

# Role Description

## Business Manager



Cluster	Premier's Department
Agency	NSW Reconstruction Authority
Division/Branch/Unit	Various
Role number	Various
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	224912
PCAT Code	1339192
Date of Approval	March 2026
Agency Website	<a href="https://www.nsw.gov.au/departments-and-agencies/nsw-reconstruction-authority">https://www.nsw.gov.au/departments-and-agencies/nsw-reconstruction-authority</a>

### Agency overview

The NSW Reconstruction Authority (RA) is an executive agency of the Premier's Department. The RA will improve how NSW plans for disasters and help communities to recover from them faster.

To reduce the severity and impacts of disasters, the RA will complete critical planning and preparation with communities, NGOs, businesses, and government. When disaster does strike, we will get recovery started swiftly and coordinate reconstruction efforts across agencies, communities, and other stakeholders.

### Primary purpose of the role

The Business Manager is responsible for leading and coordinating executive support functions for their division and portfolio. Reporting to the Executive Director, the role provides strategic oversight of team operations, including planning work and resource allocation, correspondence and secretariat management. The Business Manager will collaborate closely with other Business Managers across delivery portfolios and act as the primary liaison point with the Office of the CEO and key Enabling Services functions.

### Key accountabilities

- Lead the preparation and quality assurance of high-level communications, briefings and correspondence for the Executive Director to ensure accurate, timely and comprehensive information for decision making
- Provide strategic executive support to the Executive Director, including managing confidential and sensitive matters and representing the Executive Director in key interactions, to enable effective leadership, information flow and organisational alignment.
- Act as a principal representative of the Executive Director to liaise with stakeholders, foster high levels of collaboration, facilitate information flow and achieve mutually beneficial outcomes within required obligations.
- Provide high-level issues management and risk advice to the Executive Director to ensure emerging matters are addressed promptly, with minimal organisational impact.

- Drive continuous improvement of business systems, practices and operating frameworks to enhance efficiency, service quality and organisational performance in support of the Executive Director’s strategic agenda.
- Establish and maintain governance frameworks, including oversight of committees and secretariat functions, to ensure the Executive Director has strong visibility, compliance assurance and effective decision-making mechanisms.
- Research and prepare strategic advice, information and reports on diverse and complex business operational matters to facilitate informed decision making and planning including budget management, planning and forecasting.
- Lead, coach and develop a high performing team to build capability, strengthen engagement and ensure high quality delivery of outcomes for the Executive Director and the organisation.

## Key challenges

- Managing complex and sensitive consultations and building trust with diverse stakeholders and partners, within agreed timeframes, considering their varying expectations, viewpoints and interests
- Anticipating and addressing contentious issues and providing accurate advice on complex issues, often within tight timeframes, given the need to collect and assimilate information from a variety of different sources whilst maintaining confidentiality and exercising diplomacy.
- Managing sensitive and confidential issues in a complex and divergent environment with conflicting priorities

## Key relationships

### Internal

Who	Why
Executive Director / Director	<ul style="list-style-type: none"> <li>• Manage priorities, needs and expectations.</li> <li>• Identify and/or escalate priorities and determine appropriate decision-making protocols.</li> <li>• Proactively coordinate, brief and provide advice on relevant matters, emerging, sensitive, high risk and business critical issues, resolution strategies and stakeholder satisfaction with program and service delivery.</li> <li>• Contribute to development and implementation of People and Culture business plans</li> <li>• Participate in meetings and contribute ideas to enhance systems and processes</li> </ul>

