

# Role Description

## Capability Manager



<b>Award</b>	Health Managers (State) Award
<b>Classification/Grade</b>	Health Manager Level 4
<b>Location</b>	Parramatta /Charlestown
<b>Directorate/Business Unit</b>	Service Delivery
<b>Position Number (Stafflink)</b>	
<b>Date of Approval</b>	
<b>Agency Website</b>	<a href="https://www.ehealth.nsw.gov.au/">https://www.ehealth.nsw.gov.au/</a>

### Primary purpose of the role

The Capability Manager is responsible for the management of resources for the Modern Communications group, the role will be responsible for providing leadership to ICT resources, implementing structures to build resourcing capability based on short- and long-term requirements of the business. The role is also responsible for capacity planning, analysing resource utilisation and managing resource allocation for the product teams.

### About eHealth NSW

eHealth NSW is responsible for the delivery of Information and Communications Technology (ICT) led investments in clinical care, business services and smart infrastructure, providing a digitally enabled and integrated health system that delivers quality patient centred health experiences to the people of NSW.

### Key accountabilities

- Develop and implement ICT resource management mechanisms for effective capability and capacity resource planning
- Working with product teams to determine the technical skills required to deliver project solutions, developing and maintaining a database/skills matrix that reflects up to date information on the skills and expertise of resources within the group.
- Lead a team of multi-disciplinary ICT project delivery resources, responsible for developing skills, managing performance, working with the product owners to measure and obtain staff feedback on assignments completed, to inform skills matrix, suitability for current and future initiatives and annual performance review.
- Manage ICT resource pools, this involves the assignment of technical resources to product delivery teams, measure resource utilisation and movement of resources within the group.
- Manage and report on resourcing budgets and forecasts, provide advice on optimising resource utilisation and participate in cost modelling activities for both service and budget management.
- Develop and maintain leadership and stakeholder relationships through effective communication, negotiation and issues management to ensure service delivery outcomes are met

## Key challenges

- Lead the engagement across the NSW health system, balance competing demands to achieve business objectives, establish effective stakeholder relationships and arrangements that ensure customer input to all decisions, and balance state-wide needs with local innovation and national directions.
- Work within an environment where technologies are subject to rapid evolution and change and identify technology solutions and platforms that improve the efficiency and effectiveness of the overall service offering for customers and drive improved value
- Create, lead, and maintain a constructive workplace culture.

## Key relationships

Who	Why
<b>Internal</b>	
Group Manager	<ul style="list-style-type: none"> <li>• Escalate issues, keep informed, advise and receive instructions</li> <li>• Provide regular updates on key deliverables, issues and priorities</li> </ul>
Work team	<ul style="list-style-type: none"> <li>• Inspire and motivate team, provide direction and manage performance</li> <li>• Support team, work collaboratively to contribute to achieving the team's business outcomes</li> <li>• Participate in meetings to represent work group perspective and share information</li> <li>• Participate in discussions and decisions regarding implementation of innovation and best practice</li> </ul>

## Position Dimensions

Number of Direct Reports: TBA	Number of Indirect Reports: Nil
Budget (\$): N/A	Financial Delegation: As per eHealth NSW Delegations Manual
Line Manager: Group Manager	

## Essential Requirements

- Experience in leading high-performing specialist teams, with the ability to influence, build strong capabilities and develop talent, including resource planning and management experience.
- Experience analysing resource utilisation, capacity and capability planning against business needs and utilising digital solutions for the scheduling and the assignment of resources.

## Selection Criteria

- Experience managing resourcing budgets, forecasting resourcing needs based on the pipeline of work and budgets, anticipate resourcing and/or financial risks and develop plans to identify and address risks.
- Excellent analytical skills including proven experience in analysing and interpreting complex information from numerous sources, preparing and presenting analysis and reports, high-level problem-solving skills and exercising sound judgement in complex decision making.
- Demonstrated experience coaching and advising team members whilst always fostering a performance based and customer focused work culture.
- High level commercial acumen, with an understanding of contract and engagement management procedures and the ability to work with corporate partners on procurement and/or financial processes.

- Strong communication and interpersonal skills, ability to influence and negotiate with key stakeholders and customers to achieve optimal business outcomes.
- Excellent organisational skills and experience working in a high volume and demanding professional environment with a capacity to prioritise, multi-task, achieve business goals, perform and always work with a customer focused approach.






## 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](http://www.psc.nsw.gov.au/capabilityframework)

This role also utilises an occupation specific capability set which contains information from the Skills Framework for the Information Age (SFIA). The capability set is available at [www.psc.nsw.gov.au/capabilityframework/ICT](http://www.psc.nsw.gov.au/capabilityframework/ICT)

## 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	<b>Display Resilience and Courage</b>	<b>Adept</b>
	Act with Integrity	Intermediate
	<b>Manage Self</b>	<b>Adept</b>
	Value Diversity	Intermediate
 Relationships	<b>Communicate Effectively</b>	<b>Adept</b>
	Commit to Customer Service	Intermediate
	Work Collaboratively	Intermediate
	<b>Influence and Negotiate</b>	<b>Adept</b>
 Results	Deliver Results	Adept
	<b>Plan and Prioritise</b>	<b>Advance</b>
	<b>Think and Solve Problems</b>	<b>Adept</b>
	Demonstrate Accountability	Intermediate
 Business Enablers	Finance	Adept
	Technology	Intermediate
	<b>Procurement and Contract Management</b>	<b>Adept</b>
	<b>Project Management</b>	<b>Adept</b>
 People Management	<b>Manage and Develop People</b>	<b>Adept</b>
	Inspire Direction and Purpose	Intermediate
	Optimise Business Outcomes	Intermediate
	Manage Reform and Change	Intermediate

## NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
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### 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
<b>Personal Attributes</b> Manage Self	Adept	<ul style="list-style-type: none"> <li>Look for and take advantage of opportunities to learn new skills and develop strengths</li> <li>Show commitment to achieving challenging goals</li> <li>Examine and reflect on own performance</li> <li>Seek and respond positively to constructive feedback and guidance</li> <li>Demonstrate a high level of personal motivation</li> </ul>
<b>Personal Attributes</b> Act with Integrity	Adept	<ul style="list-style-type: none"> <li>Be flexible, show initiative and respond quickly when situations change</li> <li>Give frank and honest feedback/advice</li> <li>Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively</li> <li>Raise and work through challenging issues and seek alternatives</li> <li>Keep control of own emotions and stay calm under pressure and in challenging situations</li> </ul>
<b>Relationships</b> Communicate Effectively	Adept	<ul style="list-style-type: none"> <li>Tailor communication to the audience</li> <li>Clearly explain complex concepts and arguments to individuals and groups</li> <li>Monitor own and others' non-verbal cues and adapt where necessary</li> <li>Create opportunities for others to be heard</li> <li>Actively listen to others and clarify own understanding</li> <li>Write fluently in a range of styles and formats</li> </ul>
<b>Relationships</b> Influence and Negotiate	Adept	<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 and explain the need for compromise</li> <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 relations with internal and external stakeholders</li> <li>Pre-empt and minimise conflict</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Results</b> Plan and Prioritise	Advanced	<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 including contingency provisions</li> <li>Monitor progress of initiatives and make necessary adjustments</li> <li>Anticipate and assess the impact of changes, such as government policy/economic conditions, to 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 transition the organisation through change initiatives and evaluate progress and outcome to inform future planning</li> </ul>
<b>Results</b> Think and Solve Problems	Adept	<ul style="list-style-type: none"> <li>Research and analyse information, identify interrelationships and make recommendations based on relevant evidence</li> <li>Anticipate, identify and address issues and potential problems and select the most effective solutions from a range of options</li> <li>Participate in and contribute to team/unit initiatives to resolve common issues or barriers to effectiveness</li> <li>Identify and share business process improvements to enhance effectiveness</li> </ul>
<b>Business Enablers</b> Procurement and contract management	Adept	<ul style="list-style-type: none"> <li>Apply legal, policy and organisational guidelines and procedures in relation to procurement and contract management</li> <li>Develop well written, well-structured procurement documentation that clearly sets out the business requirements</li> <li>Monitor procurement and contract management processes to ensure they are open,</li> <li>transparent and competitive, and that contract performance is effective</li> <li>Be aware of procurement and contract management risks, and what actions are expected to mitigate these</li> <li>Evaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principles</li> <li>Escalate procurement and contract management issues where required</li> </ul>
<b>Business Enablers</b> Project Management	Adept	<ul style="list-style-type: none"> <li>Prepare clear project proposals and define scope and goals in measurable terms</li> <li>Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li> <li>Prepare accurate estimates of costs and resources required for more complex projects</li> <li>Communicate the project strategy and its expected benefits to others</li> <li>Monitor the completion of project milestones against goals and initiate amendments where necessary</li> <li>Evaluate progress and identify improvements to inform future projects</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>People Management</b> Manage and Develop People	Adept	<ul style="list-style-type: none"> <li>Promote a sense of purpose, and help the team to understand the strategic direction of the organisation and the needs of customers and stakeholders</li> <li>Translate broad organisational strategy and goals into tangible team goals and explain the links for the team</li> <li>Ensure that team objectives and outcomes lead to the implementation of government priorities and create value for customers and stakeholders</li> <li>Work to remove barriers to achieving goals</li> <li>Work to remove barriers to achieving goals</li> <li>Ensure that roles and responsibilities are clearly communicated</li> </ul>

## Occupation specific capability set (Skills Framework for the Information Age – SFIA)

Category and Sub-Category	Level and Code	Level Descriptions
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## Other Specific Requirements

The role and responsibilities are to be carried out in a manner that is consistent with delegations, policies, procedures and operations systems of HealthShare NSW. The following specific requirements should be noted:

### Culture

Contribute to a constructive workplace culture and a safe workplace. Model the organisation's CORE values and ensure all workplace conduct is consistent with the behaviours associated with those values and the NSW Health Code of Conduct.

### Finance and Resources

Manage allocated finance and resources efficiently and effectively in accordance with the HealthShare NSW Delegations Manual (and supporting corporate policies and documentation). This may include, but not be limited to, management of an allocated budget, assets and stores, corporate records, intellectual property and personnel records and include the correct retention of data and records.

### Fraud and Corruption

Ensure there are effective and sustained controls to prevent, detect and respond to fraud and corruption.

### Performance Appraisal

Employees and managers should regularly check-in with each other, providing feedback to each other. All new staff should have an initial performance assessment within three (3) months following commencement of employment. At least every twelve (12) months, a performance appraisal should be undertaken.

### Risk Management

Undertake business unit risk planning and risk assessments, ensuring competence in risk management and assessment. Understand and abide by the organisation's risk policies, maintaining an understanding of the operational and risk management context, managing risk accordingly.

### Training

Comply with and participate in the organisation's training programs and policies, maintaining currency of all mandatory training.

### Vaccination

Category B

**Work Health and Safety**

Workers have a duty of care to ensure everyone is safe at work. Leaders must be safety aware. Everyone must Think Safe, Work Safe and Live Safe and follow the HealthShare NSW guide to safety excellence. This includes taking reasonable care for your own safety and others, participating with consultation arrangements and complying with safety instructions and work health and safety legislation, policies and procedures.

**Workplace Diversity**

Comply with and participate in the organisations workplace diversity goals and policies and procedures.

**Employee Agreement**

I have read the Position description and understand its contents, am fit and able to perform the duties outlined in the Job Demands Checklist, and agree to work in accordance with the requirements of the position.

<b>Signatories</b>	<b>Name</b>	<b>Signature</b>	<b>Date</b>
Employee			
Manager / Supervisor			

## Job Demands Checklist

The purpose of this checklist is to manage the risk associated with the position in relation to the occupant. It may be used to provide information about the position to a Health Professional required to perform a pre-employment medical assessment. Identification of possible risk can also assist with the development of a training plan for the occupant to ensure the risks are minimised.

Each position should be assessed at the site as to the incumbent's (or future incumbent's) OHS responsibilities specific to the position. This form is to be completed in consultation with the manager/supervisor of the position being recruited for.

### Job Demands Frequency Key:

I = Infrequent	intermittent activity exists for a short time on a very infrequent basis
O = Occasional	activity exists up to 1/3 of the time when performing the job
F = Frequent	activity exists between 1/3 and 2/3 of the time when performing the job
C = Constant	activity exists for more than 2/3 or the time when performing the job
R = Repetitive	activity involved repetitive movements
N = Not Applicable	activity is not required to perform the job

**Note:** any entries not assigned a value will be automatically set to "N"

PHYSICAL DEMANDS - Description (comment)	FREQUENCY					
	I	O	F	C	R	N
<b>Sitting</b> – remaining in a seated position to perform tasks				X		
<b>Standing</b> – remaining standing without moving about to perform tasks			X			
<b>Walking</b> – floor type: even/uneven/slippery, indoors/outdoors, slopes			X			
<b>Running</b> – floor type: even/uneven/slippery, indoors/outdoors, slopes						X
<b>Bend/Lean Forward from Waist</b> – forward bending from the waist to perform tasks	X					
<b>Trunk Twisting</b> – turning from the waist while sitting or standing to perform tasks	X					
<b>Kneeling</b> – remaining in a kneeling posture to perform tasks	X					
<b>Squatting/Crouching</b> – adopting a squatting or crouching posture to perform tasks	X					
<b>Leg/Foot Movement</b> – use of leg and/or foot to operate machinery						X
<b>Climbing (stairs/ladders)</b> – ascend/descend stairs, ladders, steps		X				
<b>Lifting/Carrying</b> – light lifting and carrying (0 to 9 kg)		X				
<b>Lifting/Carrying</b> – moderate lifting and carrying (10 to 15 kg)	X					
<b>Lifting/Carrying</b> – heavy lifting and carrying (16kg and above)						X
<b>Reaching</b> – arms fully extended forward or raised above shoulder	X					
<b>Pushing/Pulling/Restraining</b> – using force to hold/restrain or move objects toward or away from the body	X					
<b>Head/Neck Postures</b> – holding head in a position other than neutral (facing forward)	X					
<b>Hand and Arm Movements</b> – repetitive movements of hands and arms					X	
<b>Grasping/Fine Manipulation</b> – gripping, holding, clasping with fingers or hands			X			
<b>Work at Heights</b> – using ladders, footstools, scaffolding, or other objects to perform work						X
<b>Driving/Riding</b> – controlling the operation of a vehicle (e.g. car, truck, bus, motorcycle, bicycle)			X			
SENSORY DEMANDS - Description (comment)						
	I	O	F	C	R	N



<b>Sight</b> – use of sight is an integral part of work performance (e.g. viewing of X-Rays, computer screens)									X		
<b>Hearing</b> – use of hearing is an integral part of work performance (e.g. phone enquiries)									X		
<b>Smell</b> – use of smell is an integral part of work performance (e.g. working with chemicals)											X
<b>Taste</b> – use of taste is an integral part of work performance (e.g. food preparation)											X
<b>Touch</b> – use of touch is an integral part of work performance											X
<b>PSYCHOSOCIAL DEMANDS - Description (comment)</b>	<b>FREQUENCY</b>										
<b>Distressed People</b> – e.g. emergency or grief situations	X										
<b>Aggressive and Uncooperative People</b> – e.g. drug/alcohol, dementia, mental illness	X										
<b>Unpredictable People</b> – e.g. dementia, mental illness, head injuries											X
<b>Restraining</b> – involvement in physical containment of patients/clients											X
<b>Exposure to Distressing Situations</b> – e.g. child abuse, viewing dead/mutilated bodies											X
<b>ENVIRONMENTAL DEMANDS - Description (comment)</b>	<b>FREQUENCY</b>										
<b>Dust</b> – exposure to atmospheric dust	X										
<b>Gases</b> – working with explosive or flammable gases requiring precautionary measures											X
<b>Fumes</b> – exposure to noxious or toxic fumes											X
<b>Liquids</b> – working with corrosive, toxic or poisonous liquids or chemicals requiring personal protective equipment (PPE)											X
<b>Hazardous Substances</b> – e.g. dry chemicals, glues	X										
<b>Noise</b> – environmental/background noise necessitates people raise their voice to be heard											X
<b>Inadequate Lighting</b> – risk of trips, falls or eyestrain	X										
<b>Sunlight</b> – risk of sunburn exists from spending more than 10 minutes per day in sunlight		X									
<b>Extreme Temperatures</b> – environmental temperatures are less than 15°C or more than 35°C	X										
<b>Confined Spaces</b> – areas where only one egress (escape route) exists											X
<b>Slippery or Uneven Surfaces</b> - greasy or wet floor surfaces, ramps, uneven ground	X										
<b>Inadequate Housekeeping</b> - obstructions to walkways and work areas cause trips and falls	X										
<b>Working At Heights</b> – ladders/stepladders/scaffolding are required to perform tasks											X
<b>Biological Hazards</b> – exposure to body fluids, bacteria, infectious diseases											X