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# Role Description

# Business Operations Manager

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| **Cluster** | **Regional NSW** |
| **Department/Agency** | **Department of Regional NSW** |
| **Division/Branch/Unit** | **Public Works, South Coast Region** |
| **Role number** |  |
| **Classification/Grade/Band** | **Grade 9/10** |
| **ANZSCO Code** | **132311** |
| **PCAT Code** | **1227191** |
| **Date of Approval** | **06 July 2022** |
| **Agency Website** | **www.publicworks.nsw.gov.au** |

## Agency overview

The Department of Regional NSW was formed in 2020 as the central agency for regional issues. The Department is responsible for building resilient regional economies and communities , strengthening primary industries, managing the use of regional land, overseeing the state's mineral and mining resources and ensuring government investment in regional NSW is fair and delivers positive outcomes for local communities and businesses.  
Public Works is part of the Department of Regional NSW and supports local and state government agencies to deliver critical infrastructure initiatives by providing expert advisory, planning, design, delivery and support services. We bridge the gap between the government and private sector, helping clients to maximise value, optimise costs and manage risks in their infrastructure programs and the lifecycle management of their assets.

## Primary purpose of the role

The Business Operations Manager is a key member of the South Coast Region management team and is responsible for the delivery of efficient resourcing, administrative and business support services in the business unit including workforce planning, resource coordination and development.

This diverse role incorporates all business support functions to enable the Unit's professional staff (Engineers/Surveyors/Property Officers) to provide services to deliver infrastructure projects for external clients on a fee for service basis.

The South Coast unit covers >50,000kms of NSW from Sydney to the Victorian border with approximately 65 full time equivalent staff.

## Key accountabilities

* Maintain the Business Unit Strategic and Operational Plan
* Support the effective management of SEQ functions to provide best practice outcomes and maintain SEQ accreditation.
* Implementation of people strategies including resourcing activities, workforce planning, knowledge management, performance management, and learning and development programs
* Coordinate the development and maintenance of fact sheets, capability statements and lead (KPI) reporting/tracking to the Regional Director and Management team.
* Implementation of business systems and operational processes to achieve business unit outcomes
* Manage and increase the effectiveness and efficiency of support services (Resourcing, Project and Contract Administration/Operations), through developing and implementing improvements to each function as well as coordination between support and business functions
* Lead a team in the provision of consistent high-quality resource and business support services including coaching and developing team members.

## Key challenges

* The ability to implement flexible strategies to attract and retain high performing staff within the context of government policies
* Ensure the effective allocation and utilisation of resources, both human and other, to ensure that planned programs of work are completed according to program and project objectives
* Implementing, monitoring and improving an effective and consistent learning and development program across the region to ensure staff skills and capabilities match required levels to provide appropriate services to clients

## Key relationships

**Internal**

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| Who | Why |
| Regional Director | * Escalate issues, keep informed, advise and receive instructions * Provide expert advice and guidance on operational aspects of the business unit to ensure effective workforce planning, resource coordination and development to ensure sustainability of the business operations |
| Management Team | * Actively participate in business activities as a member of the management team * Contribute to broader unit issues * Provide reports, data and analysis * Present information and evidence of compliance * Interface with Finance Manager on commercial aspects of resourcing |
| Finance Manaer | * Develop and maintain effective working relationship actively participating in resourcing and impacts on budget, expenditure proposals and bid resourcing |
| Work Team | * Inspire and motivate team, provide direction and manage performance * Encourage team members to work collaboratively to achieve business outcomes * Guide, support, coach and mentor team members * lead team meetings to obtain group perspective and share information * Support team members and work collaboratively to contribute to achieving the teams' business outcomes |

**External**

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| Who | Why |
| Customers/Stakeholders | * Develop and maintain effective working relationships and open channels of communication to ensure stakeholders are well informed * Contribute to a client-focused approach to service delivery |
| Vendors/Service Providers | * Liaise on contracts and service agreements to ensure compliance business operation requirements |

## Role dimensions

### Decision making

This role has high level of autonomy and authority to make decisions, set priorities and direction specific to the achievement of resourcing outcomes, in consultation with the Regional Director

### Reporting line

This position reports directly to the Regional Director

### Direct reports

There are various business support staff reporting to this role form Business Support Staff General Scale, through to Business Support Staff Grade 7/8 both as salaried employees and contingent staff.

### Budget/Expenditure

As per the DRNSW and Public Works Delegations Manual

## **Key knowledge and experience**

* Relevant demonstrable experience within the public sector and/or a professional services organisation
* MS Office and Resource Planning Tools

## Essential requirements

* Tertiary qualifications in Human Resources, Commerce or equivalent
* Current NSW Driver's Licence and willingness to drive to and work in remote locations which may include overnight stays

## 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 | **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 | 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 |
| results | **Think and Solve Problems**  Think, analyse and consider the broader context to develop practical solutions | 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 |
| business-enablers | **Project Management**  Understand and apply effective planning, coordination and control methods | Perform basic research and analysis to inform and support the achievement of project deliverables  Contribute to developing project documentation and resource estimates  Contribute to reviews of progress, outcomes and future improvements  Identify and escalate possible variances from project plans | Intermediate |
| 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.

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| **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 | Intermediate |
| personal-attributes | Act with Integrity | Be ethical and professional, and uphold and promote the public sector values | Intermediate |
| 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 | Work Collaboratively | Collaborate with others and value their contribution | Intermediate |
| relationships | Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |
| results | Deliver Results | Achieve results through the efficient use of resources and a commitment to quality outcomes | 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 | Intermediate |
| 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 | Intermediate |
| people-management | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Adept |
| people-management | Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Intermediate |
| people-management | Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |