Role Description

Agency	**NSW Ombudsman**
Role Title	**Manager, Engagement**
Branch/Portfolio/Unit	**Capacity Building and Education Services Branch, Engagement Unit**
Location	**Sydney CBD**
Classification/Grade/Band	**Clerk Grade 11/12**
Senior Executive Work Level Standards	**NA**
Kind of Employment	**Ongoing**
ANZSCO Code	**139999**
PCAT Code	**2258292**
Date of Approval	**28 October 2026**
Agency Website	**www.ombo.nsw.gov.au**

Agency overview

The NSW Ombudsman is an independent integrity agency that pursues fairness for the people of NSW. We strive to ensure that those entrusted with public power and resources fulfil their responsibilities and treat everyone fairly.

The Ombudsman has a range of statutory functions. These can be broadly grouped into the following 3 categories, which align with the office's 3 organisational portfolios:

- handling complaints about, and where necessary investigating, the conduct of public authorities and community service providers – primarily the focus of the Complaints and Investigations Portfolio.
- oversighting compliance and performance of certain NSW Government and community sector programs and systems through monitoring, auditing, inquiries, conducting reviews and reporting – primarily the focus of the Systems Oversight and Reviews Portfolio.
- delivering tools, guides and other resources, and providing educational and training services, to support capacity building by public authorities and community service providers – primarily the focus of the People, Performance and Sector Improvement Portfolio.

The People, Performance and Sector Improvement Portfolio is also responsible for the office's strategic, corporate and supporting functions.

Primary purpose of the role

The Manager, Engagement is responsible for leading the Engagement unit, including overseeing the delivery and continuous improvement of the NSW Ombudsman's external community and stakeholder engagement activities. The focus of the role is on increasing awareness of the NSW Ombudsman and building capacity through effective engagement across public authorities and community service providers in relation to complaint handling, good administrative practices and obligations under the Public Interest Disclosures Act (PID Act).

The Manager, Engagement provides strategic direction for implementing a stakeholder framework and harnessing insights about our stakeholders and those we oversee to inform engagement initiatives. The role also leads the planning and delivery of key initiatives such as the PID and Complaint Handling Communities of Practice, yearly PID Awareness Week activities and the National Investigations Symposium.

Key accountabilities

- Manage the Engagement unit, including staff, budget, and any third-party suppliers to drive the development and delivery of community and stakeholder engagement initiatives.
- Manage the implementation and continuous improvement of an integrated stakeholder engagement framework, including internal tools to record and report on stakeholder interactions. In doing so, apply strong governance and coordination across the agency, ensuring engagement insights inform the agency's work including sector capacity building initiatives.
- Lead the development, delivery and implementation of high-quality, strategic engagement plans that are driven by strategic insights and data, and which may be project, issue or sector specific or support broader agency initiatives. In doing so, lead the identification, analysis and management of key external partners, advocacy groups and government entities.
- Develop and maintain strong professional relationships with agency staff across NSW, including those who are responsible for handling public interest disclosures. This includes overseeing engagement with government agencies, community organisations and the public through formal meetings and outreach to raise awareness of our office functions and capture community/sector needs and trends.
- Lead the development and delivery of presentations and training, internally and externally, on PIDs and related matters.
- Lead the delivery of the Ombudsman's Complaint Handling and PID Communities of Practice, and our work with IPAA and ICAC to deliver the National Investigations Symposium.
- Lead strategic community engagement initiatives focussed on vulnerable communities and key stakeholders.
- Manage projects and coordinate with both external stakeholders and internal working groups or committees as required to ensure engagement activities inform and are informed by the work of the agency.

Key challenges

Develop and maintain effective, collaborative internal and external relationships and networks, including with internal subject matter experts while delivering an effective stakeholder engagement framework that supports coordinated and visible engagement across the agency.

- Understand our office's statutory functions and act within the NSW Ombudsman's internal policies and legislative frameworks, notably the Ombudsman Act and Public Interest Disclosures Act.
- Apply innovative and diverse communication channels to reach diverse and geographically dispersed stakeholder groups.

Key relationships

Who	Why
Internal	
Deputy Ombudsman, Capacity Building & Education Services	• Provide advice on the progress of work undertaken, and make recommendations to support effective decision-making and appropriate action on critical and emerging issues • Contribute to the ongoing business planning and intelligence gathering in respect of the work of the branch and the office more broadly • Report on performance against implementation plans and outcome measures • Advise on branch matters and ensure that stakeholder satisfaction with services informs decisions at all executive levels
Team managed	• Lead and provide support and direction encouraging a whole-of-office culture • Provide clear direction and strategic advice on matters, to enable team members to work to their potential and to enhance team performance • Communicate effectively with staff in the team to ensure consistent advice and engagement with agencies / communities

Staff supervised	• Inspire and motivate, provide leadership, guidance and support • Set overall performance expectations and oversee the implementation of effective performance management frameworks and processes
Steering committees and working groups	• Coordinate and contribute to steering committees and working groups as required
Staff throughout the office	• Develop and maintain effective working relationships with all staff • Encourage and promote a positive workplace culture
External	
External stakeholders	• Develop and maintain effective relationships with stakeholders • Form collaborative partnerships where appropriate • The role may undertake sector development activities or participate in outreach programs and support the delivery of community education and training • Establish professional networks and relationships with relevant agencies across other jurisdictions to maintain currency of issues, share ideas and learnings, and collaborate on common responses to emerging and/or developing issues
External committees and other oversight agencies	• Represent the Ombudsman, when requested, in relevant sector/industry committees and meetings • Form collaborative partnerships and enable information sharing where appropriate

Role dimensions

Decision making

- The Manager, Engagement acts with day-to-day independence in planning and managing the community and stakeholder engagement function but must be aligned to the strategic direction of the Branch and agency. Specifically, the Manager determines priority areas for the work of the role within the parameters set by the Deputy Ombudsman, Capacity Building & Education Services, the strategic plan, business plans and other policy documents.
- Use professional judgement to solve complex problems when there are no clear methods or procedures in place for doing so.
- Make decisions on effective approaches in order to achieve high quality outcomes.

Reporting line

This role reports to the Deputy Ombudsman, Capacity Building & Education Services.

Direct reports

This role will have up to 3 direct reports but may have additional reports according to business needs

Budget/expenditure

The role does not have budgetary responsibility.

Essential requirements

Employment at the NSW Ombudsman is subject to the satisfactory completion of security and related vetting including, in part, a criminal records check; signed understanding and acceptance of a range of policies; two statutory declarations relating to conflicts of interest, arrests, charges, convictions and a health declaration.

- Degree or higher qualification in a relevant discipline and/or significant experience in developing and leading effective community and stakeholder engagement strategies in a complex environment.
- Strong knowledge of the Ombudsman's functions, including public interest disclosures, or demonstrated ability to acquire knowledge quickly to ensure competent and confident engagement with stakeholders.
- Excellent communication and relationship management skills, with demonstrated capacity to negotiate and influence at senior level, and to convey complex concepts to a range of stakeholders.

It is expected the occupant of the role can demonstrate:

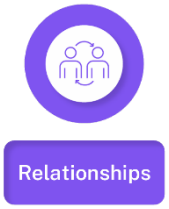
- Understanding of or experience in the application of contemporary engagement practices.
- Ability to execute and deliver strategy and projects, including through working effectively with internal and external stakeholders.
- Experience in a leadership role and the ability to work independently and as part of a team
- Experience working in the NSW public or community sectors will be highly regarded

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at [The Capability Framework | NSW Public Service Commission].

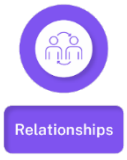
Capability summary

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**
	Display resilience and courage	Adept
	Act with integrity	**Advanced**
	Manage self	**Advanced**
	Value diversity and inclusion	Adept
	Communicate effectively	Adept
	Commit to customer service	Adept
	Work collaboratively	**Advanced**
	Influence and negotiate	Adept
	**Deliver results**	**Advanced**
	Plan and prioritise	Adept
	Think and solve problems	**Advanced**
	Demonstrate accountability	Adept
	Finance	Intermediate
	Technology	Adept
	Procurement and contract management	Intermediate
	Project management	**Adept**
	**Manage and develop people**	**Advanced**
	Inspire direction and purpose	Intermediate
	Optimise business outcomes	Intermediate
	Manage reform and change	**Adept**

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.

Capability group/sets	Capability name	Behavioural indicators	Level
	**Act with integrity** Be ethical and professional, and uphold and promote the public sector values	• Model the highest standards of ethical and professional behaviour and encourage others to do the same • Set an example for others to follow by representing your organisation in an honest, ethical and professional way • Promote a culture of integrity and professionalism within your organisation and when dealing with external organisations • Reinforce and monitor the use of ethical practices, standards and systems • Promote practices and systems that create a workplace culture that values high ethical standards and behaviour	Advanced
	**Manage self** Be persistent, self-reflect and commit to learning	• Be a professional role model for colleagues, set high personal goals and take pride in achieving them • Actively seek, reflect on and act on feedback about your performance • Reflect on and use negative feedback as an opportunity for growth and improvement • Take the initiative and act in a decisive way • Pursue and apply new knowledge and practices relevant to your organisation to improve outcomes	Advanced
	**Work collaboratively** Collaborate with others and value their contribution	• Recognise when effective collaboration between teams leads to achieving outcomes • Communicate with others in your organisation and across government to improve information sharing and collaboration • Facilitate opportunities to collaborate with stakeholders to develop solutions together • Network widely across government and other organisations to increase opportunities to collaborate • Encourage others to use appropriate ways and tools to collaborate, including digital technology • Encourage diverse cultural perspectives in developing strong team relationships	Advanced
	**Deliver results** Achieve results by using resources efficiently and committing to quality outcomes	• Seek and apply the expertise of key individuals to achieve business outcomes • Lead a culture of achievement and acknowledge others' input • Determine how outcomes will be measured and guide others on evaluation methods	Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
		• Investigate and create opportunities to enhance the achievement of business objectives • Make sure others understand the need for on-time and on-budget results and how success is defined • Control business unit output to ensure government outcomes are achieved within budget and on time • Progress organisational priorities and ensure resources are acquired and used effectively	
	**Think and solve problems** Think, analyse and consider the broader context to develop practical solutions	• Undertake objective, critical analysis to reach accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others • Consider the wider business context when thinking about options to resolve issues • Explore a range of possibilities and creative alternatives to improve systems, processes and business practices • Put systems and processes in place that are supported by high-quality research and analysis • Look for opportunities to design innovative solutions to meet customers' needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria	Advanced
	**Project management** Understand and use effective ways to plan, coordinate and control projects	• Understand all components of the project management process, including the need for change management to achieve business benefits • Prepare clear project proposals and accurate estimates of required costs and resources • Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements • Identify and evaluate risks associated with the project and develop mitigation strategies • Identify and consult with stakeholders, including people with lived experience to inform the project strategy • Communicate the project's objectives and its expected benefits • Monitor the completion of project milestones against goals and take steps to address any problems • Evaluate progress and identify improvements to inform future projects	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
	**Manage and develop people** Engage with and motivate staff, and develop their capability and potential	• Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and succession plan • Coach and mentor staff and encourage professional development and continuous learning • Prioritise dealing with team and individual performance issues and ensure your organisation uses a consistent approach • Implement performance development frameworks to align workforce capability with your organisation's current and future priorities and objectives • Develop systems to promote cultural capability as a means of ensuring the cultural safety of all colleagues	Advanced
	**Manage reform and change** Support and champion change, and help others to engage with change	• Support teams to develop new ways to work and generate new ideas for dealing with challenges • Actively promote change processes to staff and participate in communicating change initiatives across various levels within your organisation • Provide guidance, coaching and direction to others who are managing uncertainty and change • Encourage staff to participate in change processes and provide guidance, coaching and support • Identify workplace cultural barriers to change and implement strategies to manage these barriers • Involve employees in decisions that will affect them	Adept