Role Description
Manager – Advisory and Education

Cluster	Stronger Communities
Agency	NSW Police Force
Command/Business Unit	Communications and Security Command, InfoLink, PoliceLink
Location	Parramatta
Classification/Grade/Band	Clerk 9/10
ANZSCO Code	139999
PCAT Code	1115192
NSWPF Role Number	RD 816
Date of Approval	16/08/2021
Agency Website	www.police.nsw.gov.au

Agency overview

The NSW Police Force (NSWPF) vision is for *A Safer New South Wales*, which is achieved by police working with the community to prevent, disrupt and respond to crime.

It is one of the largest police forces in the western world, with more than 20,000 NSW Police Force employees, including more than 17,000 sworn officers providing a range of law and order services 24 hours a day, seven days a week to the socially, geographically and culturally diverse community of NSW.

The organisation has four function lines, based across a number of locations. Metropolitan Field Operations and Regional NSW Field Operations provide frontline services directly to the community. Investigations & Counter Terrorism provides investigative, technical and counter terrorism expertise. Corporate Services, provides business support services such as technology and communication, education and training and corporate human resources functions.

The NSW Police Force is a proud employer of a diverse range of people. This includes, but is not limited to, people who identify as Aboriginal or Torres Strait Islander, LGBTIQ, people with disability, people who come from a variety of cultural, religious or ethnic backgrounds, and workers of all ages. The NSWPF is committed to reflecting the diverse community we serve and creating an inclusive and respectful workplace for all employees, where difference is embraced, contributions are valued, and everyone has a sense of connection and belonging. This enables the growth and development of a talented and diverse workforce across the state, in a wide range of roles, at all levels.

The NSWPF *Statement of Values* and *Code of Conduct & Ethics* outlines appropriate behaviour for all NSW Police Force staff. All employees of NSWPF are expected to ensure ethics are incorporated into all aspects of their work making ethical behaviour, practices and decision making a part of daily routine. This further extends to ensuring confidentiality and information security is maintained at all times.

Work, Health and Safety legislation requires all employees to have specific responsibilities. This role is responsible for identifying, assessing, prioritising and controlling health and safety risks, and ensuring that safe systems of work are developed, documented and followed by staff and contractors through appropriate training, supervision and monitoring.

Primary purpose of the role

The Manager, Advisory and Education is responsible for the facilitation of decision making for complex and high-profile information requests that are subject to internal review or external review by the Information and Privacy Commission and NSW Civil and Administrative Tribunal. The role facilitates objections to the release of NSWPF information, specifically in relation to subpoenas that may be classified as oppressive and lacking legitimate forensic purpose. The role manages the team that delivers these services.

Key accountabilities

- Review and oversight the decisions or recommendations on complex and urgent subpoena and GIPAA matters including providing advice on legislation, grounds of objections to releasing information and the management of disputes
- Collaborate with stakeholders to ensure consistent and accurate application of legislative requirements, policies and procedures to minimise the risks to the reputation of the NSW Police Force
- Oversee the implementation of Court/Tribunal orders (GIPAA) and legal proceedings in relation to subpoena objections and GIPPA applications through consultation, instruction and advice with legal practitioners
- Provide expert advice in relation to Memorandum of Understanding and Standard Operating Procedures related to the release of NSWPF information
- Prepare high level briefings, reports and statistical data on workload, outcomes, risks and emerging trends with recommendations to inform senior management decision making
- Contribute to the development of command business plans for business improvement and risk mitigation for the organisation
- Identify issues and develop training resources and tools across the NSWPF to promote awareness, build capability and improve compliance with subpoenas, GIPAA applications and other information requests
- Manage and develop a team to drive and implement business improvement activities

Key challenges

- Balance individual and teamwork priorities, delivery of services, provide expert advice and ensure compliance with required regulatory timeframes
- Maintain knowledge of relevant legislation, case law and government policy developments regarding the release of agency information
- Provide effective leadership and mentoring, contributing to a collaborative team environment and culture to maintain an appropriately skilled and productive team

Key relationships

Who	Why
Ministerial	
Minister for Police	- Provide advice regarding legislative requirements - Information exchange
Internal*	
Director/Commander	- Receive advice, report on progress for business objectives and discuss future directions - Provide expert advice and contribute to decision making - Maintain a safety focus and contribute to risk minimisation.

