.

* Leads the NSW public service by fostering a culture of service and collaboration, promoting strong public sector performance, and promoting the voice of Aboriginal people and communities across the sector.
* Ensures a whole of government response to urgent issues and crises by coordinating cross-agency responses to support our communities when they need it most.
* Delivers government priorities and election commitments, including complex, multi-agency projects.

For more information go to <https://www.nsw.gov.au/premiers-department>

**About Aboriginal Affairs**

Aboriginal Affairs NSW works alongside Aboriginal people and communities to make sure their voices are heard, and their interests represented in government. By leading and influencing policy change in government, we support the long-term social, cultural, and economic aspirations of Aboriginal people in NSW. The Aboriginal Affairs NSW Group of the Premier’s Department leads the delivery of the whole of government Closing the Gap reforms and other intergovernmental partnerships, working with all NSW Government clusters and in partnership with Aboriginal stakeholders.

To learn more about our work visit [www.aboriginalaffairs.nsw.gov.au](http://www.aboriginalaffairs.nsw.gov.au)

Our Vision  
Every Aboriginal person and community is thriving and celebrated.

Our Purpose  
We connect, listen, advocate, and enable Aboriginal Communities, to lead accountability and change across Government.

## Primary purpose of the role

The Manager, Organisation and Business Support manages a team responsible for the oversight and reporting functions relative to the organisational and business supporting functions of the business, including, risk, finance and establishment management, recruitment, workplace health and safety, business planning and the related reporting requirements.

## Key accountabilities

* Manage a multi-disciplinary team of organisation and business support staff to enable the smooth oversight and operations of Aboriginal Affairs NSW.
* Oversee the development of the Aboriginal Affairs NSW Risk Register, WHS Framework, Business Plan and financial reporting processes.
* Lead and oversee effective reporting functions to Aboriginal Affairs Executive and Premier’s Department.
* Lead the Quarterly Business Review (QBR) for Aboriginal Affairs ensuring accurate ongoing discussions and reporting relating to key areas of business operations including Human Resources, Workplace Health and Safety, Budget, Risk and Business Planning.
* Lead and oversee all aspects of project development and implementation across a portfolio of complex projects, including preparing business cases and project plans, establishing appropriate governance, identifying, allocating and managing resources, and meeting reporting requirements, to ensure project outcomes are achieved on time, on budget, to quality standards and in line with the Agency project management methodology.
* Develop and implement strategies and tools for the continuous monitoring and evaluation of projects, including risk and contingency management, benefits realisation, and project impact and quality measures, to identify and address issues and assess project progress and overall effectiveness.
* Manage stakeholder relationships through effective communication, negotiation and issues management to ensure stakeholders are engaged throughout projects and project deliverables are met.
* Provide expert advice and information to stakeholders on emerging project issues and present recommendations to support project delivery in line with established plans, budgets, timeframes, policy objectives and other project priorities.

## Key challenges

* Ensure frequent and accurate reporting to the Aboriginal Affairs NSW Executive and Premier’s Department.
* Managing complex and sensitive consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints and interests.
* Achieving multiple project objectives, given limited resources and tight deadlines, and the need to identify project interdependencies and balance competing demands and priorities.

## Key relationships

**Internal**

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| Who | Why |
| Director, Strategic Support | * Receive advice and report on progress towards business objectives and discuss future directions. * Provide expert advice and contribute to decision making. * Identify emerging issues/risks and their implications and propose solutions. |
| Organisation and Business Support Team | * Guide, support, coach and mentor team members. * Lead discussions and decisions regarding key projects and deliverables. |
| Stakeholders | * Provide expert advice on a range of project related issues and strategies. * Optimise engagement to achieve defined outcomes. * Manage expectations and resolve issues. |

**External**

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| Who | Why |
| Stakeholders | * Engage in, consult and negotiate the development, delivery and evaluation of projects. * Manage expectations and resolve issues. |
| Vendors/Service Providers and Consultants | * Communicate needs, facilitate routine business transactions and resolve issues. * Negotiate and approve contracts and service agreements. * Manage contracts and monitor the provision of service to ensure compliance with contract and service agreements. |

## Role dimensions

### Decision making

This role is responsible for achieving agreed objectives and performance criteria, within approved work and project plans, ensuring a coordinated approach to Agency goals. This role will be required to submit reports, briefings and other forms of advice to the Executive, Aboriginal Affairs NSW.

