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| **Senior Executive Work Level Standards** | Work Contribution Stream: Agency Head |
| **Classification/Grade/Band** | Band 2 |
| **Date of Approval** | 18 June 2020 |

Primary purpose of the role

The Deputy Chief Executive works in close partnership with the Chief Executive, providing leadership across the Agency and ensuring that internal governance, planning, policies and systems enhance Agency capability and capacity.

Key accountabilities

* Lead and provide Senior Executive direction to a substantial program, portfolio of programs, or portfolio of functions across the Agency, negotiating budgets, setting performance expectations, and monitoring and evaluating performance outcomes to contribute to achievement of Agency objectives and outcomes
* Contribute to the development and implementation of strategic plans and decisions by the Chief Executive, and participate as a member of the Executive, to achieve the Agency's objectives and service outcomes
* Deputise for the Chief Executive during periods of absence, and in relation to specific matters, issues or elements of agency operation as delegated from time to time by the Chief Executive, ensuring a consistency of approach and decisions which align with the Agency's objectives
* Provide expert advice and recommendations to the Minister and Chief Executive on strategic and day to day operational imperatives including the implications of major policy decisions, Agency resourcing and performance, and strategies for managing critical incidents
* Develop and maintain effective working relationships with a diverse range of internal and external stakeholders and nurture effective strategic partnerships to identify changes in client base and demands and new industry developments which impact on the strategic positioning of the agency and achievement of both short and long term goals
* Represent the Agency, developing and sustaining positive proactive relationships with key community and/or industry stakeholders and cross-jurisdictional networks across States and nationally in order to identify trends, leverage knowledge and intelligence, and fully inform Agency strategic decision making processes

Key challenges

* Leading implementation of critical and imperative changes, and strategic initiatives, across the organisation achieving high levels of ownership and compliance
* Identifying and resolving significant, complex and sensitive issues related to service delivery, given the need for innovative, evidence based solutions and judgements, broader client implications and requirement for transparency

Key relationships

| Who | Why |
| --- | --- |
| **Ministerial** |  |
| Minister/Office of the Minister | * Provide expert advice, accurate information and timely responses to issues * Collaborate and maintain open relationships to expedite responses and information transfer |
| **Internal** |  |
| Manager | * Contribute to development and review of agency budgets and resource plans, ensuring consistency with strategic plans and goals * Provide strategic and operational advice related to agency plans, programs and services, or major issues which are politically sensitive or have significant client impacts |
| Direct Reports | * Inspire and motivate team, provide direction and manage performance |
| Executive | * Collaborate, implement and influence planning, decision making and financial governance |
| **External** |  |
| Stakeholders | * Manage expectations, explore, resolve and provide solutions to issues to ensure that programs and services are high quality and targeted to meet evolving needs |
| Other NSW Government Agencies | * Monitor collaborative relationships and partnerships with other NSW Government stakeholders * Establish networks to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common response to emerging issues |

# 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 |
| Communicate Effectively | **Communicate Effectively**  Communicate clearly, actively listen to others, and respond with understanding and respect | | Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences  Speak in a highly articulate and influential manner  State the facts and explain their implications for the organisation and key stakeholders  Promote the organisation’s position with authority and credibility across government, other jurisdictions and external organisations  Anticipate and address key areas of interest for the audience and adapt style under pressure | Highly 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 |
| Deliver 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 | **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 |
|  | **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 | Highly 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 | Adept |
| Project Management | | Understand and apply effective planning, coordination and control methods | Adept |
| People Management | Inspire Direction and Purpose | | Communicate goals, priorities and vision, and recognise achievements | Advanced |