

# Role Description

## Manager Intelligence



| Role Description Fields               | Details   |
|---------------------------------------|---|
| Cluster                               | Premier and Cabinet   |
| Department/Agency                     | Law Enforcement Conduct Commission                                      |
| Division/Branch/Unit                  | Intelligence Unit   |
| Role number                           |   |
| Classification/Grade/Band             | 11/12   |
| Senior executive work level standards | Not Applicable  |
| ANZSCO Code                           | 139999  |
| PCAT Code                             | 3559192   |
| Date of Approval                      | 18 June 2025  |
| Agency Website                        | <a href="https://www.lecc.nsw.gov.au/">https://www.lecc.nsw.gov.au/</a> |

### Agency overview

The Law Enforcement Conduct Commission (LECC) is an independent body exercising royal commission powers to detect, investigate and expose serious misconduct within the NSW Police Force and the NSW Crime Commission. The LECC also independently monitors and reviews the investigation of complaints by the NSW Police Force and the NSW Crime Commission about the conduct of their officers. In doing so the LECC recognises the primary responsibility of those agencies to investigate and prevent officer misconduct and corruption within those agencies, while providing for oversight of those functions.

The LECC works collaboratively with the NSW Police Force and the NSW Crime Commission to educate and promote the prevention and elimination of officer misconduct, particularly through the identification of systemic issues that are likely to be conducive to the occurrence of officer misconduct and corruption. The LECC also undertakes independent, real-time monitoring of critical incident investigations undertaken by the NSW Police Force, and can make reports on the conduct of critical incident investigations by the NSW Police Force.

The LECC plays a key role in strengthening the integrity of law enforcement in NSW.

### Primary purpose of the role

The Manager Intelligence leads and manages the Commission's Intelligence Unit so that Tactical and Operational Intelligence teams may provide an effective information gathering and analysis function in support of the Commission's multidisciplinary team approach to detecting and investigating serious misconduct and serious maladministration within the NSWPF and NSWCC.

The role also leads the newly created Strategic Intelligence function, aimed at utilising data driven analysis to identify emerging issues in law enforcement, inform the Commission's Strategic Priority setting process, and encourage stronger collaboration across the LECC.

The role provides high level specialist advice and recommendations to the Director Investigations and Intelligence and other key LECC staff on intelligence matters.

## Key accountabilities

- Provide direction and drive to the LECC Intelligence function, including the development of an Intelligence framework outlining how intelligence aims to enable effective intelligence-led decision making across the whole agency.
- Provide professional leadership and management to the Intelligence Unit, including work allocation and performance management, to build capacity to implement appropriate investigative strategies.
- Develop, manage and lead organisational change initiatives designed to improve the efficiency and accountability of the Intelligence Unit in meeting the LECC's objectives.
- Manage the planning and conduct of strategic intelligence projects and assessments in accordance with the Commission's Strategic Objectives
- Monitor overall intelligence project performance against project plans and provide guidance and support to project managers to identify risks and overcome obstacles.
- Remain up to date with contemporary developments within the intelligence field and ensure that the Commission's intelligence methodology and use of technology reflects best practice.
- Collaborate with the Director Investigations and Intelligence, Team Leaders, and Analysts to identify and implement learning and development opportunities aimed at building internal capability and enhancing professional development of Intelligence staff.
- Implement formal intelligence policies and procedures to guide the work of the Intelligence Unit and to ensure LECC's compliance with legal obligations.
- Provide high level specialist advice to the Commission Executive.
- Participate in and make an informed contribution to the LECC's complaints assessment and investigation selection process.
- Manage operational risk management procedures and processes as they relate to the functions of the Intelligence team.
- Represent the Intelligence Unit internally and the Commission externally and liaise with Senior Executive staff both within and external to the Commission.
- Responsible and accountable for analyst resources and the maintenance of intelligence standards.
- Review and consider Telecommunication Data Requests in accordance with the *Telecommunications (Interception and Access) Act 1979*.

## Key challenges

- Providing guidance and direction to maintain an effective and innovative Intelligence Unit capable of delivering on the LECC's corporate objectives and intelligence requirements.
- Ensuring that all aspects of the Intelligence Unit (tactical, operational and strategic) remain focussed, consistent with the LECC's corporate objectives.
- Providing leadership and guidance to, and managing the performance of, Intelligence Unit staff with a diverse range of skills and experience.
- Promoting a proactive approach to the development of relevant lines of inquiry and the production of high-level intelligence reports and assessments.
- Delivering results in a high-pressure environment, with tight resource constraints and timeframes
- Engaging and negotiating with both internal and external stakeholders who often have widely different and sometimes conflicting expectations and perspectives.
- A Strategic Intelligence Function was created in response to the Commission's Strategic Plan 2023-2026. The Manager Intelligence will work with internal and external stakeholders to ensure the success of this newly established function to inform strategic decision making.

