

Role Description

Manager Business Performance



Cluster	Stronger Communities
Agency	NSW State Emergency Service
Division/Branch/Unit	Organisational Strategy Planning and Performance
Location	State Headquarters
Classification/Grade/Band	Clerk Grade 9/10
ANZSCO Code	132111
Role Number	52019324
PCAT Code	3221391
Date of Approval	January 2023
Agency Website	www.ses.nsw.gov.au

Agency overview

Our Mission: NSW SES saving lives and protecting 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 Manager Business Performance leads staff and volunteers to identify process and system improvements and innovations to achieve optimal business performance and outcomes. The role provides organisational oversight of business process improvement and business intelligence functions, as well as managing the development of business cases to support strategic outcomes. The role analyses and measures performance against organisational goals and objectives, providing an organisational view of progress towards strategic outcomes.

Key accountabilities

- Develop and implement a process improvement framework to streamline business activities and drive process efficiency and effectiveness
- Manage the implementation of a strategic reporting framework to enable organisational performance and accountability. This includes the development and delivery of complex reporting including the use of

innovative reporting applications and tools and developing, analysing and reviewing business analytics and metrics to support improved organisational performance and business outcomes

- Manage external scanning and support strategic integrated planning cycle including tracking the effectiveness of strategic deliverables to achieve organisational objectives
- Champion the use of business intelligence and evidence-based decision making across the organization
- Analyse and consolidate information to develop business cases to support achievement of business objectives
- Collaborate with internal and external stakeholders to influence business process improvement, monitor strategic delivery and promote organisational efficiency and effectiveness. Lead a team to support project and system improvements by identifying business requirements and providing accurate information about business needs 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)

Key challenges

- Building effective influence with peers to identify and implement business intelligence, continual improvement initiatives and organisational level report to support the delivery of the strategic plan
- Exploring and seeking out innovative options, building effective internal partnerships and being well connected to external environment scenarios to achieve optimum results

Key relationships

Who	Why
Internal	
Senior Manager Strategy	<ul style="list-style-type: none"> • Report on and provide advice on the delivery of objectives to explore a range of options to ensure the best organisational solution.
Work Team	<ul style="list-style-type: none"> • Maintain effective working relationships to ensure collaboration and communication to facilitate a consolidated approach.
Team Leaders Managers/Project Team leaders	<ul style="list-style-type: none"> • Work in collaboration to ensure understanding and direction of strategic planning, organisational performance objectives and initiatives.
External	
External stakeholders	<ul style="list-style-type: none"> • Develop and maintain effective external partnerships to build knowledge and sharing of ideas.

Role dimensions

Decision making

The Manager Business Performance determines day to day work priorities resolving challenges to achieve deliverables. The role will determine the content of reports, submissions, policies, correspondence and briefs with limited direction from the supervisor. The role will refer the following matters to the role supervisor: decisions that will substantially alter policy, strategies and programs; major policy issues or conflicts; issues requiring a higher delegated authority (ie travel/expenditure approval).

Reporting line

The role reports directly to the Senior Manager Strategy

Direct reports

This role has 2 direct reports:

Business Analyst x 2

Budget/Expenditure

Nil

Essential requirements

- Demonstrated experience in business planning, business intelligence, process improvement and/or business process mapping
- Relevant tertiary qualifications and /or equivalent experience
- 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

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
	Manage Self	Intermediate
	Value Diversity	Intermediate
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Intermediate
	Work Collaboratively	Adept
	Influence and Negotiate	Adept
 Results	Deliver Results	Adept
	Plan and Prioritise	Adept
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Intermediate
	Technology	Intermediate
	Procurement and Contract Management	Intermediate
	Project Management	Adept
 People Management	Manage and Develop People	Intermediate
	Inspire Direction and Purpose	Intermediate
	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
Personal Attributes Display Resilience and Courage	Adept	<ul style="list-style-type: none"> • Be flexible, show initiative and respond quickly when situations change • Give frank and honest feedback/advice • Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively • Raise and work through challenging issues and seek alternatives • Keep control of own emotions and stay calm under pressure and in challenging situations

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> • Present with credibility, engage varied audiences and test levels of understanding • Translate technical and complex information concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Actively listen and encourage others to contribute inputs • Adjust style and approach to optimise outcomes • Write fluently and persuasively in a range of styles and formats
Relationships Influence and Negotiate	Adept	<ul style="list-style-type: none"> • 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 and explain the need for compromise • Influence others with a fair and considered approach and sound arguments • Show sensitivity and understanding in resolving conflicts and differences • Manage challenging relations with internal and external stakeholders • Pre-empt and minimise conflict
Results Deliver Results	Adept	<ul style="list-style-type: none"> • Take responsibility for delivering on intended outcomes • Make sure team/unit staff understand expected goals and acknowledge success • Identify resource needs and ensure goals are achieved within budget and deadlines • Identify changed priorities and ensure allocation of resources meets new business needs • Ensure financial implications of changed priorities are explicit and budgeted for • Use own expertise and seek others' expertise to achieve work outcomes
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> • 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 • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements • Implement systems and processes that underpin high quality research and analysis

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Business Enablers Project Management	Adept	<ul style="list-style-type: none"> • Prepare clear project proposals and define scope and goals in measurable terms • Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements • Prepare accurate estimates of costs and resources required for more complex projects • Communicate the project strategy and its expected benefits to others • Monitor the completion of project milestones against goals and initiate amendments where necessary • Evaluate progress and identify improvements to inform future projects
People Management Optimise Business Outcomes	Adept	<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