

Role Description

Business Manager



**Regional
NSW**

Cluster	Regional NSW
Agency	Department of Regional NSW
Division/Branch/Unit	Regional Development and Programs
Location	Sydney
Classification/Grade/Band	Clerk Grade 11/12
Role Family	Adapted/Administrative and Executive Support/Deliver
ANZSCO Code	139999
PCAT Code	1137215
Date of Approval	February 2021 (March 2021; April 2022)
Agency Website	www.regional.nsw.gov.au

Agency overview

The Department of Regional NSW was formed in 2020 as a 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.

Regional Development and Programs are the NSW Government's eyes and ears on the ground for regional development and infrastructure delivery, providing multi-agency coordination, program and grant funding, community planning and coordination, and emergency response delivery. Regional Development and Programs plays a crucial leadership and community-facing role to support improved outcomes in economic development and community wellbeing for regional NSW.

Primary purpose of the role

The Business Manager provides operational, high level executive, secretariat and policy support to the Executive Director, to facilitate the achievement of organisational and management objectives and serves as a focal point for all matters that require the direct intervention Executive Director. This includes providing strategic advice, managing communications and implementing strategies across Regional Development and Programs and the Cluster.

Key accountabilities

- Prepare, manage and review the provision of high-level communications and correspondence including briefings, reports, submissions and notes to ensure the comprehensiveness, accuracy, and timeliness of written information.

- Undertake confidential and sensitive tasks on behalf of the Executive Director to provide efficient executive support that contributes business objectives.
- Act as a principal representative of the Executive Director to liaise with Stakeholders, foster high levels of collaboration, facilitate information flow and achieve mutually beneficial outcomes within required obligations
- Research and prepare strategic advice, information and reports on diverse and complex business operational matters to facilitate informed decision making and planning including budget management, planning and forecasting.
- Provide high level advice and issues management and support to the Executive Director and respond to emerging issues to ensure effective resolution with minimal risk to the organisation.
- Develop and oversee the implementation and evaluation of administrative practices, systems and procedures to optimise efficiency and support the achievement of quality outcomes.
- Establish effective governance arrangements for the Executive Director and team, committee's and advisory groups and ensure the provision of appropriate secretariat and meeting support to facilitate their effective operation.
- Monitor and proactively contribute to development of Departmental and Cluster strategic activities and processes, to ensure that planning milestones and reporting requirements are satisfied

Key challenges

- Identifying and understanding issues, competing interests and priorities to ensure that the Executive Director is fully briefed.
- 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 different sources whilst maintaining confidentiality and exercising diplomacy.
- Managing sensitive and confidential issues in a complex and divergent environment with conflicting priorities.

Key relationships

Who	Why
Ministerial	
Ministers	<ul style="list-style-type: none"> • Consult to provide accurate information and support planning and decision processes.
Internal	
Executive Director	<ul style="list-style-type: none"> • Manage priorities, needs and expectations. • Identify and / or escalate priorities and determine appropriate decision making protocols. • Proactively coordinate, brief and provide advice on relevant matters, emerging, sensitive, high risk and business critical issues, resolution strategies and stakeholder satisfaction with program and service delivery. • Contribute to development and implementation of Directorate business plans

Who	Why
	<ul style="list-style-type: none"> Participate in meetings and contribute ideas to enhance systems and processes
Directors and Division Directors	<ul style="list-style-type: none"> Establish and maintain effective working partnerships Provide accurate and timely advice on Directorate priorities, performance benchmarks and reporting frameworks Liaise to negotiate outcomes and timeframes for delivery of key projects and outcomes Liaise to gain input and required information and to coordinate the preparation of submissions, briefs, reports, reviews and responses Collaborate to follow through the resolution and development of innovative solutions for identified matters and issues
Business Managers and Executive Officers in other divisions	<ul style="list-style-type: none"> Establish and sustain proactive professional networks and relationships to maintain currency of issues, share ideas and learnings, and to facilitate information transfer. Collaborate on common responses to emerging and/or developing issues.
Direct Reports	<ul style="list-style-type: none"> Build a shared sense of understanding regarding systems, processes, protocols and expectations Build a collaborative and inclusive team operating Lead, empower and manage performance and outcomes of team
External	
Community/industry and other key stakeholders	<ul style="list-style-type: none"> Represent the Executive Director in discussions and establish appropriateness and timing of the Executive Director's involvement. Manage relationships to identify emerging issues. Determine general levels of satisfaction with program outcomes and service delivery.
Industry and professional groups	<ul style="list-style-type: none"> Participate in forums, to enable benchmarking, understanding of trends and collaboration on emerging issues Build and maintain effective collaborative relationships Engage to obtain input to program reviews and development of effective solutions to identified issues

Role dimensions

Decision making

The Business Manager operates with a high level of autonomy and is expected to determine key operational objectives in consultation with the Executive Director, allocate work and review performance and exercise delegated authority. The role exercises sound judgement when answering and resolving complex enquiries. The role is individually accountable for the quality, integrity and validity of the content of expert advice provided by them.

Reporting line

Executive Director

Direct Reports

TBC

Budget/Expenditure

TBA

Key knowledge and experience

- Proven ability to exercise sound judgement, particularly in matters of great political sensitivity, strict confidentiality and/or potential controversy.
- Practical knowledge of the working of government and its processes.

Essential requirements

- Degree in a relevant discipline or relevant senior experience.
- Evidence of the COVID-19 vaccination must be provided upon commencement of employment. This is a condition of engagement should you be successfully appointed to a position within the Department of Regional NSW (which includes Local Land Services and the Soil Conservation Service).

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"> • 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
 Relationships	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> • Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience • Ensure systems are in place to capture customer service insights to improve services • Initiate and develop partnerships with customers to define and evaluate service performance outcomes • Promote and manage alliances within the organisation and across the public, private and community sectors • Liaise with senior stakeholders on key issues and provide expert and influential advice • Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches • Ensure that the organisation's systems, processes, policies and programs respond to customer needs 	Advanced


FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 Results	Plan and Prioritise Plan to achieve priority outcomes and respond flexibly to changing circumstances	<ul style="list-style-type: none"> Understand the links between the business unit, organisation and the whole-of-government agenda Ensure business plan goals are clear and appropriate and include contingency provisions Monitor the progress of initiatives and make necessary adjustments Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately Consider the implications of a wide range of complex issues and shift business priorities when necessary Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning 	Advanced
	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	<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 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

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Demonstrate Accountability Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	<ul style="list-style-type: none"> Assess work outcomes and identify and share learnings to inform future actions Ensure that own actions and those of others are focused on achieving organisational outcomes Exercise delegations responsibly Understand and apply high standards of financial probity with public monies and other resources Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others' health and safety Conduct and report on quality control audits Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks 	Adept
 Business Enablers	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"> 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

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	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Work Collaboratively	Collaborate with others and value their contribution	Adept
	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
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	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	Adept
	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