Role Description
Group Manager

NSW Ambulance

Cluster	Health
Agency	NSW Ambulance
Division/Branch/Unit	Clinical Operations
Role number	Various
Classification/Grade/Band	District Manager
Role Type	Operational
Date of Approval	TBC
Agency Website	www.ambulance.nsw.gov.au

Primary purpose of the role

The Group Manager is responsible for the governance and oversight of the performance of a facility or group of facilities within a Zone. The Group Manager is responsible for setting a culture of clinical excellence and provides operational and clinical leadership for a Zone.

The Group Manager provides support and leadership to Officers in Charge (OIC) during operational shifts. Beyond OICs, they are not the direct supervisor of individual staff at any given location.

The Group Manager holds a deep understanding and experience of incident management. The Group Manager is not a rapid responder resource.

Key Accountabilities

- Respond to and provide clinical and operational leadership and emergency management expertise to major or complex multi-agency incidents, or incidents assessed as requiring the attendance of a Group Manager.
- Liaise with business units to achieve organisational strategic objectives and participate in intra-organisational forums to provide expert guidance on issues of service-wide implications, for example policies and work instruction changes.
- Exercise approved delegations concerning financial, human and physical resources relating to their designated Group, and liaise with the Zone Manager, direct reports and others (e.g. Senior Control Centre Officer) on a shift-by-shift basis, to ensure the delivery of high-quality ambulance services to the community.
- Lead a culture of clinical excellence through the leadership of Officers in Charge, ensuring the delivery of appropriate educational or capability enhancement solutions to deliver quality, safe and integrated healthcare.
- Utilise systems thinking to oversee and ensure the provision of reliable healthcare, including through the evaluation of data to identify local trends or practices, initiation and participation in quality improvement initiatives, role-modelling reflective practice and continuous learning, and

engaging in multidisciplinary teams with other health professionals and organisations to achieve health outcomes.

- Provide effective guidance, leadership and support to Officers In Charge within their designated Group, and assume responsibility for their professional development and performance management, including through the facilitation of opportunities for capability improvement and upskilling, and the early identification and effective management of issues relating to work performance, consumer feedback and staff grievances.
- Participate in the identification and development of, and provide strong support and advocacy for, clinical governance and quality improvement initiatives within the organisation; ensuring the effective up-take of these initiatives within their designated Group.
- Leverage technologies to monitor data relating to response activity, performance, clinical quality, health outcomes and other key business functions across a Zone each shift.
- Ensure compliance for self and for teams with NSWA clinical and leadership credentialling requirements, relevant aviation credentialling requirements and registration requirements under the Paramedicine Board of Australia.
- Take a lead role in establishing and upholding a positive workplace culture of staff and patient safety, clinical excellence, psychological safety, fairness and equity, and an environment free of bullying and harassment; and implement or oversee the implementation of actions to minimise the risk of unacceptable behaviours ensuring behaviours such as bullying, harassment and victimisation are identified early, responded to and effectively managed.
- Monitor and oversee Group compliance with all applicable legislation, NSW Ambulance policies, procedures and standards, including those relating to work health and safety, workers compensation and health and wellbeing.

Key challenges

The role of Group Manager presents several key challenges. Whilst overseeing multiple facilities within a Zone, the Group Manager must balance the competing demands of emergency management, operational oversight, clinical governance and people management. Making complex decisions that impact both immediate responses and long-term resource management is also a challenge. Additionally, coordinating or supervising major or multi-agency incidents demands effective collaboration with various stakeholders, highlighting the need for seamless communication and resource allocation in high-pressure situations.

Key relationships

Who	Why
Internal	
Zone Manager	To provide advice, briefings and management reports on all aspects of resource planning and allocation relative to operational performance of the stations
Other Group Managers, Officers in Charge	To cultivate dynamic and innovative service provision within their area of responsibility

External	
NSW Health providers, emergency service agencies and with the community	To cultivate dynamic and innovative service provision within their area of responsibility

Role dimensions

Decision making

The Level of Authority as per the NSW Ambulance delegations has been set at Level 5 for this position. For further information please review the Delegations Manual on the NSW Ambulance Intranet.

Reporting line

Zone Manager

Direct reports

Officers in Charge within designated Group

Budget/Expenditure

Financial Delegation as per the NSW Ambulance delegations of up to $10k.

Essential requirements

It is the responsibility of all staff to ensure NSW Ambulance is a workplace free from bullying and harassment. All staff must behave in a respectful and acceptable manner. Staff must report and respond appropriately to any instances or perceptions of bullying. Managers are required to implement actions that prevent or minimise the risk of unacceptable behaviours, ensuring bullying, harassment and victimisation are identified as early as possible and responded to and effectively managed.