Directors and Division Directors	<ul style="list-style-type: none"> <li>• Establish and maintain effective working partnerships</li> <li>• Provide accurate and timely advice on Directorate priorities, performance benchmarks and reporting frameworks</li> <li>• Liaise to negotiate outcomes and timeframes for delivery of key projects and outcomes</li> <li>• Liaise to gain input and required information and to coordinate the preparation of submissions, briefs, reports, reviews and responses</li> <li>• Collaborate to follow through the resolution and development of innovative solutions for identified matters and issues</li> </ul>
Direct report/s	<ul style="list-style-type: none"> <li>• Inspire, guide, support, motivate, coach, mentor, develop and manage performance</li> <li>• Review work and proposals to ensure integrity and accountability of decision making</li> <li>• Provide own perspective and share information</li> <li>• Demonstrate the importance of and work collaboratively with to achieve outcomes</li> </ul>
Business Managers and Executive Officers in other divisions	<ul style="list-style-type: none"> <li>• Establish and sustain proactive professional networks and relationships to maintain currency of issues, share ideas and learnings, and to facilitate information transfer.</li> <li>• Collaborate on common responses to emerging and/or developing issues.</li> </ul>

## External

Who	Why
Community/industry and other key stakeholders	<ul style="list-style-type: none"> <li>• Represent the Executive Director in discussions and establish appropriateness and timing of the Executive Director's involvement.</li> <li>• Manage relationships to identify emerging issues.</li> <li>• Determine general levels of satisfaction with program outcomes and service delivery.</li> </ul>
Industry and professional groups	<ul style="list-style-type: none"> <li>• Participate in forums, to enable benchmarking, understanding of trends and collaboration on emerging issues</li> <li>• Build and maintain effective collaborative relationships</li> <li>• Engage to obtain input to program reviews and development of effective solutions to identified issues</li> </ul>

## Role dimensions

### Decision making

The Business Manager operates with a high level of autonomy and is expected to determine key

operational objectives in consultation with the Executive Director, allocate work and review performance and exercise delegated authority. The role exercises sound judgement when answering and resolving complex enquiries. The role is individually accountable for the quality, integrity and validity of the content of expert advice provided by them.

## Reporting line

Executive Director

## Direct reports

Up to 7

## Budget/Expenditure

- Financial Delegation: As per agency financial delegations.
- Administrative Delegation: As per agency delegations' manual.

## Essential requirements

- Tertiary qualifications in relevant field and/or relevant work experience
- Demonstrated experience in exercising sound judgement, particularly in matters of great political sensitivity, strict confidentiality and/or potential controversy.