Who	Why
	• Identify emerging issues/risks and their implications and propose solutions
Direct Reports	• Inspire and motivate team, provide direction and manage performance • Guide, support, coach and mentor team members • Ensure team members comply with legislation, policies and procedures • Maintain accountability
Stakeholders	• Provide advice regarding legislative requirements • Manage expectations and resolve issues • Information exchange
External	
Stakeholders	• Provide advice regarding legislative requirements • Manage expectations and resolve issues • Information exchange
NSW Information Commissioner	• Collaboration, reporting and oversight
External Law Firms	• Provide instructions related to subpoena and GIPAA litigation

Role dimensions

Decision making

This role has autonomy to make decisions regarding the prioritisation of work and deployment of resources across the team in order to undertake assessments, make decisions and recommendations to determine the release of information across various information request regimes. The role exercises its delegations by the Commissioner of Police and makes evidence - based decisions autonomously and in collaboration with OGC and in response to recommendations and orders made by the NSW Information Commissioner and NCAT to ensure legislative compliance and that the appropriate balance is met in answer to information requests for NSW Police Force Information.

Reporting line

• Commander – Superintendent

Direct reports

• Information – Senior Advisory Officer – Sergeant
• Information – Senior Advisory Officer – Clerk 7/8

Budget/Expenditure

• The Manager has a financial delegation in line with delegated authorities

Key knowledge and experience

- Demonstrated experience in the preparation and presentation of training
- Demonstrated knowledge and understanding of subpoenas, the *Government Information (Public Access) Act 2009* (NSW), and other information access legislation
- Relevant experience in analysing, interpreting and applying legislation and case law

Essential requirements

- Obtain and maintain the requisite security clearances for this position.
- Legal or tertiary qualifications in law

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	**Display Resilience and Courage** Be open and honest, prepared to express your views, and willing to accept and commit to change	• Be flexible, show initiative and respond quickly when situations change • Give frank and honest feedback and advice • Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately • Raise and work through challenging issues and seek alternatives • Remain composed and calm under pressure and in challenging situations	Adept
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
	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	• Take responsibility for delivering high-quality customer-focused services • Design processes and policies based on the customer's point of view and needs • Understand and measure what is important to customers • Use data and information to monitor and improve customer service delivery • Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers • Maintain relationships with key customers in area of expertise • Connect and collaborate with relevant customers within the community	Adept

FOCUS CAPABILITIES			
Capability group/sets	**Capability name**	**Behavioural indicators**	**Level**
	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

NSW GOVERNMENT

FOCUS CAPABILITIES			
Capability group/sets	Capability name	Behavioural indicators	Level
	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	• Understand all components of the project management process, including the need to consider change management to realise business benefits • Prepare clear project proposals and accurate estimates of required costs and resources • Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements • Identify and evaluate risks associated with the project and develop mitigation strategies • Identify and consult stakeholders to inform the project strategy • Communicate the project's objectives and its expected benefits • Monitor the completion of project milestones against goals and take necessary action • Evaluate progress and identify improvements to inform future projects	Adept

NSW GOVERNMENT

FOCUS CAPABILITIES			
Capability group/sets	**Capability name**	**Behavioural indicators**	**Level**
People Management	**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
	Inspire Direction and Purpose Communicate goals, priorities and vision, and recognise achievements	• Promote a sense of purpose, and help the team to understand the strategic direction of the organisation and the needs of customers and stakeholders • Translate broad organisational strategy and goals into tangible team goals and explain the links for the team • Ensure that team objectives and outcomes lead to the implementation of government priorities and create value for customers and stakeholders • Work to remove barriers to achieving goals	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.

COMPLEMENTARY CAPABILITIES

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
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
Relationships	Work Collaboratively	Collaborate with others and value their contribution	Adept
Results	Plan and Priorities	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Intermediate
Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
People Management	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	Adept

Version Control

Version	Summary of Changes	Date
V1.0	New Role Description created	23.03.2021

Roles attached

Position Number	Region	Position Number	Region	Position Number	Region	Position Number	Region
50023419	InfoLink						