# PORTFOLIO COMMITTEE NO. 8 - CUSTOMER SERVICE

# SMALL BUSINESS, RECOVERY, AND THE NORTH COAST

# FRIDAY 5 SEPTEMBER 2025

## Examination of proposed expenditure for the portfolio areas

| QUESTION TAKEN ON NOTICE– TRANSCRIPT PAGE 5 |
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| **QUESTION:**<br>**The CHAIR**: We were talking a little bit about those KPIs that were looked at in regard to the program and how it was performing. Was there also any kind of data around the breakdown of Business Connect service delivery by regional and remote areas, compared to, say, city-based businesses? My understanding is this was something that was more used by those small regional businesses. Was that data looked at and also considered in the change of this program?<br>**Ms JANELLE SAFFIN**: I don't have that data. Will you be able to provide that data, Mr Wells?<br>**The CHAIR**: So it was data that was collected.<br>**Ms JANELLE SAFFIN**: I don't know. I haven't been given that data on the regional breakdowns.<br>**CASSANDRA GIBBENS**: Business Connect operates statewide, so those services are available to regional and metro businesses. We have 10 providers that operate and cover different regions across the State, so they have all been available to businesses throughout the State.<br>**The CHAIR**: The question was whether there was data collected around the breakdown of that service delivery. Was it taken up more by regional and remote areas, compared to, say, small businesses in city areas?<br>**CASSANDRA GIBBENS**: I can come back to you in the afternoon on that if you like. |
| **ANSWER**<br>In 2024/25 regional customers comprised 45% of business owners that accessed Business Connect, approximately 4,920 small businesses (FY 24/25). |

| QUESTION TAKEN ON NOTICE – TRANSCRIPT PAGE 13 |
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| **QUESTION:**<br>**The CHAIR**: The Government recently announced a $50-million housing support package to assist<br>eligible homeowners, renters and primary producers who were impacted by the severe flooding on the Mid North<br>Coast and the Hunter. Something that's often raised with my office is with these types of grants, animal sanctuaries<br>in those recovery zones often miss out because they're not a for-profit business. Yet, obviously, they face the same<br>barriers and the same challenges as many other flood-affected businesses involving animals. Do you know if |

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| animal sanctuaries in those areas are eligible for that funding from the most recent package that was announced?<br>**Ms JANELLE SAFFIN**: I was just clarifying, because I know that NGOs are eligible. They can be eligible under the small business grant—up to the $25,000—but not with the housing, so I'm not sure exactly what<br>you mean about the sanctuary and the housing package.<br>**The CHAIR**: I don't think they're classified as NGOs specifically. My understanding is that whenever<br>there have been support packages in previous years, they haven't fit those eligibility criteria. In some way, they're<br>knocked out of that. Is that something that you're at least willing to look into?<br>**Ms JANELLE SAFFIN**: I'll take it on notice, Chair. |
| **ANSWER**<br>I am advised:<br>If an animal sanctuary is an NGO, and has been impacted by AGRN 1212, and sustained damage to assets or needs assistance to help pay the costs for clean-up and reinstatement, then they can apply for a Small Business and Non-Profit Organisation recovery grant via Service NSW. |

| **QUESTION TAKEN ON NOTICE – TRANSCRIPT PAGE 19** |
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| **QUESTION:**<br>**The Hon. SCOTT BARRETT**: Minister, I will come back to the numbers.<br>**Ms JANELLE SAFFIN**: Of?<br>**The Hon. SCOTT BARRETT**: The Mid North Coast and Hunter Valley numbers. How many applications have you received for the small business grants?<br>**Ms JANELLE SAFFIN**: We have received 1,435.<br>**The Hon. SCOTT BARRETT**: Of them, how many have been successful for the $5,000 and how many have got more than the 5,000?<br>**Ms JANELLE SAFFIN**: That's what we agreed we'd take on notice. Mr Wells said he'll—they'll come back later.<br>**GREG WELLS**: We can cover that now, if you like.<br>**The Hon. SCOTT BARRETT**: Would you be able to get that when we come back after smoko? Is that all right?<br>**GREG WELLS**: Yes.<br>**Ms JANELLE SAFFIN**: Yes. After smoko or later this afternoon.<br>**GREG WELLS**: I've got it now, Mr Barrett, if you'd like.<br>**The Hon. SCOTT BARRETT**: That would be great.<br>**GREG WELLS**: The number of business that have been successful in the $20,000 grant, on top of the $5,000 grant, is 132. We've paid $893,000 as part of that 132, and another $860,000 is in progress. Of the in-progress amounts, there are a number of businesses that are part of that next phase as well. So 132 have been successful.<br>**The Hon. SCOTT BARRETT**: They've got more than $5,000, yes. |

**GREG WELLS**: That's right or are in the second round, in the second tier, of that grant. The total is about $893,000.
**The Hon. SCOTT BARRETT**: How many have got just the $5,000?
**GREG WELLS**: That would be 482.
**The Hon. SCOTT BARRETT**: How many have been rejected?
**GREG WELLS**: The total declined at the moment is 640. To go through the some reasons that we talked about before, the majority of the reasons are either that we don't have enough evidence—we're seeking just evidence. Again, as the Minister talked through, our business concierges can assist in working with businesses to find that evidence. We're already in contact with the people you mentioned, but we'll make sure we get in contact with Renee and others that you mentioned today. Some of it might be that they're not actually small businesses under the definition. Some have withdrawn their applications through the process. Some were eligible for other grants—they might be a primary producer, and that's their primary income. There are a range of reasons. Mr Barrett, I'm happy to provide those reasons on notice, if that's helpful too.

**ANSWER**
For Tier 1 and Tier 2, 483 applications were successful and have received grant money. 403 received $5k and 80 applications were successful and received money for Tier 2 (over the $5k). There were 132 claims submitted for Tier 2 and 80 had been paid as at 5 September 2025.

**QUESTION TAKEN ON NOTICE – TRANSCRIPT PAGE 22**

**QUESTION:**
**The Hon. SCOTT BARRETT**: It seems only about 30 per cent of applicants have received the money. That means seven out of 10 people that have gone through this flood, clearly had damage done—and it doesn't take much to see they've had more than $25,000 worth of damage done, Minister. Seven out of 10 people have still not received any money from this. Is that where you want this to be?
**Ms JANELLE SAFFIN**: I want everybody to get the money that they're entitled to as quickly as possible. I have said it and I'll say it again; that's the reality. I ask to be updated on figures and how people are going. But the numbers in the business impact surveys that were done—and I think the Acting Small Business Commissioner has some figures on that. It wasn't a large amount of small businesses. I just want to say two things as well. The average damage was $32,000 as self-reported from small businesses. There were over 1,100 responses and the average was $32,000. This is the small business survey.
**The Hon. SCOTT BARRETT**: I don't want to seem rude. Can I talk on that $32,000 before we go on to something else?
**Ms JANELLE SAFFIN**: Yes, come back to that.
**The Hon. SCOTT BARRETT**: When you say this is an average claim, did people have to put in a claim or was a survey done to show how much damage?
**Ms JANELLE SAFFIN**: People were able to self-report. Yes, we were trying to get a handle on—

**The Hon. SCOTT BARRETT**: So they only needed to self-report up to $25,000 to mean they were—
**Ms JANELLE SAFFIN**: No, this was separate from Service NSW. It was a small business survey. It was saying, "Please let us know how much damage you think you've sustained." It was self-reporting and it was 1,100 responses, which was a good response. The average was $32,000—actually $32,000.39, but $32,000 was the average damage that was self-reported.
The Hon. SCOTT BARRETT: Are these surveys still underway?
**Ms JANELLE SAFFIN**: I'll go over to Ms Ellis, the Acting Small Business Commissioner.
**CATHERINE ELLIS**: No, it was a survey that was conducted in the immediate aftermath of the event in order to understand in more detail the impact—self-reported—on businesses in the impacted areas.
**The Hon. SCOTT BARRETT**: When you say "immediate aftermath", did they have two months to do this, or three months?
**CATHERINE ELLIS**: I can get you the exact date, but it was much closer to the event than that.

**ANSWER**
A/Commissioner Catherine Ellis provided a response to the question during the hearing – refer to page 23-24 of the transcript.

**QUESTION TAKEN ON NOTICE – TRANSCRIPT PAGE 30**

**QUESTION:**
**The Hon. SCOTT FARLOW**: Minister, can business operators using business toll accounts claim relief through the personal toll cap? If so, how many are currently doing so?
**Ms JANELLE SAFFIN**: I'll put that question to Mr Wells on the toll cap.
**GREG WELLS**: I'll confirm that 100 per cent for you shortly. I'll just need to check that. That'll be a policy with Transport obviously, but I'll check that. Service does administer that, but I'll check that detail and come back to you.
**The Hon. SCOTT FARLOW**: When it comes to tolls and toll rebates, what is in place for small businesses and sole traders?
**Ms JANELLE SAFFIN**: I'll come back to you, Mr Farlow, with some more detail. I have it here somewhere.

**ANSWER**
I am advised:
Toll Relief 40% rebate eligibility included sole traders. The $60 weekly cap Toll relief rebate eligibility is limited to personal toll accounts.

**QToN– TRANSCRIPT PAGE 31**

**QUESTION**
**The Hon. SCOTT FARLOW**: Thank you, Minister. With respect to the energy issue—and again I accept that this is not in your portfolio, but it does certainly affect small businesses all across New South Wales—what's the Government's plan to address these electricity price increases for small businesses across New South Wales?
**Ms JANELLE SAFFIN**: There is some relief that's available for both businesses and households, but I will take that one on notice to make sure it's precise.

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| **The Hon. SCOTT FARLOW**: Do you have any targets to reduce small business energy costs at all?<br>**Ms JANELLE SAFFIN**: That's something that Minister Sharpe—again that's a question for her, in terms of how she deals with that, but I'll come back to you. |
| **ANSWER**<br>I am advised:<br>This is a matter for the Minister for Climate Change, Energy, the Environment and Heritage. |

| **QUESTION TAKEN ON NOTICE – TRANSCRIPT PAGE 35** |
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| **QUESTION:**<br>**The Hon. SCOTT FARLOW**: And then the rural and regional specialist?<br>**CASSANDRA GIBBENS**: It's one specialist role.<br>**The Hon. SCOTT FARLOW**: And that's specialist west—that's how it's described here.<br>**CASSANDRA GIBBENS**: It may be located in the west region, perhaps.<br>The Hon. SCOTT FARLOW: And then the CALD specialist, is that one person or are there more?<br>**CASSANDRA GIBBENS**: There's one person as a specialist. But, again, the team are across the offering in that space.<br>**The Hon. SCOTT FARLOW**: Are there any specialists assigned to the "big business" that's listed on there?<br>**CASSANDRA GIBBENS**: No, that's an old structure.<br>**The Hon. SCOTT FARLOW**: Old structure and redundant now?<br>**CASSANDRA GIBBENS**: Correct.<br>**The Hon. SCOTT FARLOW**: And the rural and regional specialist north—I take it there is not a north and west distinction now and it's just a rural and regional specialist?<br>**CASSANDRA GIBBENS**: I'll need to double-check that for you. |
| **ANSWER**<br>The Service NSW Business Bureau has a dedicated regional business specialist located in Dubbo who provides specialist advice statewide and is also utilised by Business Concierges as a subject matter expert to support customers across the state. |

| **QUESTION TAKEN ON NOTICE – TRANSCRIPT PAGE 36** |
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| **QUESTION:**<br>**The Hon. SCOTT FARLOW**: But, in terms of a business seeking advice from them, it's a nine-to-five line, isn't it?<br>**CASSANDRA GIBBENS**: No. It's eight till six—and I'll just check that for you. |
| **ANSWER**<br>Our frontline business concierge and business specialists work flexibly to support in person business preferences. We offer a call back service for customers and an inbound contact centre service though 137788 (7am-7pm), live chat is also available 9-5pm. Our team regularly work outside normal business hours and on weekends to attend business events and support disaster recovery activities. |

| QUESTION TAKEN ON NOTICE – TRANSCRIPT PAGE 36 |
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| **QUESTION:**<br>**Ms JANELLE SAFFIN**: I've got a chart here. I'll just share some of this with you. It's a comparison table:<br>business bureau versus Business Connect. There's business bureau: free personalised, relationship-based ongoing support, contact point for all stages of small business life cycle in person over the phone live chat. That's the business bureau. And Business Connect, "free personalised, specialised service from experienced small business owners", and it goes on like that. I do have a table that shows what is done. In fact, the business bureau does a lot more.<br>**The Hon. SCOTT FARLOW**: Would you mind tabling that table?<br>**Ms JANELLE SAFFIN**: I don't know if that's—<br>**The Hon. SCOTT FARLOW**: I would even ask you, Minister, if you could take it on notice.<br>**Ms JANELLE SAFFIN**: I'll take it on notice and give you some information to show the chart of who does what. |
| **ANSWER**<br>Business Bureau staff provide the following services and products:<br>• Business Concierge navigation support – 75 frontline staff covering all of NSW, metro and regional<br>• Free, personalised, relationship-based, ongoing support. Contact point for all stages of small business lifecycle<br>• In person, over the phone, Live Chat<br>• Identified Aboriginal roles and specialist multicultural support<br>• Navigation to Government programs, information and financial supports<br>• Assistance to understand regulatory requirements and processes, applying for licences and permits, selling to government, accessing support to expand locally and overseas, connecting with mental health support<br>• Disaster recovery and other crisis assistance, including more intensive case-management approaches for impacted businesses<br>• Referrals to other programs and supports, including NSW Agency programs (eg Investment NSW export capability building)<br>• Connections with councils, business chambers, networking opportunities<br>• Small Business Month – collaborative partner with Small Business Commission<br><br>Digital products<br>• Business Profile, to interact with Government services and supports, including Licences and grant applications<br>• Support for mobile app and online account platforms<br>• Disaster grant build |

- Grant/rebate build

Business communications

- Regular business newsletter (1.4m reach)
- Social media channels
- Bureau Website
- Marketing campaigns

Stakeholder engagement and relationships

- Business associations, Business NSW and Small Business Advocacy

Agency partnership and relationships - implementation of the Charter for Small Business

- Identifying pain points and working across government on actions to address including red tape and targeted support for small business
- Supporting opportunities through procurement and export
- Monitoring and supporting Agency progress on key small business measures

Online resources:

- Webinars, podcasts, training for disaster-impacted businesses, startups
- Includes 214 skill development videos, over 60 business skill development podcasts and webinars, and articles on business tips from business advisors

Business Connect is a complementary service that provides customers with additional support of up to 8 hours of tailored advice on a range of topics including;

- Business Planning
- Cyber
- Marketing
- Bookkeeping
- Export
- Procurement
- Business growth opportunities

**QUESTION TAKEN ON NOTICE – TRANSCRIPT PAGE 37**

**QUESTION:**

**The Hon. SCOTT FARLOW**: Minister, have you spoken to any business concierge staff about their views in terms of the Business Connect program ending and their capabilities to be able to provide that same support to business?

**Ms JANELLE SAFFIN**: No, it's not my role to canvass them on that. I meet regularly with Service NSW and also with the Acting Small Business Commissioner, and my conversations are with them on what will happen going forward.

**The Hon. SCOTT FARLOW**: So you haven't had any direct interaction with the business concierge staff as to their capabilities and their view with respect to Business Connect coming to an end?

**Ms JANELLE SAFFIN**: It's not my job as Minister to interrogate public servants, but I do know their capabilities through experience, particularly as local member and working in disasters. I know how good they are.

**The Hon. SCOTT FARLOW**: There is no doubt as to how good they are. But when you speak of the capabilities and experience, I asked previously—and I don't know if Mr Wells can advise in terms of the requirements for the business concierge staff in comparison to what is required of the Business Connect advisers.

**GREG WELLS**: Yes. We also took on notice to provide a role description, so we'll do that as well. We talked, I think on Wednesday, about business concierges having a broad range of skills, particularly around customer service experience. A lot of them, as we talked about before, have small business experience. They've run small businesses, many of them, themselves. Obviously, there's a big role in interpreting all the planning information and assisting businesses across that life cycle that I've talked about. The content and materials that we have used through the Business Connect program are available to us still, so we own all that material and can re-use that ongoing. Of course, as we've talked about that, they have a very big role in assisting businesses through disaster recovery as well. That's been a big focus for the last couple of years at least.

**The Hon. SCOTT FARLOW**: Business Connect advisers have a requirement, in order to qualify, that they have 100 points from a table and that they have one requirement from each part of the table. Firstly, those include academic qualifications: either a certificate IV, business, finance or marketing related; a diploma, business, finance or marketing related; an advanced diploma, business, finance or marketing related; or a bachelor, master's or postgraduate degree. Secondly, they're required, when it comes to business adviser and consulting experience, to be either a business consultant or adviser for less than five years, or more than five years with a certain amount of points. They're also required to have small business experience, either having owned or operated a small business for a minimum of 18 months; established a small business from scratch; or expanded a small business, i.e. significant increase to turnover and/or growth in employees. All of these have a series of points attached to them. Do business concierge staff members have similar requirements?

**GREG WELLS**: Not exactly the same criteria, no.

**The Hon. SCOTT FARLOW**: Do they have any criteria?

**GREG WELLS**: We employ based on the role description, which we're happy to provide on notice. But again, a lot of those skills would be part of a number of the team that exists at the moment.

**ANSWER**

Role description shared. See attachment 'Role Description - Business Concierge - Mobile 5-6 (RD FL)'.

**QUESTION TAKEN ON NOTICE – TRANSCRIPT PAGE 41**

**QUESTION:**

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| **The Hon. SCOTT BARRETT**: Can I get a very brief update on where we're up to with the Tell Your Story Once program?<br>**Ms JANELLE SAFFIN**: Tell Your Story Once was clearly—I mean, it was a recommendation from locals and members, but it was also one of the recommendations in the O'Kane-Fuller inquiry. It is a work in progress. Service will be able to give you more detail. Earlier on I mentioned that I'm looking at all of those recommendations from the two flood inquiries and how they're being implemented, and I'm just working through that now, Mr Barrett. That's one that I'm particularly interested in.<br>**The Hon. SCOTT BARRETT**: Can I ask you to provide on notice, Minister—it's probably easier—the press releases you mentioned about the exiting of Dave Owens and also the change to the grant that we talked about before, to exclude farmers from that?<br>**Ms JANELLE SAFFIN**: I'm happy to do that. I'm sure I did a release, but I do so many. |
| **ANSWER**<br>I am advised:<br>No media releases for the Small Business Grant guideline changes or the end of Dave Owens' contract were released, rather numerous statements to the media were made. |

# Role Description
# Business Concierge - Mobile

| Role Description Fields | Details |
|---|---|
| **Cluster** | Customer Service |
| **Department/Agency** | Department of Customer Service |
| **Division/Branch/Unit** | Service NSW |
| **Classification/Grade/Band** | Grade 5/6 |
| **ANZSCO Code** | 541112 |
| **PCAT Code** | 1119192 |
| **Role Family/Function/Type** | Customer Service /Customer Advice/Support/Resolution |
| **Date of Approval** | November 2022 |
| **Agency website** | www.customerservice.nsw.gov.au |

## Agency overview

Service NSW is making it easier for people and businesses across NSW to access government services. Since launching in July 2013, we have successfully transformed and streamlined NSW Government service delivery with cutting edge digital solutions and an award-winning culture of passion and teamwork.

Our customer-centric solution offers simpler and faster access to government transactions through our digital channels, a 7 day a week phone service and an expanding network of service centres. We currently partner with over 50 agencies to offer over 1,000 NSW Government transactions.

## Primary purpose of the role

Provide personalised support and case management to business customers across the business life cycle. This includes provision of guidance on financial support and applications, business licenses, navigating government requirements, connections to a range of services and trusted advice, and more.

The role also assists business customers through face to face, over the phone and other channels at a time and place convenient to the business to ensure they receive personalised support with minimal interruptions to their business.

## Key accountabilities

- Provide support to business customers to assist them in navigating regulatory requirements, and to provide tailored information, referrals and guidance to support their business needs
- Engage in a range of outreach activities including targeted campaigns, disaster recovery activities, industry events and seminars, and on-site appointments at business customer premises, representing the agency to identify and support customers to access available products and services to meet unique business requirements
- Respond to customer enquiries through a range of channels (including face to face appointments, phone, email, online and click-to-chat) to deliver timely and effective customer support
- Ensure compliance with privacy requirements and legislative obligations so that confidentiality, privacy and integrity of information is not compromised
- Identify and contribute to the development of new ideas and opportunities to improve the efficiency of work processes and the implementation of changes to support business customers

- Develop and maintain a thorough knowledge of services offered by multiple agencies to provide accurate, effective and high-quality service to business customers
- Liaise with customers and key stakeholders to ensure the appropriate referral and escalation of complex enquiries and transactions to ensure effective resolution and meet customer needs

## Key challenges

- Delivering a range of tailored and personalized support services given tight deadlines, limited resources and the need to manage competing priorities
- Developing and maintaining knowledge of the region and delivering specialist assistance in a high volume digital, phone based and face to face environments
- Adapting to changing priorities, rotating shift patterns and achieving both individual and team KPI's within defined service standards

## Key relationships

### Internal

| Who | Why |
|---|---|
| Team Leader, Operations | • Escalate issues, keep informed, receive guidance and instructions and contribute to decision making |
| Work team | • Support team members and work collaboratively to contribute to achieving business outcomes<br>• Participate in discussions and decisions regarding resolution of issues and implementation of innovation and best practice |
| Internal Customers/Stakeholder | • Resolve and provide customer focused solutions to issues |

### External

| Who | Why |
|---|---|
| Customers/Stakeholder | • Develop and maintain effective working relationships and open channels of communication<br>• Contribute to a client-focused approach to service delivery<br>• Manage the flow of information, seek clarification, and provide client-focused advice and responses to ensure prompt resolution of issues<br>• Understand needs and provide professional assistance and support as needed |
| Other Government Agencies | • Build effective working relationships<br>• Liaise, validate, process and communicate operational tasks and information |

## Role dimensions

### Decision making

This role has autonomy and makes decisions under their direct control as directed by their Team Leader/Manager and refers to the team Leader/Manager decisions that require significant change to outcomes or timeframes; are likely to escalate or require submission to a higher level of management. This role is accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables and outcomes.

### Reporting line

This role reports to the Team Leader, Operations

### Direct reports

This role has no direct reports

### Budget/Expenditure

As per the Customer Service Delegations

## Key knowledge and experience

Demonstrated experience in providing a high level of customer service in a front-line service environment.

## Essential requirements

- Valid driver's license
- Willingness to travel across New South Wales, including metro, remote and regional locations as required.

## 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**<br>Be open and honest, prepared to express your views, and willing to accept and commit to change | • Be flexible and adaptable and respond quickly when situations change<br>• Offer own opinion and raise challenging issues<br>• Listen when ideas are challenged and respond appropriately<br>• Work through challenges Remain calm and focused in challenging situations | Intermediate |

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| Personal Attributes | **Manage Self**<br>Show drive and motivation, an ability to self-reflect and a commitment to learning | • Adapt existing skills to new situations<br>• Show commitment to achieving work goals<br>• Show awareness of own strengths and areas for growth, and develop and apply new skills<br>• Seek feedback from colleagues and stakeholders<br>• Stay motivated when tasks become difficult | Intermediate |
| Relationships | **Commit to Customer Service**<br>Provide customer-focused services in line with public sector and organisational objectives | • Focus on providing a positive customer experience<br>• Support a customer-focused culture in the organisation<br>• Demonstrate a thorough knowledge of the services provided and relay this knowledge to customers<br>• Identify and respond quickly to customer needs<br>• Consider customer service requirements and develop solutions to meet needs<br>• Resolve complex customer issues and needs<br>• Cooperate across work areas to improve outcomes for customers | Intermediate |
| Relationships | **Work Collaboratively**<br>Collaborate with others and value their contribution | • Build a supportive and cooperative team environment<br>• Share information and learning across teams<br>• Acknowledge outcomes that were achieved by effective collaboration<br>• Engage other teams and units to share information and jointly solve issues and problems<br>• Support others in challenging situations<br>• Use collaboration tools, including digital technologies, to work with others | Intermediate |
| Results | **Deliver Results**<br>Achieve results through the efficient use of resources and a commitment to quality outcomes | • Seek and apply specialist advice when required<br>• Complete work tasks within set budgets, timeframes and standards<br>• Take the initiative to progress and deliver own work and that of the team or unit<br>• Contribute to allocating responsibilities and resources to ensure the team or unit achieves goals<br>• Identify any barriers to achieving results and resolve these where possible<br>• Proactively change or adjust plans when needed | Intermediate |

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| Results | **Plan and Prioritise**<br>Plan to achieve priority outcomes and respond flexibly to changing circumstances | • Understand the team and unit objectives and align operational activities accordingly<br>• Initiate and develop team goals and plans, and use feedback to inform future planning<br>• Respond proactively to changing circumstances and adjust plans and schedules when necessary<br>• Consider the implications of immediate and longer-term organisational issues and how these might affect the achievement of team and unit goals<br>• Accommodate and respond with initiative to changing priorities and operating environments | Intermediate |
| Business Enablers | **Technology**<br>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<br>• Use available technology to improve individual performance and effectiveness<br>• Make effective use of records, information and knowledge management functions and systems<br>• Support the implementation of systems improvement initiatives, and the introduction and roll-out of new technologies | Intermediate |

## 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 | Intermediate |
| Personal Attributes | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Foundational |
| Relationships | Communicate Effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Intermediate |
| Relationships | Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Foundational |
| Results | Think and Solve Problems | Think, analyse and consider the broader context to develop practical solutions | Intermediate |

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| Results | Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Intermediate |
| Business Enablers | Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Foundational |
| Business Enablers | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Foundational |
| Business Enablers | Project Management | Understand and apply effective project planning, coordination and control methods | Foundational |