

Role Description

Agency	NSW Ombudsman
Role Title	Senior Review Officer
Branch/Division/Unit	Community Services Monitoring and Reviews Branch, Child Death Reviews Unit
Location	Sydney CBD
Classification/Grade/Band	Clerk Grade 9/10
Senior Executive Work Level Standards:	N/A
Kind of Employment	Ongoing or temporary
ANZSCO Code	224900
PCAT Code	3991119192
Date of Approval	1 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
- overseeing 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 Child Death Review Unit (CDRU) is responsible for the statutory functions of Parts 5A and 6 of the *Community Services (Complaints, Reviews and Monitoring) Act 1993* (CS CRAMA). This work also contributes to the Ombudsman's broader monitoring and review of the delivery of community services in CS CRAMA.

The Ombudsman's child death review functions include:

- convening and supporting the NSW Child Death Review Team (CDRT) – a group of experts in healthcare, child development, child protection and research, as well as representatives of key government agencies – to maintain a register of all child deaths in NSW, classify those deaths according to cause, demographic criteria and other relevant factors, identify trends and patterns relating to those deaths, undertake research, and make recommendations that may assist in preventing child deaths (Part 5A), and

- reviewing the deaths of children in circumstances of abuse or neglect, and the deaths of children in care or detention. A key focus of this work is identifying practice and systems issues that may contribute to deaths, or that may expose other children to risks in the future (Part 6).

The Senior Review Officer (SRO) undertakes complex reviews of the deaths of children, prepares reports and correspondence, and ensures the integrity of data collection in relation to the deaths of children. The SRO also conducts and assists with projects or initiatives aimed at preventing or reducing the likelihood of child deaths, and related issues. The SRO contributes to preparation of statutory reports and relevant education and engagement initiatives.

The SRO may directly supervise Review Officers. The SRO may be required to take on oversight of functional aspects of the team, including records systems and functionality of the Register of Child Deaths.

Key accountabilities

- Conduct complex reviews efficiently and effectively, and in accordance with established benchmarks, through examination and critical analysis of relevant records, policy and legislative requirements.
- Record relevant information and analysis on the NSW Register of Child Deaths.
- Provide direction, support and advice to review staff, and where required, allocate cases for review and monitor the progress of reviews.
- Support the Manager, Reviews to quality assure reviews and related work undertaken by Review Officers. Provide modelling, training and support to Review Officers.
- Provide strategic advice on matters requiring referral or further action by the office, and take a lead role in progressing these matters, including preparation of reports and correspondence to agencies and/or assistance to Review Officers in preparing reports and correspondence.
- Monitor agency responses to, and implementation of recommendations arising from reviews, reports and investigations into child deaths where required.
- As required, undertake or assist with other relevant projects, policy work, statutory reports, research or reviews within the Branch or other functional areas.
- Support the NSW Ombudsman's convening of the CDRT through identifying issues to be brought to the CDRT and supporting the development and implementation of the CDRT's strategic objectives, projects and research.

Key challenges

- The SRO is expected to take the initiative on matters within the role's area of responsibility having regard to business needs, legislative requirements, accountability standards, performance measures and critical risks. This requires critical analysis and the exercise of sound judgement, particularly when interpreting data and information to draw conclusions and draw issues to the attention of the Manager Reviews, Principal Review Officer and Deputy Ombudsman.
- The SRO will lead complex or sensitive reviews and undertake associated actions, including reports to agencies and from time to time, may assist with investigations. At the same time, the SRO will provide a level of leadership to Review Officers, through provision of professional supervision.
- In dealing with deaths, the work of review staff can be confronting and difficult. The SRO must be alert to their own support needs, support needs of Review Officers, and promote wellbeing initiatives, including professional supervision, structured meetings and planning sessions, external sessions for all team members with a psychologist, the Employee Assistance Program and informal debriefing activities.

Key relationships

Who	Why
Internal	
Statutory officer, other senior staff of the Portfolio including supervisor	• Provide advice about the progress of work undertaken and other matters of interest to the office to inform decision-making and manage risks • Contribute to the ongoing business planning and intelligence gathering in respect of the work of the branch and the office more broadly

Staff supervised/ Review Officers	• Inspire and motivate, provide leadership, guidance and support • Provide clear direction and strategic advice on matters, through one on one discussions, team meetings and training sessions to enable team members to work to their potential and to enhance team performance • Set overall performance expectations and oversight the implementation of effective performance management frameworks and processes
Staff throughout the office	• Develop and maintain effective working relationships with all staff • Encourage and promote a positive workplace culture
External	
Key agencies	• An effective relationship with key agencies is a critical component of the role and will be integral to its success. Priority areas include facilitating systemic cultural change and sector improvement. If appropriate, meet with agencies and other parties to facilitate the gathering of information to assist the work of the Portfolio and/or to determine relevant Ombudsman action • The role may undertake sector development activities or participate in outreach programs
Child Death Review Team	• Support the NSW Ombudsman's convening of the CDRT and support across all the CDRT's functions.

Role dimensions

The SRO sits within a branch responsible for a range of statutory functions relating to community services monitoring, death and in care reviews, and research to support activities associated with these functions.

The SRO is involved in a range of activities managed by the review team. This includes supervising staff, managing a personal caseload of reviews, entering accurate information on the NSW Child Death Register and maintaining that register, supporting and assisting the work of the NSW Child Death Review Team, reporting on individual cases and contributing to statutory and other reports.

The role must forge strong ties across the business unit as well as with external stakeholders. Given the supervisory responsibility assigned to this role, the SRO must have a capacity to accept responsibility and be accountable for any risk taking or decision making.

The SRO attends and may lead team meetings, group supervision, case meetings, and is an active participant in deliberations.

The work of the SRO is guided by legislation, policies, office procedures, and delegations and directives from the Ombudsman.

Reporting line

This role reports to a Manager, Reviews within the Child Death Review Unit.

Direct reports

This role may be asked to manage a small team of Grade 7/8 or below staff. However, in certain circumstances, the role may not have any direct supervisory role.

All supervisors are required to continually monitor and manage staff wellbeing and ensure their staff have performance agreements and reviews in line with office policy.

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.

A tertiary qualification in a relevant discipline is a requirement for the role, or equivalent working experience.

The occupant of the role must demonstrate:

- Substantial experience in case reviews.
- Excellent written and verbal communication skills, including the ability to prepare complex correspondence and reports.
- Substantial experience analysing complex matters, including assessment of systemic issues through examination and critical analysis of relevant records, policy and legislative requirements.
- Ability to work independently and as part of a team.
- Previous supervisory experience and demonstrated leadership capacity.
- Experience or knowledge of relevant sectors such as community services, health or government.

Additional information and requirements

As this role will involve exposure to distressing material, the office has in place strategies to support staff. It is expected that the SRO will participate in the office's wellbeing program.

The occupant of this role will be required to have a current WWCC clearance issued from the Office of the Children's Guardian.

The occupant of the role may be required to participate in programs, which will require travel throughout NSW and staying overnight at regional locations.

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
 Personal attributes	Display resilience and courage	Adept
	Act with integrity	Adept
	Manage self	Adept
	Value diversity and inclusion	Adept
 Relationships	Communicate effectively	Advanced
	Commit to customer service	Intermediate
	Work collaboratively	Adept
	Influence and negotiate	Intermediate

 Results	Deliver results	Adept
	Plan and prioritise	Intermediate
	Think and solve problems	Adept
	Demonstrate accountability	Intermediate
 Business enablers	Finance	Intermediate
	Technology	Intermediate
	Procurement and contract management	Intermediate
	Project management	Adept
 People management	Manage and develop people	Intermediate
	Inspire direction and purpose	Intermediate
	Optimise business outcomes	Intermediate
	Manage reform and change	Intermediate

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
 Personal attributes	Display resilience and courage	- Be flexible, show initiative and respond quickly when situations change - Give frank and honest feedback and advice - Acknowledge when someone challenges your ideas, seek to understand why and respond appropriately - Raise and work through challenging issues and seek alternatives - Respond professionally when under pressure and in challenging situations	Adept
	Be open and honest, prepared to express your views, and willing to accept and commit to change		
 Personal attributes	Manage self	- Keep up to date with contemporary knowledge and practices - Seek and take advantage of opportunities to learn and apply new skills - Commit to achieving challenging goals - Seek and respond positively to constructive feedback and advice - Examine and reflect on your performance	Adept
	Be persistent, self-reflect and commit to learning		

Capability group/sets	Capability name	Behavioural indicators	Level
 Relationships	Communicate effectively Communicate clearly, pay attention to others, and respond with understanding and respect	• Present with credibility, engage diverse audiences and test whether they understand you • Translate technical and complex information clearly and concisely for different audiences • Create opportunities for others to contribute to discussion and debate • Set an example by promoting information sharing across your organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to share information and communicate with diverse audiences • Leverage insights from people with lived experience to shape communication and engagement strategies • Write clearly, concisely and persuasively in a range of styles and formats	Advanced
 Relationships	Influence and negotiate Gain consensus and commitment from others, and resolve issues and conflicts	• Use facts, knowledge and experience to support recommendations • Work towards positive and mutually satisfactory outcomes • Identify and resolve issues during discussions with other staff and stakeholders • Identify others' concerns and expectations • Respond constructively to conflict and disagreements and be open to compromise • Keep discussions focused on the key issues	Intermediate
 Results	Deliver results Achieve results by using resources efficiently and committing to quality outcomes	• Use your own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Ensure staff understand expected goals and acknowledge staff success in achieving these • Identify the resources people need and ensure goals are achieved within budget and on time • Use business data to evaluate outcomes and inform continuous improvement • Identify priorities that need to change and ensure the way resources are allocated meets new business needs • Ensure you budget for and clearly state the financial impacts of new priorities	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
 Results	Think and solve problems Think, analyse and consider the broader context to develop practical solutions	• Make recommendations based on evidence by researching and critically analysing information and identifying interrelationships • Anticipate, identify and deal with issues and potential problems that may impact organisational goals and the customer experience • Think creatively to come up with new ideas to resolve issues and improve customer experience • Seek input and ideas from people with different backgrounds and experiences • Participate in and contribute to team or business unit initiatives to resolve common issues or barriers to effectiveness • Identify and share business process improvements to enhance effectiveness • Analyse data and information to identify insights and communicate findings in a clear and meaningful way	Adept
 Business enablers	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
 People management	Manage and develop people Engage with and motivate staff, and develop their capability and potential	• Collaborate with your team to set clear performance standards and deadlines in line with established performance development frameworks • Look for ways to develop team capability and recognise and develop individual potential • Be constructive and build on strengths by giving timely feedback that people can act on • Identify and act on opportunities to coach and mentor others • Recognise performance issues that need to be dealt with and work promptly to resolve them	Intermediate

Capability group/sets	Capability name	Behavioural indicators	Level
		- Effectively support and manage team members who are working flexibly and in different locations - Create a safe environment that considers and respects team members' individual differences, backgrounds and cultures - Reflect on feedback about your management style and potential areas where you can improve	