### Reporting line

Director, Strategic Support.

### Direct reports

Three - Eight.

### Budget/Expenditure

Nil.  
The role holder must obtain prior approval from the appropriate delegate and budget holder before incurring expenses.  
For allocated priority projects, this role, has responsibility for ensuring value for money, preparing accurate estimates and costs and resources and monitoring project budgets over the life of the project, including highlighting any risks and possible solutions.

## **Key knowledge and experience**

* Demonstrated experience in collaborating with business/leadership teams to design, develop and implement strategies to meet business objectives.

## Essential requirements

* Relevant tertiary qualifications and/or equivalent relevant experience.
* Demonstrated ability to communicate sensitively and effectively with and understand issues impacting on Aboriginal and Torres Strait Islander peoples.

## Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-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

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| **Capability group/sets** | **Capability name** | **Behavioural indicators** | **Level** |
| personal-attributes | **Display Resilience and Courage**  Be open and honest, prepared to express your views, and willing to accept and commit to change | Remain composed and calm and act constructively in highly pressured and unpredictable environments  Give frank, honest advice in response to strong contrary views  Accept criticism of own ideas and respond in a thoughtful and considered way  Welcome new challenges and persist in raising and working through novel and difficult issues  Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues | Advanced |
| relationships | **Communicate Effectively**  Communicate clearly, actively listen to others, and respond with understanding and respect | Present with credibility, engage diverse audiences and test levels of understanding  Translate technical and complex information clearly and concisely for diverse audiences  Create opportunities for others to contribute to discussion and debate  Contribute to and promote information sharing across the organisation  Manage complex communications that involve understanding and responding to multiple and divergent viewpoints  Explore creative ways to engage diverse audiences and communicate information  Adjust style and approach to optimise outcomes  Write fluently and persuasively in plain English and in a range of styles and formats | Advanced |
| relationships | **Influence and Negotiate**  Gain consensus and commitment from others, and resolve issues and conflicts | Negotiate from an informed and credible position  Lead and facilitate productive discussions with staff and stakeholders  Encourage others to talk, share and debate ideas to achieve a consensus  Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes  Influence others with a fair and considered approach and sound arguments  Show sensitivity and understanding in resolving conflicts and differences  Manage challenging relationships with internal and external stakeholders  Anticipate and minimise conflict | Adept |
| 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 |
| results | **Think and Solve Problems**  Think, analyse and consider the broader context to develop practical solutions | Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues  Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others  Take account of the wider business context when considering options to resolve issues  Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements  Implement systems and processes that are underpinned by high-quality research and analysis  Look for opportunities to design innovative solutions to meet user needs and service demands  Evaluate the performance and effectiveness of services, policies and programs against clear criteria | Advanced |
| business-enablers | **Project Management**  Understand and apply effective planning, coordination and control methods | 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  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 | Advanced |
| people-management | **Optimise Business Outcomes**  Manage people and resources effectively to achieve public value | 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 |

## 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.

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| **Capability group/sets** | **Capability name** | **Description** | **Level** |
| personal-attributes | Act with Integrity | Be ethical and professional, and uphold and promote the public sector values | Adept |
| personal-attributes | Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | 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 | Adept |
| results | Plan and Prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
| results | Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
| business-enablers | Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Adept |
| business-enablers | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Intermediate |
| business-enablers | 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 |
| people-management | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Intermediate |
| people-management | Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |