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| **Senior Executive Work Level Standards** | Work Contribution Stream: Service/Operational Delivery |
| **Classification/Grade/Band** | Band 2 |
| **ANZSCO Code** | NA |
| **PCAT Code** | NA |
| **Date of Approval** | 29 June 2020 |

Primary purpose of the role

The Chief Operating Officer Agency leads, directs and coordinates the internal operational activities within the Agency in accord with policies, goals and objectives set by the Agency Head/Secretary, and supports the Agency Head/Secretary in development of organisational policies and goals including operations, workforce management, financial performance and organisational arrangements.

Key accountabilities

* Develop and prepare short and long-term plans and budgets based upon broad Agency goals and objectives
* Develop and establish operating policies consistent with the Agency Head/Secretary's broad policies and objectives and facilitate their satisfactory execution
* Direct the development and implementation of procedures and controls, decision making protocols and governance frameworks and processes across the Agency
* Drive overall performance of the Agency by implementing agreed performance goals, standards, and measures at a whole of program and whole of service level to form the basis for evaluation of effectiveness
* Lead the investigation and identification of opportunities for changes and enhancements in delivery of internal functions, existing operational programs and services, or development of additional services, to achieve continuous improvement in outcomes for customers and stakeholders
* Act as the primary escalation point for urgent, complex or highly sensitive operational issues, determining appropriate responses and the need for further escalation to the Agency Head/Secretary

Key challenges

* Achieving a culture which embraces change and innovation, continuous development and improvement to service offerings while maintaining commitment to high levels of efficiency
* Ensuring that issues identified through the implementation of programs and services are effectively communicated back into the policy and program development functions

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Manager | * Collaborate to develop budgets and resource plans consistent with strategic plans and goals * Alert related to operational or service issues which may escalate, or which may have broader Service-wide or State-wide impact * Communicate information related to performance against budget and potential variations which may have impact on budgeting or budget performance at the cluster level * Achieve endorsement of strategic and corporate plans and goals |
| Executive | * Contribute to executive decision-making processes and implementation of appropriate governance frameworks |
| Direct Reports | * Lead, guide and support * Set performance requirements and manage individual performance and development |
| **External** |  |
| Other NSW Government Agencies and Stakeholders | * Maintain effective, collaborative relationships and partnerships with other NSW Government stakeholders outside of the Agency and Cluster * Establish effective networks with other Senior Executives and with similar roles across other jurisdictions, to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues |
| Broader Government Stakeholders | * Exchange market intelligence, performance benchmarking information, innovations, and other matters of mutual interest to evaluate and enhance the effectiveness and quality of programs and services |

# Role dimensions

## Decision making

NA

## Reporting line

NA

## Direct reports

NA

## Budget/Expenditure

NA

# Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-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 | **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 reinforce their use  Represent the organisation in an honest, ethical and professional way and set an example for others to follow  Promote a culture of integrity and professionalism within the organisation and in dealings external to government  Monitor ethical practices, standards and systems and reinforce their use  Act promptly on reported breaches of legislation, policies and guidelines | Advanced |
| Relationships | **Communicate Effectively**  Communicate clearly, actively listen to others, and respond with understanding and respect | | Present with credibility, engage diverse audiences and test levels of understanding  Translate technical and complex information clearly and concisely for diverse audiences  Create opportunities for others to contribute to discussion and debate  Contribute to and promote information sharing across the organisation  Manage complex communications that involve understanding and responding to multiple and divergent viewpoints  Explore creative ways to engage diverse audiences and communicate information  Adjust style and approach to optimise outcomes  Write fluently and persuasively in plain English and in a range of styles and formats | Advanced |

| FOCUS CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
|  | **Commit to Customer Service**  Provide customer-focused services in line with public sector and organisational objectives | | Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience  Ensure systems are in place to capture customer service insights to improve services  Initiate and develop partnerships with customers to define and evaluate service performance outcomes  Promote and manage alliances within the organisation and across the public, private and community sectors  Liaise with senior stakeholders on key issues and provide expert and influential advice  Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches  Ensure that the organisation’s systems, processes, policies and programs respond to customer needs | Advanced |
| Results | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | | Use own professional knowledge and the expertise of others to drive forward organisational and government objectives  Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation  Identify, recognise and celebrate success  Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes  Identify and remove potential barriers or hurdles to achieving outcomes  Initiate and communicate high-level priorities for the organisation to achieve government outcomes | Highly Advanced |
| **Demonstrate Accountability**  Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | | Direct the development of effective systems for establishing and measuring accountabilities and evaluate ongoing effectiveness  Promote a culture of accountability with clear links to government goals  Set standards and exercise due diligence to ensure work health and safety risks are addressed  Inspire a culture that respects the obligation to manage public monies and other resources responsibly and with the highest standards of probity  Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation  Direct the development of short- and long-term risk management frameworks to ensure government aims and objectives are achieved | Highly Advanced |
| Business Enablers | **Finance**  Understand and apply financial processes to achieve value for money and minimise financial risk | | Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management  Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound  Assess relative cost benefits of various purchasing options  Promote the role of sound financial management and its impact on organisational effectiveness  Obtain specialist financial advice when reviewing and evaluating finance systems and processes  Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner | Advanced |
| People Management | **Inspire Direction and Purpose**  Communicate goals, priorities and vision, and recognise achievements | | Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value  Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these  Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes  Create opportunities for recognising and celebrating high performance at the individual and team level  Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges | Advanced |
| **Optimise Business Outcomes**  Manage people and resources effectively to achieve public value | | Ensure that organisational architecture is aligned to the organisation’s goals and responds to changes over time  Engage in strategic workforce planning and strategic resource utilisation to ensure that the organisation’s aims and goals and the government’s objectives can be achieved  Align workforce resources and talent with organisational priorities  Set clear boundaries and freedoms for the organisation in risk taking  Hold self and others accountable for implementing and maintaining inclusive workforce management practices | Highly Advanced |
| **Manage Reform and Change**  Support, promote and champion change, and assist others to engage with change | | Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty  Assist others to address emerging challenges and risks and generate support for change initiatives  Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them  Implement structured change management processes to identify and develop responses to cultural barriers | 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.

| COMPLEMENTARY CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Description** | **Level** |
| Personal Attributes | Display Resilience and Courage | | Be open and honest, prepared to express your views, and willing to accept and commit to change | Advanced |
| Manage Self | | Show drive and motivation, an ability to self-reflect and a commitment to learning | Advanced |
| Value Diversity and Inclusion | | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Advanced |
| Relationships | Work Collaboratively | | Collaborate with others and value their contribution | Advanced |
| Influence and Negotiate | | Gain consensus and commitment from others, and resolve issues and conflicts | Advanced |
| Results | Plan and Prioritise | | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Advanced |
| Think and Solve Problems | | Think, analyse and consider the broader context to develop practical solutions | Advanced |
| Business Enablers | 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 | Advanced |
| Project Management | | Understand and apply effective planning, coordination and control methods | Adept |
| People Management | Manage and Develop People | | Engage and motivate staff, and develop capability and potential in others | Advanced |