

Role Description

Agency	NSW Ombudsman
Role Title	Principal Investigator
Branch/Division/Unit	Investigations and Major Projects Branch
Location	Sydney CBD
Classification/Grade/Band	Clerk Grade 11/12
Senior Executive Work Level Standards:	NA
Kind of Employment	Ongoing or temporary
ANZSCO Code	224900
PCAT Code	3991119192
Date of Approval	12 November 2024
Agency Website	www.ombo.nsw.gov.au

Agency Overview

The NSW Ombudsman is an independent integrity agency that holds NSW government agencies and certain non-government organisations accountable to the people of NSW. Through complaint handling, review, monitoring, investigation, advice, training and community education, we seek to improve the administration and delivery of public and community services in NSW.

Primary purpose of the role

The Principal Investigator leads teams when conducting investigations or major projects in accordance with the statutory functions and strategic priorities of the Ombudsman. This work includes investigations arising from individual complaints, investigations into systemic issues initiated of our own motion, inquiries into systemic issues in community services, and systems reviews. Investigations and major projects led by the Principal Investigator are significant matters that raise issues of wider public interest and systemic concerns.

The Principal Investigator leads a number of investigations or major projects - generally around three - at any one time (including systemic reviews, audits, and other projects relevant to the Ombudsman's jurisdiction), and may carry a caseload of finalised matters with open recommendations. The Principal Investigator directs the work of the team established to conduct a specific investigation or project.

Key accountabilities

- Lead teams to plan and deliver timely and high-quality investigations or major projects against agreed milestones and operational KPIs. Based on the development of relevant and evidence-based findings, provide recommendations and prepare high-quality reports, which may be made public.
- Direct investigation and project strategies and mentor staff in the conduct of investigations or major projects, contributing specialist knowledge towards the development of resources to support consistent standards and practices.
- Ensure relevant statutory powers are executed appropriately and lawfully and in accordance with Ombudsman policies and procedures.

- Proactively communicate and negotiate with stakeholders throughout an investigation or major project, and manage contentious stakeholder communication. This includes the monitoring of agency responses to, and implementation of, recommendations arising from investigations or major projects.
- Provide strategic advice to the Deputy Ombudsman, Investigation and Major Projects Branch and Executive about investigations and major projects and emerging systems issues.
- Build investigative capability and guide staff on appropriate investigation and project management strategies. Perform quality assurance of the work undertaken by team members including providing constructive feedback and technical expertise.

Key challenges

- The Principal Investigator leads teams that may be drawn from the Investigations and Major Projects Branch, or other specialist operational units. Those staff may have a different direct line manager. Investigations may be sponsored by different Executives, depending on the subject matter. The Principal Investigator will need to maintain a close and collaborative relationship with the operational unit managers, and the relevant Executive sponsor to ensure clear lines of communication and accountability.
- Because of their skills and experience, the Principal Investigator provides support and guidance on the range of work undertaken by the Ombudsman, including risk management and contemporary investigative techniques. The challenge for the Principal Investigator is to effectively convey their knowledge and experience of high level, sensitive investigations, to other Ombudsman staff and agency representatives who may have variable knowledge and skills in this area.
- Managing complex and sensitive issues and providing informed advice and solutions often within tight timeframes will require the Principal Investigator to balance competing priorities, including those, which require weighing up the short and long-term goals of the office. From time to time, the occupant of the role may be required to make difficult decisions.

Key relationships

Who	Why
Internal	
Deputy Ombudsman, Investigations and Major Projects and other executives	<ul style="list-style-type: none"> • Report to and work collaboratively on investigations and major projects. • Report on team management and performance, workload, and to discuss serious and/or sensitive matters. • Contribute to the ongoing business planning and intelligence gathering in respect of the work of the branch and the office more broadly.
Teams led	<ul style="list-style-type: none"> • Leads and provides support and direction encouraging a whole of office culture • Provide clear direction and strategic advice to deliver investigations and major projects, through one-on-one discussions, team meetings and training or debrief sessions to enable team members to work to their potential and to enhance team performance.
Staff Supervised	<ul style="list-style-type: none"> • Inspire and motivate, provide leadership, guidance and support. • Set overall performance expectations, provide constructive feedback and oversight the implementation of effective performance management frameworks and processes.
Staff throughout the office	<ul style="list-style-type: none"> • Develop and maintain respectful and effective working relationships with all staff, including members of the Leadership Team • Contribute to building a cohesive, collaborative culture within the Investigations and Major Projects Branch, with other contributing units.
External	
Key agencies	<ul style="list-style-type: none"> • An effective and professional relationship with agencies under investigation and other stakeholders with whom we may work with in a project context.

Role dimensions

Decision making

The work of the Principal Investigator is guided by legislation, office procedures, delegations and directives from the Ombudsman and division management.

The Principal Investigator acts with day-to-day independence in planning and managing investigations and major projects into the conduct of a range of public authorities and community service providers. Specifically, the Principal Investigator determines priority areas for the work of the role within the parameters set by the Deputy Ombudsman, Investigations and Major Projects, the strategic plan, and other policy documents.

The Principal Investigator exercises a high level of judgement in advising the statutory officers on relevant matters, including matters that may impact on the Ombudsman's jurisdiction.

Given the delegated authority assigned to this role, the occupant must have a capacity to accept responsibility and be accountable for any risk taken or decision made.

Reporting line

This role reports to the Deputy Ombudsman, Investigations and Major Projects Branch.

Direct reports

The role leads the work of a number of small teams of approximately 2 - 3 people, formed to deliver specific investigations or major projects which may include staff in other branches. The role is also a line manager for 2-3 Investigations and Major Projects branch staff who may work on projects led by other Principal Investigators

Essential Requirements

Employment at the NSW Ombudsman is subject to the satisfactory completion of security and related vetting including, in part, a criminal records check; signed understanding and acceptance of a range of policies; two statutory declarations relating to conflicts of interest, arrests, charges, convictions and a health declaration.

The occupant of this role must demonstrate:

- experience in conducting investigations or systems reviews relating to administrative conduct
- experience in varied methodologies of gathering evidence
- experience leading teams in a high-performance culture
- strong conceptual and analytical ability including the ability to interpret legislation and policy, identify and examine complex issues, critically assess evidence, and develop recommendations to address identified issues
- excellent written communication skills and demonstrated experience in preparing reports, including public reports
- strong oral communication skills, with demonstrated capability to undertake interviews, lead negotiations and present persuasively.

Additional Information and Requirements

Depending on the specific need of the Ombudsman, the occupant of this role may be required to have a current WWCC clearance issued from the Office of the Children's Guardian. As there is always the potential for exposure to distressing material, the office has in place strategies to support staff. It may be a requirement that the occupant of the role participates in the office's wellness programs.

The occupant of the role may be required to participate in programs which will require travel throughout NSW and staying overnight at regional locations and therefore a current and valid Australian motor vehicle license would be highly desirable.

Relevant tertiary qualifications in law, government administration or other relevant discipline would be highly desirable.






Formal qualifications (such as the Certificate IV Government (Investigations)) are highly desirable.

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at [The Capability Framework | NSW Public Service Commission](#).

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	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	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	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	Adept	<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 criticism and respond constructively Raise and work through challenging issues and seek alternatives Remain composed and calm under pressure and in challenging situations
Personal Attributes Manage Self	Adept	<ul style="list-style-type: none"> 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	<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 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 a range of styles and formats
Results Deliver Results	Adept	<ul style="list-style-type: none"> 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

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
Results Deliver Results	Adept	<ul style="list-style-type: none"> Identify resource needs and ensure goals are achieved within budget 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 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 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 systems, process and business improvements Implement systems and processes that underpin 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
Business Enablers Project Management	Adept	<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 benefit to others 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	<ul style="list-style-type: none"> Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
People Management Manage and Develop People	Adept	<ul style="list-style-type: none"> • 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 performance of team in line with established performance development frameworks