

# Manager Executive Unit



<b>Cluster</b>	Department Communities & Justice
<b>Department/Agency</b>	Homes NSW
<b>Division/Branch/Unit</b>	Housing Portfolio / Portfolio Management (Assets)
<b>Classification/Grade/Band</b>	Administration and Clerical Grade 11/12
<b>ANZSCO Code</b>	599999
<b>PCAT Code</b>	1119192
<b>Date of Approval</b>	19 October 2023
<b>Agency Website</b>	<a href="http://www.nsw.gov.au/departments-and-agencies/homes-nsw">www.nsw.gov.au/departments-and-agencies/homes-nsw</a>

## Agency overview

The NSW Government is determined to make NSW a place where everyone has access to safe and secure housing, and where experiences of homelessness are rare, brief and non-recurring.

Homes NSW is a division of the Department of Communities and Justice. It brings together the housing and homelessness functions of the Department of Communities and Justice, the NSW Land and Housing Corporation, Aboriginal Housing Office and key worker housing functions from across government all under one roof.

Homes NSW leads work to deliver more social and affordable housing, end the cycle of homelessness, and deliver quality public housing to our 262,000 tenants across NSW.

As a single division, we are streamlining services to ensure we meet the needs of the people we support, with empathy, efficiency and effectiveness. We are elevating the voice of people with lived experience of social housing, housing services and homelessness.

We strive for excellence in service delivery and partner with all levels of government, sector and communities to address the housing crisis.

Most importantly, Homes NSW puts people at the heart – including our staff. Working for us means you are joining a division where your expertise and skills will be valued.

## Primary purpose of the role

Primary purpose of the role Manage the resources within the Portfolio Management (Assets) of the Executive Unit, ensuring that accurate and timely responses to Ministerial matters, co-ordinating the drafting and endorsement of responses to Housing Portfolio and external stakeholder enquiries and, managing projects and activities to support the Head of Portfolio Management (Assets).

## Key accountabilities

- Provide proactive and evidence-based expert advice and reports to the Director and/or the Executive Director to ensure business unit's matters that impact current business and future decision-making are fully considered.
- Provide operational direction and leadership to establish and maintain an outcome-oriented culture of teamwork, achievement and accountability.



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- Manage resources, budgets, assets, projects and staffing to maximise achievement of goals and to ensure staff have the required levels of skills and performance.
- Provide leadership, including financial planning, to effectively manage the business unit in a manner consistent with the strategic direction of the organisation.
- Ensure effective operations and cost-effective use of organisation's resources.
- Provide guidance, support and point of contact for staff in the business unit on policies and procedures that impact on the operation of the Business area.
- Lead and drive team management including the co-ordination of the Learning and Development budget, recruitment processes, the professional services and consultant budget and, prioritisation of work to ensure it is dealt with in a timely manner.

## Key challenges

- Dealing with sensitive, complex matters appropriately and confidentially.
- Being proactive to secure outcomes in resolving challenging matters.
- Maintaining a current knowledge of Housing Portfolio structure, government policies, procedures, projects, programs, initiatives and government protocols.

## Key relationships

### Internal

Who	Why
Director	<ul style="list-style-type: none"> <li>• Report directly to Director.</li> <li>• Seek direction, advice and support.</li> <li>• Provide information and feedback.</li> </ul>
Team	<ul style="list-style-type: none"> <li>• Provide information and advice.</li> <li>• Provide an effective and valuable two-way liaison.</li> </ul>
Other Housing Portfolio Divisions	<ul style="list-style-type: none"> <li>• Liaise to ensure the provision of timely and accurate advice when requested.</li> <li>• Develop and maintain effective working relationships.</li> <li>• Negotiate/agree on timeframes.</li> </ul>
Portfolio Management (Assets) Regions and Teams	<ul style="list-style-type: none"> <li>• Liaise to ensure consistent engagement with service delivery to gather information and monitor re-submitted works.</li> <li>• Develop and maintain effective working relationships.</li> <li>• Negotiate/agree on timeframes.</li> </ul>

### External

Who	Why
Non-government Organisations	<ul style="list-style-type: none"> <li>• Support regions and teams within Portfolio Management (Assets) with their engagement.</li> </ul>
Community	<ul style="list-style-type: none"> <li>• Support regions and teams within Portfolio Management (Assets) with their engagement.</li> </ul>



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## Role dimensions

### Decision making

Sets own priorities and those of any staff/project staff supervised.

Maintains independence to develop a suitable approach in managing a unit/team, allocating resources, determining the conceptual framework towards projects and development of strategic plans.

Has a high level of responsibility for determining appropriate unit/team actions undertaken, within government and legislative policies, and for ensuring quality control in the implementation of unit/team work.

Ensures that unit/team recommendations are based on sound evidence, but at times may be required to use their judgment under pressure or in the absence of complete information or as the source of expert advice to internal stakeholders across the Department as well as externally to Ministerial level.

### Reporting line

Director.

### Direct reports

Up to eight.

### Budget/Expenditure

Nil.

## Key knowledge and experience

- Nil.

## Essential requirements

- Tertiary qualifications in a related discipline and/or equivalent knowledge, skills and experience with demonstrated commitment to ongoing professional development.
- Appointments are subject to reference checks. Some roles may also require the following checks/clearances:
- National Criminal History Record Check in accordance with the Disability Inclusion Act 2014.
- Working with Children Check clearance in accordance with the Child Protection (Working with Children) Act 2012.

## 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.

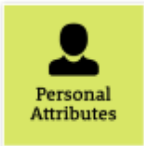

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.



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## Focus capabilities

Capability group/sets	Capability name	Behavioural indicators	Level
 <p>Personal Attributes</p>	<p><b>Value Diversity and Inclusion</b></p> <p>Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives</p>	<ul style="list-style-type: none"> <li>• Encourage and include diverse perspectives in the development of policies and strategies</li> <li>• Take advantage of diverse views and perspectives to develop new approaches to delivering outcomes</li> <li>• Build and monitor a workplace culture that enables diversity and fair and inclusive practices</li> <li>• Implement practices and systems to ensure that individuals can participate to their fullest ability</li> <li>• Recognise the value of individual differences to support broader organisational strategies</li> <li>• Address non-inclusive behaviours, practices and attitudes within the organisation</li> <li>• Champion the business benefits generated by workforce diversity and inclusive practices</li> </ul>	Advanced
 <p>Relationships</p>	<p><b>Communicate Effectively</b></p> <p>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





## Commit to Customer Service

Provide customer-focused services in line with public sector and organisational objectives

- Take responsibility for delivering high-quality customer-focused services
- Design processes and policies based on the customer's point of view and needs
- Understand and measure what is important to customers
- Use data and information to monitor and improve customer service delivery
- Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers
- Maintain relationships with key customers in area of expertise
- Connect and collaborate with relevant customers within the community

Adept



## Work Collaboratively

Collaborate with others and value their contribution

- Recognise outcomes achieved through effective collaboration between teams
- Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government
- Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions
- Network extensively across government and organisations to increase collaboration
- Encourage others to use appropriate collaboration approaches and tools, including digital technologies

Advanced



## Plan and Prioritise

Plan to achieve priority outcomes and respond flexibly to changing circumstances

- Understand the links between the business unit, organisation and the whole-of-government agenda
- Ensure business plan goals are clear and appropriate and include contingency provisions
- Monitor the progress of initiatives and make necessary adjustments
- Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately
- Consider the implications of a wide range of complex issues and shift business priorities when necessary
- Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning

Advanced

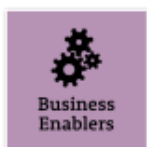


## Demonstrate Accountability

Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines

- Assess work outcomes and identify and share learnings to inform future actions
- Ensure that own actions and those of others are focused on achieving organisational outcomes
- Exercise delegations responsibly
- Understand and apply high standards of financial probity with public monies and other resources
- Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others' health and safety
- Conduct and report on quality control audits
- Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks

Adept



## Technology

Understand and use available technologies to maximise efficiencies and effectiveness

- Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks
- Use available technology to improve individual performance and effectiveness
- Make effective use of records, information and knowledge management functions and systems
- Support the implementation of systems improvement initiatives, and the introduction and roll-out of new technologies

Intermediate










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## 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
 Personal Attributes	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
 Personal Attributes	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Advanced
 Personal Attributes	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
 Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Intermediate
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
 Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
 Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
 Business Enablers	Project Management	Understand and apply effective planning, coordination and control methods	Adept