

Role Description

Manager, Business Operations



Cluster	Customer Service
Agency	Department of Customer Service & Service NSW
Division/Branch/Unit	Service NSW for Business
Classification/Grade/Band	Clerk Grade 12 & SNSW Grade 11/12
ANZSCO Code	132111
PCAT Code	3339192
Date of Approval	October 2019

Agency overview

Service NSW is making it easier for people and businesses across NSW to access government services. Since launching in July 2013, we have successfully transformed and streamlined NSW Government service delivery with cutting edge digital solutions and an award-winning culture of passion and teamwork.

Our customer-centric solution offers simpler and faster access to government transactions through our digital channels, a 24/7 phone service and an expanding network of service centres. We currently partner with over 50 agencies to offer over 1,000 NSW Government transactions.

Primary purpose of the role

Manage the development and delivery of business, executive, secretariat, and project management services to facilitate quality business plans, processes, systems and outcomes to enable the delivery of timely and effective programs and services.

Key accountabilities

- Lead and manage staff in planning and delivering management services and projects to reflect statutes/legislation, Government and Organisational business policies, processes and standards
- Plan, coordinate and deliver strategic advice/submissions, business cases, communications and briefs/reports regarding financial budget management and analysis, human resources issues, service delivery and legal compliance to inform executive and management stakeholders and enable effective decision making
- Oversee and lead a range of business initiatives and business specific projects/programs including change, quality assurance, procurement, risk, asset and regulation management to contribute to the continuous improvement of business operations
- Facilitate, monitor and coordinate business evaluation strategies across business units to promote consistent delivery of quality processes and systems and improve performance in line with regulatory requirements and Organisational/Government policies and standards
- Manage the process of business and strategic planning and monitor and report on strategic, operational and project plans to inform decision making and support achievement of branch objectives, Organisational and Government priorities

- Research and prepare advice, information and reports on diverse and complex policy, planning and operational matters to facilitate informed decision making and strategic and operational planning
- Provide issues management and support, responding to emerging issues to enable effective resolution and minimising risk to the organization
- Develop and manage the implementation and evaluation of administrative practices, systems and procedures to optimise efficiency and quality of service delivery

Key challenges

- Anticipating and addressing contentious issues and providing accurate advice on complex issues and legislation, often within tight timeframes, given the need to collect and assimilate information from a variety of sources while maintaining confidentiality and exercising diplomacy
- Continually reviewing and evaluating branch operations and performance in a sensitive manner to recommend reforms/improvements to policies, processes and service delivery models in a high volume working environment with competing priorities
- Managing and developing relationships with stakeholders who may have conflicting needs and priorities, and balancing sensitive and changing expectations to deliver services which meet needs and form the basis for business improvement

Key relationships

Who	Why
Internal	
Executive Director/Directors	<ul style="list-style-type: none"> • Escalate sensitive issues, identify and report potential and emerging risks and implications • Keep informed and updated, advise and receive guidance and instructions. • Participate in discussions and decisions regarding progress towards business objectives and future directions. • Provide expert advice, reports, data and analysis and propose solutions.
Direct reports	<ul style="list-style-type: none"> • Guide, support, coach, mentor and manage performance • Review work and proposals to ensure integrity and accountability of decision making • Provide own perspective and share information • Work collaboratively with, inspire and motivate
Work team	<ul style="list-style-type: none"> • Guide, support, coach, mentor and manage performance • Review work and proposals to ensure integrity and accountability of decision making • Provide own perspective and share information • Work collaboratively with, inspire and motivate
Customers/Stakeholders	<ul style="list-style-type: none"> • Provide a customer focused approach to service delivery • Manage the flow of information, seek clarification and provide advice and responses to ensure prompt resolution of issues

Who	Why
	<ul style="list-style-type: none"> • Articulate the needs and requirements of the service and collaborate with to negotiate solutions, provide expert advice and regular updates • Address/respond to queries to provide advice where possible, or redirect to relevant party for review and resolution
External	
Customers/Stakeholders	<ul style="list-style-type: none"> • Engage with, consult, seek clarification, provide advice, manage expectations, resolve and provide solutions to issues, negotiate outcomes and timeframes. • Develop and maintain effective working relationships and open channels of communication to provide and obtain information, and ensure effective management and implementation of expectations and standards • Respond to and resolve queries, providing information and/or resources or redirect to the appropriate person or business unit if required • Promote business plans and strategies
Vendors/Service Providers	<ul style="list-style-type: none"> • Negotiate and approve contracts and service agreements • Monitor provision of service to ensure compliance with contracts and service arrangements • Contact to provide and gather information and resolve routine issues. • Manage contracts, including communications and business requests to ensure contract compliance.
Other Government Agencies	<ul style="list-style-type: none"> • Participate in meetings and represent Agency perspective • Provide and share information, discuss and seek input on matters or issues

Role dimensions

Decision making

This role has autonomy and makes decisions in relation to processes and issues that are under their direct control. It refers to the executive for decisions that require significant change to program outcomes or timeframes or are likely to escalate. This role is fully accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables and outcomes. The role submits reports, business cases and other forms of written advice with minimal input from the Director.

Reporting line

Director or Executive Director

Direct reports

Various

Budget/Expenditure

As per Customer Service Delegations

Essential requirements

Relevant qualifications in business, operations, capability development and/or relevant experience.

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	<ul style="list-style-type: none"> • 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
	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> • Represent the organisation in an honest, ethical and professional way and encourage others to do so • Act professionally and support a culture of integrity • Identify and explain ethical issues and set an example for others to follow • Ensure that others are aware of and understand the legislation and policy framework within which they operate • Act to prevent and report misconduct and illegal and inappropriate behaviour 	Adept
 Relationships	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> • 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


FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Commit to Customer Service		Adept
	Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> • 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 	
	Influence and Negotiate		Adept
	Gain consensus and commitment from others, and resolve issues and conflicts	<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 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 	

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
<div></div>	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none">• Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence• Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience• Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience• Seek contributions and ideas from people with diverse backgrounds and experience• Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness• Identify and share business process improvements to enhance effectiveness	Adept
<div></div>	Project Management Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none">• 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

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	<ul style="list-style-type: none"> • Collaborate to set clear performance standards and deadlines in line with established performance development frameworks • Look for ways to develop team capability and recognise and develop individual potential • Be constructive and build on strengths by giving timely and actionable feedback • Identify and act on opportunities to provide coaching and mentoring • Recognise performance issues that need to be addressed and work towards resolving issues • Effectively support and manage team members who are working flexibly and in various locations • Create a safe environment where team members' diverse backgrounds and cultures are considered and respected • Consider feedback on own management style and reflect on potential areas to improve 	Intermediate

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	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	Adept
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	Plan and Prioritise	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	Adept
 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	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