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| **Senior Executive Work Level Standards** | Work Contribution Stream: Professional/Technical/Specialist |
| **Classification/Grade/Band** | Band 1 |
| **Date of Approval** | 26 June 2020 |

Primary purpose of the role

The Director, Executive Support leads and directs the provision of high-quality executive management and services to support and contribute to the achievement of key organisational priorities.

Key accountabilities

* Establish appropriate governance arrangements for Senior Executives, council and advisory groups and provide appropriate executive support to facilitate the effective functioning of the Executive and advisory groups
* Manage and execute a range of special projects on behalf of the Executive to ensure the efficient achievement of the project outcomes while fostering high levels of collaboration and information transfer amongst the project participants and supporting the management and impact of any subsequent changes and improvements
* Maintain an awareness of, identify and investigate emerging corporate issues which may require the direct intervention of the Senior Executives and ensure that they are properly briefed and advised
* Oversight, manage and monitor the allocated budget in line with legal and government requirements
* Prepare, receive and/or coordinate briefings, agendas, minutes, correspondence, speech notes, discussion papers, reports and other documentation as required to support the effective performance of the Executive, council and advisory groups
* Assist with the development of, and action the business plan for the Executive to achieve the organisational objectives and to maintain the established strategic direction for the organisation

Key challenges

* Identifying, analysing and communicating pertinent and complex contextual issues, competing interests and priorities to ensure that the Executive are fully informed
* Brokering joint action and consensus across multiple stakeholders in an environment of finite resources and time constraints with the common goal to successfully deliver best practice executive support services

Key relationships

| Who |  Why |
| --- | --- |
| **Ministerial** |  |
| Minister/Office of the Minister | * Consult with Ministerial staff, providing accurate information and timely responses to sensitive or contentious issues on behalf of the Executive and Senior Executives
 |
| **Internal** |  |
| Executive | * Provide executive support and process advice to support implementation of strategic and business plans, agreed projects and new initiatives
* Set objectives, performance requirements and quality standards and manage performance and development
* Provide leadership, guidance and support
* Represent the Executive in discussions establishing the appropriateness and timing of the Executive’s involvement
* Facilitate information flow and effective feedback
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| Manager | * Identify emerging issues/risks and their implications and propose solutions
* Report on progress towards business objectives and discuss future directions
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| Direct Reports | * Lead, guide and support
* Set performance expectations and manage performance and development
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| Stakeholders | * Develop and maintain effective working relationships to expedite the information transfer and feedback
 |
| **External** |  |
| Other NSW Government Agencies | * Establish professional networks and relationships across NSW Government generally, and with similar agencies across other jurisdictions to maintain currency of issues, share ideas and learnings, and collaborate on common responses to emerging and/or developing issues
 |
| Community/Industry Stakeholders | * Manage relationships to ensure that the Executive is apprised of emerging issues and to facilitate information flow and effective feedback
 |
| Stakeholders | * Establish and maintain effective working relationships and communication channels to facilitate information flow and effective feedback
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# 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 useRepresent the organisation in an honest, ethical and professional way and set an example for others to followPromote a culture of integrity and professionalism within the organisation and in dealings external to governmentMonitor ethical practices, standards and systems and reinforce their useAct promptly on reported breaches of legislation, policies and guidelines | Advanced |

| FOCUS CAPABILITIES |
| --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level**  |
| Relationships | **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 audiencesSpeak in a highly articulate and influential mannerState the facts and explain their implications for the organisation and key stakeholdersPromote the organisation’s position with authority and credibility across government, other jurisdictions and external organisationsAnticipate and address key areas of interest for the audience and adapt style under pressure | Highly Advanced |
| **Work Collaboratively**Collaborate with others and value their contribution | Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sectorPublicly celebrate the successful outcomes of collaborationSeek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictionsIdentify and overcome barriers to collaboration with internal and external stakeholders | Highly Advanced |
| **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-argumentsWork towards mutually beneficial ‘win-win’ outcomesShow sensitivity and understanding in resolving acute and complex conflicts and differencesIdentify key stakeholders and gain their support in advanceEstablish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromiseAnticipate and minimise conflict within the organisation and with external stakeholders | Advanced |
| Results | **Plan and Prioritise**Plan to achieve priority outcomes and respond flexibly to changing circumstances | Understand the links between the business unit, organisation and the whole-of-government agendaEnsure business plan goals are clear and appropriate and include contingency provisionsMonitor the progress of initiatives and make necessary adjustmentsAnticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriatelyConsider the implications of a wide range of complex issues and shift business priorities when necessaryUndertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning | Advanced |
| **Think and Solve Problems**Think, analyse and consider the broader context to develop practical solutions | Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issuesWork through issues, weigh up alternatives and identify the most effective solutions in collaboration with othersTake account of the wider business context when considering options to resolve issuesExplore a range of possibilities and creative alternatives to contribute to system, process and business improvementsImplement systems and processes that are underpinned by high-quality research and analysisLook for opportunities to design innovative solutions to meet user needs and service demandsEvaluate the performance and effectiveness of services, policies and programs against clear criteria | Advanced |

| FOCUS CAPABILITIES |
| --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level**  |
| Business Enablers | **Procurement and Contract Management**Understand and apply procurement processes to ensure effective purchasing and contract performance | Apply legal, policy and organisational guidelines and procedures relating to procurement and contract managementDevelop well-written, well-structured procurement documentation that clearly sets out the business requirementsMonitor procurement and contract management processes to ensure they are open, transparent and competitiveBe aware of procurement and contract management risks, and actions to manage or mitigate risk in monitoring contract performanceEvaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principlesEscalate procurement and contract management issues, where required | Adept |
| People Management | **Optimise Business Outcomes**Manage people and resources effectively to achieve public value | Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectivesAllocate resources to ensure the achievement of business outcomes and contribute to wider workforce planningWhen planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiencesEnsure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector contextMonitor performance against standards and take timely corrective actionsKeep others informed about progress and performance outcomes | Adept |

# 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 | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Advanced |
| Results | Deliver Results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Adept |
| Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
| Business Enablers | Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Adept |
| Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| Project Management | Understand and apply effective planning, coordination and control methods | Advanced |
| People Management | Manage and Develop People | Engage and motivate staff, and develop capability and potential in others | Adept |
| Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Advanced |
| Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |