

Role Description Commissioner



Cluster	Stronger Communities
Agency	NSW State Emergency Service
Location	Wollongong
Classification/Grade/Band	PSSE Band 3
Senior Executive Work Level Standards	Work Contribution Stream: Agency Head
Role Number	1
ANZSCO Code	1
PCAT Code	1
Date of Approval	25 September 2018
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

The Commissioner is responsible for achieving the vision of NSW SES - to be the best volunteer emergency service agency in Australia. The Commissioner formulates and implements strategic plans and reforms which are aligned to that vision, and provides the leadership direction and governance necessary to ensure successful delivery that meets the needs and expectations of the Government and community, and strategic, financial and other goals.

The Commissioner is also accountable for overseeing the growth of a capable volunteer base supported by an agile staff workforce, exercising broad external influence at the most senior level, driving and leveraging relationships with external stakeholders, and providing strategic, authoritative advice and support to the Minister and Government.

Key accountabilities

- Lead and direct the agency's Strategic Leadership Team, and drive strategic executive capability development and oversee strategic statewide workforce planning, to align workforce resources and talent in line with the mission of the NSW SES - to save lives and protect communities.
- Lead the development and ongoing evaluation of the agency's strategic direction, and drive and oversee the effective governance, management and continual improvement/reform of operational service delivery and support functions, to ensure the NSW SES is able to effectively help the community to prepare for, respond to and recover from emergency events
- Lead the provision of strategic, authoritative, evidence-based advice, recommendations and support to the Minister and Government in relation to emergency preparedness, response and recovery matters, to inform and implement plans and decisions of the Government, respond to emerging risks and sensitive or contentious issues, and effectively meet the needs and expectations of Government and the community
- Lead, drive, exercise influence and leverage relationships with external stakeholders at community, state, national and international levels, in order to inform development and support the achievement of NSW SES plans and strategies
- Exercise all assigned responsibilities under relevant legislation, in order to meet legislative requirements and achieve the goals and objectives of the agency
- Lead the development and effective communication of NSW SES vision and strategic plans, engaging volunteers, staff and the broader community in order to build support and optimise outcomes.
- Implement effective planning processes and performance monitoring systems to determine the effectiveness of existing and new strategies, relevant legislation, frameworks, models, policies and procedures, and as required formulate, recommend and implement reforms to improve outcomes
- Lead the planning, management and performance of NSW SES as a government agency, ensuring the effective and compliant utilisation of all assets (including sound management of budgets, staff and other resources), and the achievement of government policy and direction in the management and operation of the agency.

Key challenges

- Maintaining service capability and the commitment and engagement of members while leading a challenging, comprehensive change and reform program
- Promoting a culture which encourages innovation and changes to established practices and operating environment, given the complexity, diversity and geographic dislocation of the agency.
- Effectively responding to increasing community needs and expectations given complexity, the unpredictable nature of emergency events, political/community sensitivity and finite resources

Key relationships

Who	Why
Ministerial	
Minister and Premier's Office	<ul style="list-style-type: none">• Provide strategic, authoritative advice, guidance and support to inform decision making and respond to relevant issues• Act as the link and interface during operational incidents

Who	Why
Internal	
Deputy Commissioners and other Strategic Leadership Team members	<ul style="list-style-type: none"> Consult and provide clarity and support in relation to strategic direction and goals, inspire a performance-driven culture which promotes individual and collective accountability, develop capability and evaluate outcomes and achievements Seek input on functional accountabilities Drive effective planning, decision making and governance frameworks
NSW SES Members (volunteers and employees)	<ul style="list-style-type: none"> Communicate and clarify vision and mission Collaborate and consult, seek guidance as required
External	
Peer roles across FACS/Justice Cluster and broader Government agencies at local, state, national and potentially international levels	<ul style="list-style-type: none"> Represent NSW SES at the highest level, develop and maintain strong relationships, exchange information, consult, collaborate, identify and pursue partnership opportunities, influence and negotiate to leverage relationships and optimise outcomes
Sector/industry partners and community participants/representatives, volunteer and staff representatives, media, contractors, consultants and other external stakeholders	<ul style="list-style-type: none"> Represent NSW SES at the highest level, develop and maintain strong relationships, exchange information, consult, collaborate, identify and pursue partnership opportunities, influence and negotiate to leverage relationships and optimise outcomes
State Emergency Operations Controller (SEOCon)	<ul style="list-style-type: none"> Liaise to ensure effective flow of information during operational events

Role dimensions

Decision making

The Commissioner has the accountability obligations and decision-making capacity of a Chief Executive and as such is responsible for the commercial, legislative, political and business direction and outcomes of the agency.

The incumbent assumes assigned responsibilities under emergency services and other legislation, and is ultimately responsible for the performance of the agency in terms of helping the community to prepare for, respond to and recover from emergency events.

The Commissioner represents the NSW SES in the highest-level discussions and negotiations with external stakeholders, exercises influence and drives and leverages relationships to achieve organisational and broader Government goals and objectives.

The Commissioner leads the provision of strategic, authoritative, evidence-based advice, recommendations and support directly to the Minister and Government on relevant matters to align SES NSW requirements with whole-of-government outcomes.

Reporting line

Minister

Direct reports

4 direct reports:

- Deputy Commissioner Operational Service Delivery
- Deputy Commissioner Strategy & Support
- Chief of Staff
- Executive Support Officer

Budget/Expenditure

Salaries \$39,197,000

Operating \$55,361,744

Capital \$2,240,000

Essential requirements

- Extensive executive-level leadership experience in a large operational/service delivery role requiring multi-faceted stakeholder engagement and community involvement experience, and a proven record for driving strategic reform and delivering results
- Thorough knowledge of AIIMS principles and processes, or willingness to obtain same

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

Capability Group	Capability Name	Level
 Occupation Specific	Understands flood, storm and tsunami behaviour	Highly Advanced
	Incident Control/Management	Highly Advanced
	Planning	Highly Advanced
	Public Information	Highly Advanced
	Logistics	Highly Advanced
	Relationship Management	Highly Advanced

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	Highly Advanced	<ul style="list-style-type: none"> • Create a climate which encourages and supports openness, persistence and genuine debate around critical issues • Provide sound exposition and argument for agreed positions while remaining open to valid suggestions for change • Raise critical issues and make tough decisions • Respond to significant, complex and novel challenges with a high level of resilience and persistence • Consistently use a range of strategies to keep control of own emotions and act as a stabilising influence even in the most challenging situations
Personal Attributes Act with Integrity	Highly Advanced	<ul style="list-style-type: none"> • Champion and act as an advocate for the highest standards of ethical and professional behaviour • Drive a culture of integrity and professionalism across the organisation, and in dealings cross-government, cross-jurisdiction and outside of government • Define, communicate and evaluate ethical practices, standards and systems and reinforce their use • Create and promote a climate in which staff feel able to report apparent breaches of rules, policies and guidelines and act promptly and visibly in response to such reports
Relationships Communicate Effectively	Highly Advanced	<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 cross-government, cross-jurisdictionally and outside of government • Actively listen, and identify ways to ensure all have an opportunity to contribute • Anticipate and address key areas of interest for the audience and adapt style under pressure
Relationships Work Collaboratively	Highly Advanced	<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 organisational, whole-of-government and cross-jurisdictional solutions • Identify and overcome barriers to collaboration with internal and external stakeholders
Results Deliver Results	Highly Advanced	<ul style="list-style-type: none"> • 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 connection between their effort and organisational outcomes • Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes • Initiate and communicate high level priorities for the

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> organisation to achieve government outcomes Use own professional knowledge and expertise of others to drive organisational and government objectives forward
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	Highly Advanced	<ul style="list-style-type: none"> Ensure performance development frameworks are in place to manage staff performance, drive development of organisational capability and undertake succession planning Drive executive capability development and ensure effective succession management practices Implement effective approaches to identify and develop talent across the organisation Model and encourage a culture of continuous learning and leadership, which values high levels of constructive feedback, and exposure to new experiences Instill a sense of urgency around addressing and resolving team and individual performance issues and ensure that this is cascaded throughout the organisation
People Management Manage Reform and Change	Highly Advanced	<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 and commitment to announced change, and plan and prepare for 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

Occupation/profession specific capabilities

Group and Capability	Level	Behavioural Indicators
Incident Management	Control/ Highly Advanced	<ul style="list-style-type: none"> Leads and directs incident management and applies command skills in a complex, multi-agency environment Considers and responds to the potential political impact of incident command, communicating with political and

Occupation/profession specific capabilities

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none">community stakeholders on advised actionsInfluences across agencies to support coordinated, multi-agency responsesLiaise with the State Emergency Operations Controller (SEOCon) to ensure effective flow of information
Relationship Management	Highly Advanced	<ul style="list-style-type: none">Manages relationships with Minister and other political stakeholders to maintain information and communication flow during incidentsLeads media conferencesSupports Minister in communication of key incident messagesRepresents the organisation in a way that maintains authority and credibilityFormalises relationships with key media and maintains positive relationships pre, during and post incidentsInfluences stakeholders at the political and governance level