Comply with the relevant policies and procedures for Occupational Assessment Screening and Vaccination Against Specified Infectious Diseases

Key knowledge, skills and experience

1. Possess required certifications, licenses and registrations to comply with relevant credentialing procedures as a paramedic and commit to undertaking ongoing necessary and relevant training and work experience as determined by NSW Ambulance. NSW Ambulance clinical specialisation and/or clinical or leadership post-graduate qualifications are considered highly desirable for this position.
2. Demonstrated expertise in, and enthusiasm for, the maintenance of the highest quality clinical care delivery and associated governance, and a commitment to clinical and operational quality and performance improvement initiatives.
3. Provide evidence of training and/or demonstrated experience in the supervision of emergency management/scene management through actual events or active participation in programmed special events.

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4. Demonstrated ability to personally deliver high quality clinical care and provide clinical leadership, mentoring and supervision to less experienced paramedics.
5. Demonstrate advanced knowledge of NSW Ambulance operations and infrastructure and ability to interpret and apply industrial Awards, Agreements and policies.
6. Demonstrated excellence in problem solving, analytical reasoning, and decision making
7. Exhibit outstanding oral and written communication skills, including consultation, presentation, facilitation skills and negotiation skills.
8. Ability to plan, prioritise and report on clinical and operational performance, including through the analysis of local data, monitoring of key performance indicators and overseeing the completion of audit schedules.
9. Demonstrate people management skills, including providing staff support, facilitating professional development and undertaking performance management including through the early identification of unacceptable workplace behaviors and taking appropriate action such as investigation, resolution and monitoring of harassment and bullying, grievance issues and conflict resolution.

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.
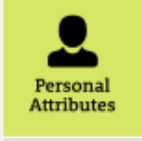
The capabilities are separated into focus capabilities and complementary capabilities.

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	**Display Resilience and Courage** Be open and honest, prepared to express your views, and willing to accept and commit to change	• 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 comment and respond appropriately • Raise and work through challenging issues and seek alternatives • Remain composed and calm under pressure and in challenging situations	Adept
Personal Attributes	**Manage Self** Show drive and motivation, an ability to self-reflect and a commitment to learning	• Act as a professional role model for colleagues, set high personal goals and take pride in their achievement • Actively seek, reflect and act on feedback on own performance • Translate negative feedback into an opportunity to improve • Take the initiative and act in a decisive way • Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation	Advanced
Relationships	**Communicate Effectively** Communicate clearly, actively listen to others, and respond with understanding and respect	• Tailor communication to diverse audiences • Clearly explain complex concepts and arguments to individuals and groups • Create opportunities for others to be heard, listen attentively and encourage them to express their views • Share information across teams and units to enable informed decision making • Write fluently in plain English and in a range of styles and formats • Use contemporary communication channels to share information, engage and interact with diverse audiences	Adept
Relationships	**Influence and Negotiate** Gain consensus and commitment from others, and resolve issues and conflicts	• Negotiate from an informed and credible position • Lead and facilitate productive discussions with staff and stakeholders • Encourage others to talk, share and debate ideas to achieve a consensus • Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes • Influence others with a fair and considered approach and sound arguments • Show sensitivity and understanding in resolving conflicts and differences • Manage challenging relationships with internal and external stakeholders • Anticipate and minimise conflict	Adept

Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	• 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	Adept	
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	
Manage and Develop People Engage and motivate staff, and develop capability and potential in others	• 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 • 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	Adept	

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	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
Relationships	Work Collaboratively	Collaborate with others and value their contribution	Intermediate
Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	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	Intermediate
Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
Business Enablers	Project Management	Understand and apply effective planning, coordination and control methods	Intermediate
People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Intermediate
People Management	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate

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Healthcare Safety and Quality Capabilities

The Healthcare Safety and Quality Capabilities complement the NSW Public Sector Capability Framework. They are an occupation-specific set for NSW Health employees that describe the capabilities and associated behaviours of health service workers required to prevent patient harm, ensure reliability and improve quality of outcomes. The behavioural indicators are a series of statements that illustrate the knowledge, skills and associated behaviours that an employee should ideally demonstrate. Behavioural indicators are organised into level descriptors. The five descriptors range from 'foundational' to 'highly advanced', reflecting a progressive increase in complexity and skill, but not necessarily hierarchy. Level descriptors are mapped to role type depending on the complexity and skill required for the role.

HEALTHCARE SAFETY & QUALITY CAPABILITIES			
Capability group/sets	**Capability name**	**Description**	**Level**
	Contribution to High Reliability	Understand and apply knowledge regarding how the organisational, team and individual conditions influence reliable service delivery to achieve safe, high-quality care	Adept
	Manage Clinical Incidents and Risks	Identify, communicate and manage clinical incidents and risk	Adept
	Manage Individual Factors that Influence Performance at Work	Be aware of thoughts, emotions and physical feelings that influence effective performance at work and adapt when necessary to deliver safe, reliable care	Adept
	Uphold a Safety Culture	Support staff, patients, families, and carers to feel safe, engage in learning and to acknowledge when an incident has occurred	Adept
	Utilise Improvement Methodologies	Able to understand and utilise appropriate improvement, research and applied science methodologies to achieve change for healthcare improvement	Adept
	Utilise Systems Thinking	Able to see the individual parts of the healthcare organisation, how they operate and interact, and their patterns of behaviour over time, and to use that information to contribute to change for safety and quality	Adept