## Key relationships

### Internal

| Who                                      | Why  |
|--|--|
| LECC Executive                           | <ul style="list-style-type: none"><li>• Provide strategic advice and influence decision making processes</li><li>• For referral of contentious/highly sensitive issues requiring review</li><li>• Implementation of governance frameworks</li></ul>  |
| Director Investigations and Intelligence | <ul style="list-style-type: none"><li>• Intelligence updates</li><li>• Tactical and operational direction</li><li>• Provide expert advice and contribute to decision making; receive advice and report on progress towards business objectives and discuss future directions</li><li>• Identify emerging issues/risks and their implications and propose solutions</li></ul> |
| Team Leader Intelligence                 | <ul style="list-style-type: none"><li>• Provide advice</li><li>• Lead, direct, manage and support performance and development</li></ul>  |
| Senior Strategic Intelligence Analyst    | <ul style="list-style-type: none"><li>• Provide advice</li><li>• Lead, direct, manage and support performance and development</li></ul>  |
| LECC colleagues                          | <ul style="list-style-type: none"><li>• Liaise with, collaborate and coordinate information</li><li>• Consult and collaborate with, to define mutual interests and determine strategies to achieve their realisation</li></ul>   |

### External

| Who                      | Why  |
|--------------------------|--|
| Other Integrity Agencies | <ul style="list-style-type: none"><li>• Investigation and research related purposes</li><li>• Share and exchange information</li></ul> |
| NSW Police               | <ul style="list-style-type: none"><li>• Share and exchange information</li></ul>   |
| NSW Crime Commission     | <ul style="list-style-type: none"><li>• Share and exchange information</li></ul>   |
| Commonwealth Agencies    | <ul style="list-style-type: none"><li>• Share and exchange information</li></ul>   |

## Role dimensions

### Decision making

The Manager Intelligence has an integral role in the making of decisions relating to the achievement of the LECC's operational objectives by providing high level advice to the Director Investigations and Intelligence, the Executive Director Operations and other members of the LECC Executive in relation to Intelligence matters.

The Manager Intelligence independently makes decisions relating to the overall management of the Intelligence Unit, including the allocation and management of staff and resources required for intelligence activities, consistent with LECC objectives. The role is responsible for the accurate application of LECC policy with regards to the activities of the Tactical, Operational and Strategic intelligence teams. The role is also responsible for setting performance standards and recommending appropriate training and development programs for the Intelligence Unit staff.

Decisions which are likely to be referred to the Director Investigations and Intelligence:

- Are organisationally or externally controversial or contentious, and which cannot otherwise be resolved through consultation and negotiation.

- Involve consideration of the use of powers under the *Law Enforcement Conduct Commission Act 2016* or other state or Commonwealth Act.
- Impact adversely on other agencies or on the LECC.
- Involve risk to the welfare of staff and any other person exposed to LECC's activity.

The LECC has a range of powers it may use (for example, coercive examination powers) in relation to its statutory responsibilities. Officers of the LECC must be aware of those powers and ensure they are only utilised where permitted, appropriate and authorised.

## Reporting line

This position reports to the Director Investigations and Intelligence.

## Direct reports

This position manages tactical, operational and strategic intelligence functions consisting of the following staff;

- 1 x Team Leader Intelligence. Grade 9/10
- 1 x Operational Intelligence Analyst. Grade 7/8
- 4 x Tactical Intelligence Analysts. Grade 7/8
- 1 x Senior Strategic Intelligence Analyst. Grade 9/10
- 1 x Strategic Intelligence Analyst. Grade 7/8

## Budget/Expenditure

As per approved delegated authority.

## Key knowledge and experience

- Relevant tertiary qualifications in intelligence or similar discipline.
- Demonstrated experience and understanding in an intelligence role in a law enforcement agency or government authority, with a proven record of preparing briefs or reports to inform agency priorities.
- Demonstrated ability and experience in leading teams, coaching team members, managing competing priorities and providing timely advice to support organisational activities.
- Extensive analytical, conceptual and strategic thinking skills, together with a practical understanding of the law enforcement environment and an appreciation of modern investigative strategies (including planning and review methodologies, technical surveillance measures etc.).

## Essential requirements

- A probity assessment to establish reliability, trustworthiness, integrity and suitability of employment.
- In addition, LECC officers are required to obtain and retain a commonwealth security clearance. The Manager Intelligence requires a security clearance at NV1. The LECC will facilitate the process to obtain this clearance level for the role holder within six months of appointment.

