Role Description
Director, Enabling Services

Role Description Fields	Details
Agency	NSW Ombudsman's Office
Division/Branch/Unit	Enabling Services Branch
Role number	TBD
Classification/Grade/Band	Band 1
Senior executive work level standards	Work Contribution Stream: Service/Operational Delivery
ANZSCO Code	TBD
PCAT Code	TBD
Date of Approval	July 2022
Agency Website	www.ombo.nsw.gov.au

Agency overview

The NSW Ombudsman is an independent and impartial watchdog agency whose job is to ensure that the public and private sector agencies and employees we watch over fulfil their obligations properly. We investigate and resolve individual complaints; help agencies be aware of their responsibilities to the public, comply with the law, act reasonably, and follow best practice in administration; and draw government's attention to significant issues of concern.

Primary purpose of the role

The Director, Enabling Services leads, directs and coordinates a range of enabling functions that support the organisation's delivery of high quality services.

Key accountabilities

- Lead and direct a multifaceted team with broad functions including communications, engagement, data analytics, quality assurance, and external training services.
- Contribute to strategic and business planning processes within the organisation to ensure that plans are informed by high quality inputs about performance and stakeholder expectations.
- Drive continuous improvement of service quality and effectiveness through robust quality assurance mechanisms and reporting on meaningful performance metrics.
- Support the organisation in creating meaningful engagement with stakeholders and the community – to maximise those that benefit from NSW Ombudsman's services.
- Lead and direct managers, providing expert advice and ensuring timely reporting against key deliverables. Nurture individual teams and oversee the development of effective working relationships and communication processes between the teams, encouraging a collaborative and positive office culture.

Key challenges

- Establishing and maintaining a quality assurance framework that promotes a positive culture of continuous improvement in service delivery.
- Achieving optimal approaches to reporting on organisational performance in the context of diverse reporting needs and broad performance expectations.

Key relationships

Internal

Who	Why
Chief Operating Officer	• Establish branch funding and resourcing consistent with business needs, strategic plan, and priorities. • Alert to operational or service issues which may escalate, or which may have broader impact. • Achieve endorsement of strategic and operational plans and objectives.
Other Executives	• Provide expert advice on matters within area of responsibility. • Collaborate to set strategic priorities, working in partnership on joint initiatives. • Collaborate in establishing and nurturing positive organisation culture. • Contribute to executive decision-making processes and implementation of appropriate governance frameworks.
Direct Reports	• Inspire and motivate, provide leadership, guidance and support. • Set overall performance expectations manage individual performance and development.
Branch Staff (Indirect Reports)	• Leads and provides support and clarity on strategic direction and objectives. • Encourage and drive a positive culture of high performance.

External

Who	Why
Other NSW Government Agencies and Non Government Agencies	• Establish and maintain collaborative relationships and partnerships. • Collaborate and maintain open relationships to expedite responses and information transfer. • Establish effective networks with other Executives and with similar roles across other jurisdictions, to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues.
Broader stakeholders in the private sector	• Maintain effective relationships with key stakeholders to exchange market intelligence, performance benchmarking information, innovations, and other matters of mutual interest to enhance the effectiveness and quality of programs and services.

Role dimensions

Decision making

The Director, Enabling Services is a member of the executive team and acts with autonomy within the overall decision making and accountability limits in planning, directing and managing the diverse range of activities undertaken by their branch.

The Director, Enabling Services will ensure all decision making is consistent with the status and values of an independent integrity agency.

As a member of the executive, the Director, Enabling Services makes decisions about the NSW Ombudsman's policies, practices, and strategies to achieve required outcomes and strategic objectives.

The role has accountability for decisions relating to the provision of services to achieve agreed program objectives and service performance; the engagement and management of staff, consultants, contractors and vendors; budget management and expenditure of funds within the delegated authority framework of the NSW Ombudsman and wider government guidelines.

The Director, Enabling Services is delegated to make decisions concerning staffing and associated matters as well as having a financial delegation of $100,000.

Reporting line

The role reports to the Chief Operating Officer.

Direct reports

The Director, Enabling Services has up to 5 direct reports, and manages a branch of around 20 staff.

Budget/Expenditure

The Director, Enabling Services is accountable for their branch's budget.

Essential requirements

Employment at the NSW Ombudsman's Office is subject to the satisfactory completion of security and related vetting including, in part, a criminal records check; signed understanding and acceptance of a range of policies; two statutory declarations relating to conflicts of interest, arrests, charges, convictions and a health declaration.

Other essential requirements include:

- Demonstrated understanding and knowledge of relevant legislation, professional standards and policies, practices and processes as they relate to each of the areas of responsibility.
- Extensive knowledge and experience in strategic planning and business process efficiencies in delivering a complex program of work, or in a government context.
- Leadership approach that is collaborative in style, with experience managing multi disciplinary teams with a broad ranges of responsibility.
- Australian permanent resident or citizen or New Zealand citizen.
- Successful police, bankruptcy and academic record check.

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.
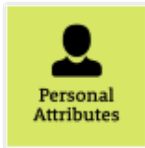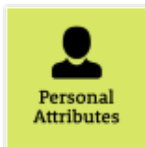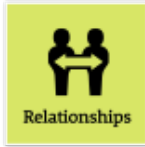
The capabilities are separated into focus capabilities and complementary capabilities

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	**Act with Integrity** Be ethical and professional, and uphold and promote the public sector values	• Model the highest standards of ethical and professional behaviour and reinforce their use • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Promote a culture of integrity and professionalism within the organisation and in dealings external to government • Monitor ethical practices, standards and systems and reinforce their use • Act promptly on reported breaches of legislation, policies and guidelines	Advanced
Personal Attributes	**Manage Self** Show drive and motivation, an ability to self-reflect and a commitment to learning	• Act as a professional role model for colleagues, set high personal goals and take pride in their achievement • Actively seek, reflect and act on feedback on own performance • Translate negative feedback into an opportunity to improve • Take the initiative and act in a decisive way • Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation	Advanced
Relationships	**Communicate Effectively** Communicate clearly, actively listen to others, and respond with understanding and respect	• Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences • Speak in a highly articulate and influential manner • State the facts and explain their implications for the organisation and key stakeholders • Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations • Anticipate and address key areas of interest for the audience and adapt style under pressure	Highly Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
Relationships	**Work Collaboratively** Collaborate with others and value their contribution	• Recognise outcomes achieved through effective collaboration between teams • Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government • Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions • Network extensively across government and organisations to increase collaboration • Encourage others to use appropriate collaboration approaches and tools, including digital technologies	Advanced
Results	**Deliver Results** Achieve results through the efficient use of resources and a commitment to quality outcomes	• Use own professional knowledge and the expertise of others to drive forward organisational and government objectives • Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation • Identify, recognise and celebrate success • Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes • Identify and remove potential barriers or hurdles to achieving outcomes • Initiate and communicate high-level priorities for the organisation to achieve government outcomes	Highly Advanced
Results	**Demonstrate Accountability** Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	• Design and develop systems to establish and measure accountabilities • Ensure accountabilities are exercised in line with government and business goals • Exercise due diligence to ensure work health and safety risks are addressed • Oversee quality assurance practices • Model the highest standards of financial probity, demonstrating respect for public monies and other resources • Monitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworks • Incorporate sound risk management principles and strategies into business planning	Advanced

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Capability group/sets	Capability name	Behavioural indicators	Level
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	**Manage and Develop People** Engage and motivate staff, and develop capability and potential in others	• Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives	Advanced

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	Advanced
Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
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	Advanced
Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Advanced
People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
People Management	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Advanced

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