## 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
 Personal Attributes	<b>Display Resilience and Courage</b> Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> <li>• Remain composed and calm and act constructively in highly pressured and unpredictable environments</li> <li>• Give frank, honest advice in response to strong contrary views</li> <li>• Accept criticism of own ideas and respond in a thoughtful and considered way</li> </ul>	Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
		<ul style="list-style-type: none"> <li>Welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues</li> </ul>	
 <p>Relationships</p>	<p><b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect</p>	<ul style="list-style-type: none"> <li>Present with credibility, engage diverse audiences and test levels of understanding</li> <li>Translate technical and complex information clearly and concisely for diverse audiences</li> <li>Create opportunities for others to contribute to discussion and debate</li> <li>Contribute to and promote information sharing across the organisation</li> <li>Manage complex communications that involve understanding and responding to multiple and divergent viewpoints</li> <li>Explore creative ways to engage diverse audiences and communicate information</li> <li>Adjust style and approach to optimise outcomes</li> <li>Write fluently and persuasively in plain English and in a range of styles and formats</li> </ul>	Advanced
 <p>Relationships</p>	<p><b>Commit to Customer Service</b> Provide customer-focused services in line with public sector and organisational objectives</p>	<ul style="list-style-type: none"> <li>Take responsibility for delivering high-quality customer-focused services</li> <li>Design processes and policies based on the customer's point of view and needs</li> <li>Understand and measure what is important to customers</li> <li>Use data and information to monitor and improve customer service delivery</li> <li>Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers</li> <li>Maintain relationships with key customers in area of expertise</li> <li>Connect and collaborate with relevant customers within the community</li> </ul>	Adept
 <p>Relationships</p>	<p><b>Influence and Negotiate</b> Gain consensus and commitment from others, and resolve issues and conflicts</p>	<ul style="list-style-type: none"> <li>Negotiate from an informed and credible position</li> <li>Lead and facilitate productive discussions with staff and stakeholders</li> <li>Encourage others to talk, share and debate ideas to achieve a consensus</li> <li>Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes</li> </ul>	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
		<ul style="list-style-type: none"> <li>Influence others with a fair and considered approach and sound arguments</li> <li>Show sensitivity and understanding in resolving conflicts and differences</li> <li>Manage challenging relationships with internal and external stakeholders</li> <li>Anticipate and minimise conflict</li> </ul>	
 <p>Results</p>	<p><b>Plan and Prioritise</b> Plan to achieve priority outcomes and respond flexibly to changing circumstances</p>	<ul style="list-style-type: none"> <li>Understand the links between the business unit, organisation and the whole-of-government agenda</li> <li>Ensure business plan goals are clear and appropriate and include contingency provisions</li> <li>Monitor the progress of initiatives and make necessary adjustments</li> <li>Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately</li> <li>Consider the implications of a wide range of complex issues and shift business priorities when necessary</li> <li>Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning</li> </ul>	Advanced
 <p>Results</p>	<p><b>Think and Solve Problems</b> Think, analyse and consider the broader context to develop practical solutions</p>	<ul style="list-style-type: none"> <li>Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others</li> <li>Take account of the wider business context when considering options to resolve issues</li> <li>Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements</li> <li>Implement systems and processes that are underpinned by high- quality research and analysis</li> <li>Look for opportunities to design innovative solutions to meet user needs and service demands</li> <li>Evaluate the performance and effectiveness of services, policies and programs against clear criteria</li> </ul>	Advanced








Capability group/sets	Capability name	Behavioural indicators	Level
 <p>Business Enablers</p>	<p><b>Project Management</b> Understand and apply effective planning, coordination and control methods</p>	<ul style="list-style-type: none"> <li>• Understand all components of the project management process, including the need to consider change management to realise business benefits</li> <li>• Prepare clear project proposals and accurate estimates of required costs and resources</li> <li>• Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li> <li>• Identify and evaluate risks associated with the project and develop mitigation strategies</li> <li>• Identify and consult stakeholders to inform the project strategy</li> <li>• Communicate the project's objectives and its expected benefits</li> <li>• Monitor the completion of project milestones against goals and take necessary action</li> <li>• Evaluate progress and identify improvements to inform future projects</li> </ul>	Adept
 <p>People Management</p>	<p><b>Manage and Develop People</b> Engage and motivate staff, and develop capability and potential in others</p>	<ul style="list-style-type: none"> <li>• Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes</li> <li>• Adjust performance development processes to meet the diverse abilities and needs of individuals and teams</li> <li>• Develop work plans that consider capability, strengths and opportunities for development</li> <li>• Be aware of the influences of bias when managing team members</li> <li>• Seek feedback on own management capabilities and develop strategies to address any gaps</li> <li>• Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way</li> <li>• Monitor and report on team performance in line with established performance development frameworks</li> </ul>	Adept
 <p>People Management</p>	<p><b>Optimise Business Outcomes</b> Manage people and resources effectively to achieve public value</p>	<ul style="list-style-type: none"> <li>• Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives</li> <li>• Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning</li> <li>• When planning resources, implement processes that encourage the</li> </ul>	Adept





Capability group/sets	Capability name	Behavioural indicators	Level
		attraction and retention of people of diverse cultures, backgrounds and experiences <ul style="list-style-type: none"> <li>• Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context</li> <li>• Monitor performance against standards and take timely corrective actions</li> <li>• Keep others informed about progress and performance outcomes</li> </ul>	

## 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.

Capability group/sets	Capability name	Description	Level
	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
	Work Collaboratively	Collaborate with others and value their contribution	Adept
	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate

 Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
 Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
 People Management	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept