Role Description

Agency	**NSW Ombudsman**
Role Title	**Senior Strategy Officer**
Branch/Portfolio/Unit	**Strategy Governance Risk & Data**
Location	**Sydney CBD**
Classification/Grade/Band	**Clerk Grade 9/10**
Senior Executive Work Level Standards:	**NA**
Kind of Employment	**Ongoing or temporary**
ANZSCO Code	**132411**
PCAT Code	**2221392**
Date of Approval	**22 September 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 portfolio:

- 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

This role will support implementation of the NSW Ombudsman's Strategic Plan and the co-ordination of associated transformation initiatives and governance across the organisation. The role will also lead on the development of strategic papers and cross-office collaborations, such as office submissions to parliamentary inquiries or strategic internal advice.

Key accountabilities

- Support the implementation planning and execution of internal strategy, including assisting the development of implementation governance structures and processes, key performance indicators and reporting frameworks to track progress against strategic goals, providing regular status updates to the Board of Management and Ombudsman.

- Provide program management support to the development and implementation of cross-office Strategic Projects to support delivery of the Strategic Plan.
- Collaborate with other units in the Branch (e.g. Governance Risk & Assurance / Data Analytics) to identify performance issues and strategic insights, analyse them and make recommendations for corrective action.
- Support the unit to manage the processes and templates associated with branch planning, ensuring clear alignment between the implementation of the strategic plan and the development, maintenance and reporting of branch plans. Co-ordinate with Finance around linking with budget cycles.
- Lead the end-to-end development of high-quality strategic papers and cross-office collaborations, such as, evidence-based submissions to Parliamentary Inquiries and other forums, representing the collective expertise of the office.
- Conduct environment scanning for opportunities and risks, briefing the Board of Management.
- Provide authoritative internal advice on commissioned issues.
- Perform the Secretariat and / or contribute to Executive governance forums as required, including embedding strategic operating practices

Key challenges

- Maintaining collaborative implementation governance and reporting processes, gaining commitment from internal stakeholders to achieve effective participation and gathering high-quality input.
- Effectively reconciling and quality assuring information from across the organisation in the development of briefing notes.
- Developing subject matter knowledge around strategic papers, working closely with organisational SMEs.

Key relationships

Who	Why
Internal	
The Ombudsman Executive	• Gathering high-quality input from Executives around Strategic Plan Implementation and strategic paper composition. • Key stakeholders and customers in the production of strategic papers.
Manager, Strategy and Director, Strategy Governance Risk and Data	• Providing quality work for review and guidance. • Providing proactive recommendations for interventions from the Manager and Director to ensure success.
Unit / Branch colleagues	• Work collaboratively with, inspire, motivate, create a positive work environment and positive employee experience
External	
Representatives of other government agencies, and Parliament.	• Consult, provide information and support, promote, influence, negotiate and build mutually beneficial relationships • Participate and represent the organisation in committees, meetings, working parties, etc where appropriate
External networks	• Establish and maintain effective working relationships and communication to improve performance and strategies • Participate in forums, groups to represent the agency and share information • Participate in discussions regarding innovation and best practice.

Role dimensions

Decision making

- 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 and tools to use in order to achieve high-quality outcomes.
- The occupant of the role may seek guidance from senior staff.

Reporting line

This role reports to Manager, Strategy.

Direct reports

This role has no direct reports.

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.

The occupant of the role is required to have appropriate tertiary qualifications or demonstrated equivalent professional experience.

It is expected the occupant of the role can demonstrate:

- Relevant experience in strategy implementation and policy development.
- Effective communication and presentation skills and the ability to work with diverse stakeholders and support the preparation of reports or documentation
- Intellectually curious with a strong capacity for identifying innovative and strategic improvement opportunities.

It is an advantage to have:

- Experience using data insights to support and improve service delivery.

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

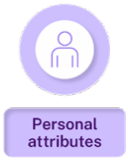
Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

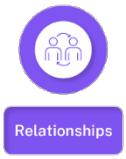
NSW Public Sector Capability Framework		
Capability Group	**Capability Name**	**Level**
	Display resilience and courage	Adept
	Act with integrity	**Adept**
	Manage self	**Adept**
	Value diversity and inclusion	Intermediate

 Relationships	**Communicate effectively**	**Advanced**
	Commit to customer service	Adept
	Work collaboratively	Adept
	Influence and negotiate	Intermediate
 Results	**Deliver results**	**Advanced**
	Plan and prioritise	**Adept**
	Think and solve problems	Adept
	Demonstrate accountability	Intermediate
 Business enablers	Finance	Intermediate
	Technology	Adept
	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	**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
 Personal attributes	**Act with integrity** Be ethical and professional, and uphold and promote the public sector values	• Represent your organisation in an honest, ethical and professional way and encourage others to do so • Act professionally and support a culture of integrity Identify and explain ethical issues and set an example for others to follow • Promote a workplace culture that values high ethical standards and behaviour • Act to prevent and report misconduct and inappropriate behaviour • Put strategies in place to manage and monitor conflicts of interest • Ensure that others are aware of and understand the legislation and policy framework within which they operate	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
	**Manage self** Be persistent, self-reflect and commit to learning	• 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
	**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
	**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 • 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	Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
	**Plan and prioritise** Plan to achieve priority outcomes and respond flexibly to changing circumstances	• Consider the future aims and goals of the team, business unit and your organisation when prioritising work • Set, prioritise, consult on and develop team and business unit goals, strategies and plans • Anticipate, assess and respond appropriately to the impact of changes, including changes to government policy and economic conditions, on team or business unit goals • Ensure current work plans and activities support and are consistent with organisational change initiatives • Evaluate outcomes and adjust plans accordingly	Adept
	**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
	**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 • 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	Intermediate

Capability group/sets	Capability name	Behavioural indicators	Level
		• Reflect on feedback about your management style and potential areas where you can improve	
	**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