

Role Description

Chief Executive Officer

Cluster	Stronger Communities
Agency	Law Enforcement Conduct Commission
Division/Branch/Unit	Chief Executive Officer Division
Role number	CE001
Classification/Grade/Band	PSSE Band 2
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery
ANZSCO Code	111111
PCAT Code	2331112
Date of Approval	October 2020
Agency Website	https://www.lecc.nsw.gov.au/

Agency overview

The Law Enforcement Conduct Commission (LECC) is an independent body exercising royal commission powers to detect, investigate and expose serious misconduct within the NSW Police Force and the NSW Crime Commission. The LECC also independently monitors and reviews the investigation of complaints by the NSW Police Force and the NSW Crime Commission about the conduct of their officers. In doing so, the LECC recognises the primary responsibility of those agencies to investigate and prevent officer misconduct and corruption within those agencies, while providing for oversight of those functions.

The LECC works collaboratively with the NSW Police Force and the NSW Crime Commission to educate and promote the prevention and elimination of officer misconduct, particularly through the identification of systemic issues that are likely to be conducive to the occurrence of officer misconduct and corruption. The LECC also undertakes independent, real time monitoring of critical incident investigations undertaken by the NSW Police Force, and can make reports on the conduct of critical incident investigations by the NSW Police Force.

The LECC plays a key role in strengthening the integrity of law enforcement in NSW.

Primary purpose of the role

Lead and direct the organisation's functions ensuring effective management frameworks, communications, governance, and corporate systems and processes, to support the work of the Commission.

Whilst responsibility for investigations will remain with the Commissioners, the Chief Executive Officer (CEO) may provide oversight of particular projects and functions allocated by the Commissioners.

The CEO will provide corporate management advice and expertise to the Commissioners and the executive management team in relation to the delivery of financial, strategic, and operational objectives, community and media engagement.

A key focus of the role is to provide advice and assistance to the Commissioners to assist in their decision-making, resource allocation and operational and strategic planning. In addition, whilst managing day-to-day corporate issues, the role may lead several targeted strategic initiatives, as agreed with the Chief Commissioner.

The CEO will monitor progress and report on the status of designated programs to the Commissioners.

Nature and scope of the position

- Oversee the day to day management of the affairs of the Commission within its strategic planning framework to ensure the Commission meets the objectives of the Law Enforcement Conduct Commission Act 2016 under the Government Sector Employment Act 2013.
- Implement the decisions of the Chief Commissioner.
- Provide leadership and guidance to the executive management team including the alignment of performance expectations with the Commission's overall objectives.
- Monitor the Commission's performance against budgets and operational objective.
- Advise upon and oversee change and innovation in the Commission's systems, processes, and procedures to ensure compliance with best practice standards.
- Oversee the Chief Commissioner's professional development program for Commission staff.
- Provide an executive contact point for public sector agencies.
- Represent the Commission to create and maintain positive proactive relationships with the community and other stakeholders, such as interstate bodies and law enforcement agencies.

Key accountabilities

The position holder is accountable to the Chief Commissioner for the quality of work associated with this position and the efficiency with which it is conducted.

Quality

- Timely, relevant and highest quality strategic, operational and policy advice to the Commissioners and the executive management team, which demonstrates sound insight and judgment.
- Timely and accurate identification and management of risks including risks which may adversely affect the Commission's reputation or the achievement of its statutory objectives.
- Effective implementation of governance frameworks.

Operational effectiveness

- Use of initiative to identify strategic, operational and policy issues affecting the Commission and the proposal of effective responses.
- Relevant key performance indicators are met.
- Financial records and reports are prepared in accordance with the Government Sector Finance Act, 2018.
- Facilitation of accurate communication concerning performance against budget and potential variations which may impact on the Commission's operations.
- Performance of Commission staff is monitored and managed to meet the Commission's needs.
- Open and productive relationships between the Commission and government are maintained to achieve expedited responses and information transfer.

- Timely provision of information and advice, through the Chief Commissioner, to the Parliamentary Joint Committee and the Inspector of the Commission to facilitate the exercise of their functions.
- Leadership is demonstrated regarding ethical practice, work health and safety (WHS), equal employment opportunity (EEO), diversity and employee well-being.

People and communication

- The Commissioners, members of the executive management team and staff are informed, in a timely way, of relevant decisions and current or emerging issues and strategic developments.
- Productive internal relationships are maintained at executive level and cross-divisional engagement is supported to achieve the Commission’s objectives.
- Oral and written communication is appropriate, timely, clear and responsive to requirements.

Growth

- Staff initiative is encouraged and innovation and continuous personal and organisational improvement is supported.
- Personal and professional development needs for divisional staff are identified and addressed to meet current and emerging requirements.

Key challenges

- Achieving a balance between increasing the return on government's investment in programs and services and evolving interested parties and/or community expectations for enhanced service delivery in a context characterised by a diverse client base and regional presence.
- Maintaining operational independence while aligning the strategic objectives and plans of the LECC with government's broader change agenda.
- Leading and inspiring a diverse and highly qualified workforce and encouraging innovative, collaborative and high performing culture to build corporate knowledge and intellectual capability, and to adopt or create best practice standards.

Key relationships

Who	Why
Internal	
Chief Commissioner	<ul style="list-style-type: none"> • Establish effective communication processes and protocols • Communicate information related to performance against budget and potential variations which may have an impact on budgeting at the Agency level • Achieve endorsement of LECC strategic and corporate plans
Commission Executive	<ul style="list-style-type: none"> • Provide strategic advice and influence decision making processes • Ensure implementation of governance frameworks
Team members	<ul style="list-style-type: none"> • Provide clarity around strategic direction and goals, inspire performance driven team culture, and evaluate LECC outcomes and achievements • Drive effective planning, decision making and financial governance frameworks within the LECC

Who	Why
External	
Minister/Office of the Minister	<ul style="list-style-type: none"> • Provide strategic advice and assurance that broader government policy relating to law enforcement conduct matters is appropriately implemented • Collaborate and maintain open relationships to expedite responses and information transfer
Parliamentary Joint Committee	<ul style="list-style-type: none"> • Provide strategic advice through the Chief Commissioner where sought, to assist the PJC and the Inspector of the LECC in the exercise of their functions
Interested parties	<ul style="list-style-type: none"> • Manage relationships to ensure that programs and services are high quality and targeted to meet evolving needs
Other NSW Government Agencies	<ul style="list-style-type: none"> • Ensure that the Agency maintains effective, collaborative relationships and partnerships • Establish effective high-level networks to enable performance benchmarking, monitor industry trends to maintain currency, collaborate on common response to emerging issues
NSW Police	<ul style="list-style-type: none"> • Project and research related purposes • Share and exchange information
NSW Crime Commission	<ul style="list-style-type: none"> • Project and research related purposes • Share and exchange information
Members of the public	<ul style="list-style-type: none"> • Job applications • Provide information and advice

Role dimensions

Decision making

The CEO makes decisions and is fully accountable for the leadership and management of operational and performance targets and service delivery. The role is required to make decisions regarding staffing, allocation and effective management of the budget including exercising relevant financial delegations, monitoring and reporting on budget performance.

The role, as a decision maker for the whole of a substantial part of the LECC, is considered an 'Officer' under the Work Health and Safety Act 2011. The role occupant is responsible for managing work health and safety risk and exercising WHS due diligence, to ensure the division and/or office under its control, complies with its health and safety duties, has appropriate systems of work in place and they actively monitor and evaluate health and safety management within the division or office.

The LECC has a range of powers it may use (for example, coercive examination powers) in relation to its statutory responsibilities. Officers of the LECC must be aware of those powers and ensure they are only utilised where permitted, appropriate and authorised.

Reporting line

This role reports to the Chief Commissioner.

Direct reports

Director IT
Manager Finance
Manager HR
Manager Registry and Security
Executive Assistant

Budget/Expenditure

As per approved delegated authority. This role is fully accountable for the LECC budget and financials under the *Government Sector Finance Act 2018*.

Key knowledge and experience

- Extensive experience in a corporate role and the creation of systems, strategies and processes to manage operational throughput.
- Thorough understanding of the machinery of government, the public sector and the role of corruption agencies.
- Thorough understanding of the Government Sector Finance Act 2018.
- Highest quality leadership and strategic management skills and extensive experience in managing professional and non-professional employees.
- Ability to write well and the ability to communicate effectively.
- Ability to interact with the community and media to promote the work of the Commission.
- It is desirable that the position holder has had past experience at a senior level in work associated with the operations of commissions of inquiry or other investigatory bodies, including managerial experience in the oversight and co-ordination of multi-disciplinary teams (e.g. forensic accounting, information and technology, legal, investigations, and support teams including corporate services, human resources and security).

Essential requirements

- A probity assessment to establish reliability, trustworthiness, integrity and suitability of employment.
- LECC officers are required to obtain a commonwealth security clearance, with the CEO requiring clearance at a NV1 classification.
- Criminal records 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
	<p>Act with Integrity</p> <p>Be ethical and professional, and uphold and promote the public sector values</p>	<ul style="list-style-type: none"> Champion and model the highest standards of ethical and professional behaviour Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations Set, communicate and evaluate ethical practices, standards and systems and reinforce their use Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports Act promptly and visibly to prevent and respond to unethical behaviour 	Highly Advanced
 <p>Relationships</p>	<p>Communicate Effectively</p> <p>Communicate clearly, actively listen to others, and respond with understanding and respect</p>	<ul style="list-style-type: none"> 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
	<p>Work Collaboratively</p> <p>Collaborate with others and value their contribution</p>	<ul style="list-style-type: none"> Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector Publicly celebrate the successful outcomes of collaboration Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions Identify and overcome barriers to collaboration with internal and external stakeholders 	Highly Advanced



Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none">• 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
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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
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Demonstrate Accountability Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	<ul style="list-style-type: none">• 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	Advanced
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		<ul style="list-style-type: none"> Incorporate sound risk management principles and strategies into business planning 	
	<p>Technology</p> <p>Understand and use available technologies to maximise efficiencies and effectiveness</p>	<ul style="list-style-type: none"> Champion the use of innovative technologies in the workplace Actively manage risk to ensure compliance with cyber security and acceptable use of technology policies Keep up to date with emerging technologies and technology trends to understand how their application can support business outcomes Seek advice from appropriate subject-matter experts on using technologies to achieve business strategies and outcomes Actively manage risk of breaches to appropriate records, information and knowledge management systems, protocols and policies 	Advanced
 <p>Manage and Develop People</p> <p>Engage and motivate staff, and develop capability and potential in others</p>	<ul style="list-style-type: none"> 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
	<p>Inspire Direction and Purpose</p> <p>Communicate goals, priorities and vision, and recognise achievements</p>	<ul style="list-style-type: none"> Champion the organisational vision and strategy, and communicate the way forward Create a culture of confidence and trust in the future direction Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation Communicate the parameters and expectations surrounding organisational strategies Celebrate organisational success and high performance, and engage in activities to maintain morale 	Highly Advanced
	<p>Manage Reform and Change</p> <p>Support, promote and champion change, and assist others to engage with change</p>	<ul style="list-style-type: none"> Drive a continuous improvement agenda, define high-level objectives and translate these into practical implementation strategies Build staff support for and commitment to announced change, and plan and prepare for 	Highly Advanced




long-term organisational change, with a focus on the wider political, social and environmental context

- Create an organisational culture that actively seeks opportunities to improve
- Anticipate, plan for and address cultural barriers to change at the organisational level

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
	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Advanced
	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	Advanced
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Advanced
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Advanced
	Project Management	Understand and apply effective planning, coordination and control methods	Advanced
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Advanced