

Role Description

Regional Manager (Identified)



Aboriginal
Affairs



Cluster	Premier and Cabinet
Agency	Aboriginal Affairs NSW
Division/Branch/Unit	Partnerships Directorate or Partnerships and Operations Directorate
Location	Various
Classification/Grade/Band	Clerk Grade 11/12
Role Number	Various
ANZSCO Code	224412
PCAT Code	1119192
Date of Approval	October 2019
Agency Website	www.aboriginalaffairs.nsw.gov.au

Agency overview

Aboriginal Affairs NSW works alongside Aboriginal people and communities to make sure their voices are heard and their interests represented in government. By leading and influencing policy change in government, we support the long-term social, cultural and economic aspirations of Aboriginal people in NSW. Our agency works closely with Aboriginal communities and our staffing reflects the diversity of these communities. Over 50 percent of our staff, including senior leadership, identify as Aboriginal. We are also committed to providing a culturally safe and supportive workplace with flexible working arrangements for all staff.

To learn more about our work visit www.aboriginalaffairs.nsw.gov.au

Primary purpose of the role

The Regional Manager leads teams which work with Aboriginal communities, government agencies, the non-government organisation (NGO) sector, and the private sector, in supporting the development and implementation of OCHRE and related projects to support Aboriginal community strengthening. The role leads and oversees OCHRE activity project management, coordination, liaison, program management, monitoring, and reporting on outcomes.

Key accountabilities

- Manage and supervise a geographically dispersed team in the development and implementation of OCHRE related projects to deliver agreed outcomes for Aboriginal people in NSW, AA and the NSW Government.
- Manage and oversee all aspects of project development and implementation, including: the preparation of project plans; identification and coordination of resources; development and management of budgets; identification and management of risks; and establishment of monitoring and reporting frameworks.

- Work closely with Aboriginal governance bodies, Aboriginal leaders, and Aboriginal community organisations to build governance capacity and continuously improve local processes and practices.
- Negotiate contracts and coordinate the work performed by externally sourced providers to ensure that services are provided in accordance with agreed quality standards, budget, procurement policy and timeframes.
- Build and maintain a range of working relationships and collaborative networks across Aboriginal communities, government agencies, the private sector (including NGOs) and with internal stakeholders, to support the delivery of OCHRE projects and provide feedback on the implementation process.
- Provide high level, strategic advice and support to the executive on the development, implementation, management, and reporting of projects, and ensure the executive is fully briefed on the status of projects.
- Manage local operations and resources, including budgets, staff and facilities; oversee work allocation and contribute to the professional development of team members via coaching, mentoring and support to develop capabilities and achieve agreed outcomes; manage relationships and resolve issues associated with office co-location as necessary.
- Prepare a range of high quality strategic and operational documents, including business cases, project plans, reports, briefs, submissions, presentations, and correspondence, to inform or reply to Government and/or AA requests; maintain appropriate records in accordance with statutory and AA's recordkeeping requirements.

Key challenges

- Leading and managing simultaneous projects, given limited resources and tight deadlines, and the need to identify project interdependencies and balance competing demands and priorities; coordinating projects across regions / States to deliver effective outcomes
- Managing remotely and across geographically dispersed office locations; ensuring consistent decision-making and equitable development opportunities for all staff
- Building and maintaining strong networks given political sensitivities, varying philosophies, capabilities and interests.

Key relationships

Who	Why
Internal	
Director	<ul style="list-style-type: none"> • Receive guidance and provide high level advice on the implementation, management and reporting of projects and activities, and of all key or sensitive developments in the region • Provide timely and accurate advice concerning current, emerging and critical issues, including the preparation of briefing notes
AA Executive / Other Regional Managers	<ul style="list-style-type: none"> • Build and maintain collaborative working relationships to resolve project issues and deliver effective project outcomes • Share information and subject matter expertise; report on project progress and emerging issues / risks
Project teams	<ul style="list-style-type: none"> • Lead discussions and decisions regarding key projects and deliverables • Collaborate to design, develop and implement projects

Who	Why
	<ul style="list-style-type: none"> Guide, support, coach and mentor team members; manage expectations and resolve issues arising
Direct Reports	<ul style="list-style-type: none"> Provide coaching, mentoring and support on policy activities; provide supervision (including attendance and leave monitoring) Set priorities, monitor tasks and projects, and provide ongoing performance feedback, coaching and development
External	
Government agencies, NGOs and/or private sector organisations	<ul style="list-style-type: none"> Engage, consult and negotiate throughout the project lifecycle; gather feedback and information/data to enable project reporting Manage expectations and resolve issues arising Convene, lead and/or attend working parties and committees; represent AA's position on Aboriginal affairs
Aboriginal leaders, organisations and/or communities	<ul style="list-style-type: none"> Build and maintain strong collaborative networks; manage expectations and resolve issues arising Provide advice, support and guidance to regional governance bodies to build local capacity Convene, lead and/or attend working parties and committees to provide guidance and support (as required)
Vendors and suppliers	<ul style="list-style-type: none"> Negotiate contracts and service level agreements Oversee the delivery of good / services to ensure compliance agreed performance levels