## 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

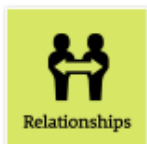
## Focus capabilities

*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    |
|---|---|---|----------|
| <br>Personal Attributes  | <b>Display Resilience and Courage</b><br>Be open and honest, prepared to express your views, and willing to accept and commit to change | <ul style="list-style-type: none"> <li>• Be flexible, show initiative and respond quickly when situations change</li> <li>• Give frank and honest feedback and advice</li> <li>• Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately</li> <li>• Raise and work through challenging issues and seek alternatives</li> <li>• Remain composed and calm under pressure and in challenging situations</li> </ul>  | Adept    |
| <br>Personal Attributes | <b>Act with Integrity</b><br>Be ethical and professional, and uphold and promote the public sector values                               | <ul style="list-style-type: none"> <li>• Model the highest standards of ethical and professional behaviour and reinforce their use</li> <li>• Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>• Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>• Monitor ethical practices, standards and systems and reinforce their use</li> <li>• Act promptly on reported breaches of legislation, policies and guidelines</li> </ul>                      | Advanced |
| <br>Relationships      | <b>Communicate Effectively</b><br>Communicate clearly, actively listen to others, and respond with understanding and respect            | <ul style="list-style-type: none"> <li>• Tailor communication to diverse audiences</li> <li>• Clearly explain complex concepts and arguments to individuals and groups</li> <li>• Create opportunities for others to be heard, listen attentively and encourage them to express their views</li> <li>• Share information across teams and units to enable informed decision making</li> <li>• Write fluently in plain English and in a range of styles and formats</li> <li>• Use contemporary communication channels to share information, engage and interact with diverse audiences</li> </ul> | Adept    |

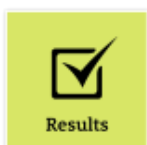


### **Influence and Negotiate**

Gain consensus and commitment from others, and resolve issues and conflicts

- Influence others with a fair and considered approach and present persuasive counter-arguments
- Work towards mutually beneficial 'win-win' outcomes
- Show sensitivity and understanding in resolving acute and complex conflicts and differences
- Identify key stakeholders and gain their support in advance
- Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise
- Anticipate and minimise conflict within the organisation and with external stakeholders

Advanced



### **Deliver Results**

Achieve results through the efficient use of resources and a commitment to quality outcomes

- Seek and apply the expertise of key individuals to achieve organisational outcomes
- Drive a culture of achievement and acknowledge input from others
- Determine how outcomes will be measured and guide others on evaluation methods
- Investigate and create opportunities to enhance the achievement of organisational objectives
- Make sure others understand that on-time and on-budget results are required and how overall success is defined
- Control business unit output to ensure government outcomes are achieved within budgets
- Progress organisational priorities and ensure that resources are acquired and used effectively

Advanced

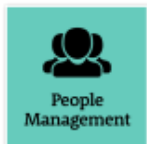


### **Project Management**

Understand and apply effective planning, coordination and control methods

- Prepare and review project scope and business cases for projects with multiple interdependencies
- Access key subject-matter experts' knowledge to inform project plans and directions
- Design and implement effective stakeholder engagement and communications strategies for all project stages
- Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning
- Develop effective strategies to remedy variances from project plans and minimise impact
- Manage transitions between project stages and ensure that changes are consistent with organisational goals
- Participate in governance processes such as project steering groups

Advanced



## Manage and Develop People

Engage and motivate staff, and develop capability and potential in others








- Refine roles and responsibilities over time to achieve better business outcomes
- Recognise talent, develop team capability and undertake succession planning
- Coach and mentor staff and encourage professional development and continuous learning
- Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation
- Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives

Advanced







## 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 |
|---|-------------------------------|--|-------|
|  | Manage Self                   | Show drive and motivation, an ability to self-reflect and a commitment to learning                     | Adept |
|  | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
|  | Commit to Customer Service    | Provide customer-focused services in line with public sector and organisational objectives             | Adept |
|  | Work Collaboratively          | Collaborate with others and value their contribution   | Adept |
|  | Plan and Prioritise           | Plan to achieve priority outcomes and respond flexibly to changing circumstances                       | Adept |
|  | Think and Solve Problems      | Think, analyse and consider the broader context to develop practical solutions                         | Adept |
|  | Demonstrate Accountability    | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines         | Adept |



|   |                                     |  |              |
|---|-------------------------------------|--|--------------|
|  | Finance                             | Understand and apply financial processes to achieve value for money and minimise financial risk    | Foundational |
|  | Technology                          | Understand and use available technologies to maximise efficiencies and effectiveness               | Adept        |
|  | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept        |
|  | Inspire Direction and Purpose       | Communicate goals, priorities and vision, and recognise achievements                               | Adept        |
|  | Optimise Business Outcomes          | Manage people and resources effectively to achieve public value                                    | Adept        |
|  | Manage Reform and Change            | Support, promote and champion change, and assist others to engage with change                      | Adept        |