Role Description
Manager Volunteer Strategy

Cluster	Stronger Communities
Department/Agency	NSW State Emergency Service
Division/Branch/Unit	People and Development
Location	State Headquarters
Classification/Grade/Band	Clerk Grade 9/10
ANZSCO Code	132411
Role Number	52015374
PCAT Code	3239192
Date of Approval	September 2019
Agency Website	www.ses.nsw.gov.au

Agency overview

Our Mission: NSW SES saving lives and protecting communities.
Our Vision: Be the best volunteer emergency service agency in Australia.

The NSW State Emergency Service (NSW SES) is an emergency and rescue service made up almost entirely of volunteers and supported by a small staff contingent. NSW SES is a key influencer of other emergency service agencies and works closely with these partners to modernise and grow volunteering to save lives and protect communities

While major responsibilities are for flood, storm operations and tsunamis, the NSW SES also provides the majority of general rescue effort in the rural parts of the state. This includes road accident rescue, vertical rescue, bush search and rescue, evidence searches (both metropolitan and rural), other forms of specialist rescue that may be required due to local threats, Urban Search and Rescue and Community First Response.

Primary Purpose of the role

Manage and deliver a range of volunteer strategies, modelling and governance projects and services to support sustainable volunteering, the volunteer experience and NSW SES strategic objectives.

Key accountabilities

- Develop and manage long term strategies and modelling to support volunteer recruitment, retention and engagement, and improve the experience for volunteers including research and analysis, managing workforce design activities, consulting with managers, and leading and supporting development of workforce plans to address current and future NSW SES volunteering needs

- Develop communication and engagement strategies for internal and external audiences, including messaging and communications, tools, resources, workshops and documents to promote the NSW SES as Australia's volunteer agency of choice to attract and retain volunteers

- Build capability of the current and future volunteer workforce, to enable effective planning and to manage and respond to major events for a sustained duration, including reviewing and developing induction,

training and performance reviews, and delivery of workshops with units on volunteer recruitment and retention

- Provide expert advice on recruitment communications and campaigns, manage state wide campaigns and provide continuous support to impacted zones during and after major operations with recruitment and onboarding of new volunteers and management of spontaneous volunteers

- Carry out change management activities for the implementation of new volunteering models and initiatives

- Implement and manage governance practices and policy for volunteering to ensure NSW SES meets objectives, cost effective resourcing, transparency, quality services to the community and retention of quality volunteers

- Analyse membership and survey data to identify volunteering trends and areas for improvement in order to develop and implement strategies that contribute to a positive volunteer experience for all members

- Lead, manage and plan to ensure effective and compliant utilisation of assets and resources (includes encouraging and supporting mobility, responsibility for budget/financial performance, and compliance with governance, work health & safety and other requirements)

Key challenges

- Supporting the development of strategic and tactical workforce plans for volunteers ensuring data accuracy, integrity and relevancy to ensure organisational needs are understood

- Developing innovative solutions and high level advice to support recruitment, retention and engagement of volunteers to meet organisational needs

- Implementing new volunteering models and initiatives across a diverse and geographically dispersed organisation, whilst managing a geographically dispersed team with varying priorities across zones

Key relationships

Who	Why
Internal	
Director People and Development	• Provide updates, advice, information and recommendations on Workforce Planning • Obtain guidance on strategic or complex matters.
Human Resources and Training Units	• Work collaboratively to share information and facilitate cross-team project delivery • Provide information, advice and guidance regarding volunteer workforce planning issues • Collaborate to ensure data integrity, effective systems for membership processing and effective reporting.
Work Team	• Maintain effective working relationships to ensure collaboration and performance outcomes are achieved • Manage, mentor and coach and determine day-to-day work priorities. • Communicate strategic priorities and direction from senior management.

Who	Why
SES Staff and Leadership	• Consult to determine volunteer workforce needs and to provide advice regarding policy and best practice • Managing collaborative relationships with staff and stakeholders
External	
Public Service Commission	• Obtain advice regarding current policy and process
Other Government Agencies	• Lead and participate in AFAC working groups and internal and industry research, collaborate with other volunteer emergency services agencies on new initiatives, benchmarking and measures of success • Collaborate to share best practice in government policy, process and guidelines relating to volunteer workforce planning • Represent the NSW SES on external committees and working parties

Role dimensions

Decision making

The role has autonomy in managing the work of the team, day-to-day workload and priorities and makes decisions on matters under their direct control. The role contributes to the development of volunteer workforce strategic plans and delivers workforce planning activities.

The role has discretion in managing initiatives and resources to deliver workforce planning activities and defers to the manager on more sensitive or complex matters or those with political ramifications.

Reporting line

This role reports directly to Director People & Development

Direct reports

This role has 6 direct reports:

Volunteer Strategy Analyst

Zone Volunteer Engagement Officer x 5

Budget/Expenditure

Salary: $731,740

Essential requirements

• Demonstrated experience developing and implementing volunteering workforce strategies and/or plans.

• Knowledge and understanding of contemporary volunteering and workforce planning issues.

• Thorough knowledge of AIIMS principles and processes, and/or willingness to obtain competence within 12 months

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You may be required to participate in activities to support the agency during operational or emergency responses at NSW SES locations in the state, where the requirements are within the scope of your skills, knowledge and capabilities. You may also be required to participate in an on-call roster.

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

This role utilises an occupation specific capability set.

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

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Human Resources Professionals Capability Set		
Capability Group	**Capability Name**	**Level**
Human Resources	**Talent Management**	**Level 3**
	Organisational Design	Level 2
	Workforce Insights	Level 2

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 Manage Self	Adept	• Keep up to date with relevant contemporary knowledge and practices • Look for and take advantage of opportunities to learn new skills and develop strengths • Show commitment to achieving challenging goals • Examine and reflect on own performance • Seek and respond positively to constructive feedback and guidance • Demonstrate and maintain a high level of personal motivation
Relationships Communicate Effectively	Advanced	• 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
Relationships Work Collaboratively	Adept	• Encourage a culture that recognises the value of collaboration • Build cooperation and overcome barriers to information sharing and communication across teams and units • Share lessons learned across teams and units • Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
		• Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services
Results Deliver Results	Adept	• Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Make sure staff understand expected goals and acknowledge staff success in achieving these • Identify resource needs and ensure goals are achieved within set budgets and deadlines • Use business data to evaluate outcomes and inform continuous improvement • Identify priorities that need to change and ensure the allocation of resources meets new business needs • Ensure that the financial implications of changed priorities are explicit and budgeted for
Results Plan and Prioritise	Adept	• Consider the future aims and goals of the team, unit and organisation when prioritising own and others' work • Initiate, prioritise, consult on and develop team and unit goals, strategies and plans • Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses • Ensure current work plans and activities support and are consistent with organisational change initiatives • Evaluate outcomes and adjust future plans accordingly
Business Enablers Project Management	Adept	• 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
People Management Manage and Develop People	Adept	• 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

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
		• 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
People Management Manage Reform and Change	Advanced	• Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty • Assist others to address emerging challenges and risks and generate support for change initiatives • Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them • Implement structured change management processes to identify and develop responses to cultural barriers

Human Resources Professionals Capability Set		
Capability Name	**Level**	**Behavioural Indicators**
Talent Management	Level 3	• Provide expert advice to managers and leaders on fit-for-purpose talent management strategies to close capability gaps, support informed selection choices, and align with the organisation's employee value proposition. • Encourage the capability growth of teams and of current and potential leaders, through the design and delivery of tailored development, mobility and career management programs. • Collaborate with peers across the sector to build talent pipelines for common roles and key professional streams, enhancing the sector's appeal as an employer. • Encourage use of mobility provisions to support employees to acquire a broad base of experience through their careers and optimise flexible resource deployment. • Collaborate with leaders to develop strategies to enhance managers' skills and confidence in having clear, candid and regular performance conversations and provide individuals with effective coaching. • Manage the delivery of ongoing performance and recognition programs and evaluate these on a regular basis to ensure they deliver on intended outcomes. • Manage the design of methods to assess the effectiveness of talent management programs in building capability and influence the development of future programs, ensuring integration across other workforce management practices. • Provide expert advice to leaders and managers on the evaluation of assessments, performance management and talent management

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strategies, and collaborate on modifications as needed to build organisational capability and talent.