Role dimensions

Decision making

The Regional Manager:

- Works within a broad framework of legislative requirements, strategic plans, priorities and goals
- Undertakes long-term planning and priority-setting in consultation with the role supervisor and then manages concurrent projects within this remit; negotiates contracts with suppliers and vendors within delegations
- Escalates issues significantly outside AA's policy position or those likely to escalate or create substantial or contentious precedent and/or which require a higher administrative delegation or submission to a higher level of management
- Provides accurate and timely advice and recommendations, where often there is no known precedent; recommendations may be reviewed by the role supervisor for consistency with strategic directions
- Plans, leads and organises the work of teams to achieve agreed objectives and performance criteria; is accountable for the delivery of projects on time, within budget, and to expectations in terms of quality, deliverables and outcomes
- Represents AA at meetings and/or forums attended by stakeholders within the region.

Reporting line

The Regional Manager reports to the Director.

Direct reports

The Regional Manager has between five and eight direct reports and a small number of indirect reports.

Budget/Expenditure

This role has a financial delegation to incur expenditure to a limit of \$50,000. The role holder must obtain prior approval from the appropriate delegate and budget holder before incurring expenses. For allocated priority projects, this role, has responsibility for ensuring value for money, preparing accurate estimates and costs and resources and monitoring project budgets over the life of the project, including highlighting any risks and possible solutions.

Essential requirements

Aboriginality

Current NSW Driver's Licence and willingness to travel.

Demonstrated ability to communicate sensitively and effectively with, and understand issues impacting on Aboriginal and Torres Strait Islander peoples






Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Advanced
	Act with Integrity	Adept
	Manage Self	Advanced
	Value Diversity	Adept
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	Influence and Negotiate	Advanced
 Results	Deliver Results	Adept
	Plan and Prioritise	Adept
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Adept
	Technology	Intermediate
	Procurement and Contract Management	Adept
	Project Management	Advanced
 People Management	Manage and Develop People	Adept
	Inspire Direction and Purpose	Intermediate
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Intermediate

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Advanced	<ul style="list-style-type: none"> Stay calm and act constructively in highly pressured and unpredictable environments Give frank, honest advice in the face of strong, contrary views Accept criticism of own ideas and respond in a thoughtful and considered way

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues
Personal Attributes Manage Self	Advanced	<ul style="list-style-type: none"> • 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 • Maintain a high level of personal motivation • Take the initiative and act in a decisive way
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> • Present with credibility, engage varied audiences and test levels of understanding • Translate technical and complex information concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Actively listen and encourage others to contribute inputs • Adjust style and approach to optimise outcomes • Write fluently and persuasively in a range of styles and formats
Relationships Influence and Negotiate	Advanced	<ul style="list-style-type: none"> • Influence others with a fair and considered approach and present persuasive counter-arguments • Work towards mutually beneficial win/win outcomes • Show sensitivity and understanding in resolving acute and complex conflicts • Identify key stakeholders and gain their support in advance • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise • Pre-empt and minimise conflict within the organisation and with external stakeholders
Results Deliver Results	Adept	<ul style="list-style-type: none"> • Take responsibility for delivering on intended outcomes • Make sure team/unit staff understand expected goals and acknowledge success • Identify resource needs and ensure goals are achieved within budget and deadlines • Identify changed priorities and ensure allocation of resources meets new business needs • Ensure financial implications of changed priorities are explicit and budgeted for • Use own expertise and seek others' expertise to achieve work outcomes
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> • Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Work through issues, weigh up alternatives and identify the most effective solutions • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements • Implement systems and processes that underpin high quality research and analysis
Business Enablers Project Management	Advanced	<ul style="list-style-type: none"> • Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts • Access key subject-matter experts' knowledge to inform project plans and directions • Implement effective stakeholder engagement and communications strategy for all stages of projects • Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans, and minimise impacts • Manage transitions between project stages and ensure that changes are consistent with organisational goals
People Management Manage and Develop People	Adept	<ul style="list-style-type: none"> • Define and clearly communicate roles and responsibilities to achieve team/unit outcomes • Negotiate clear performance standards and monitor progress • Develop team/unit plans that take into account team capability, strengths and opportunities for development • Provide regular constructive feedback to build on strengths and achieve results • Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way • Monitor and report on performance of team in line with established performance development frameworks